

# APPENDIX



# **APPENDIX 1**

**Mission Specific Goal(s) - See Appendix 2**



# **APPENDIX 2**

## **LAAA Curricula Documents**



**Las Américas ASPIRA Academy Charter Renewal Pages 57 and 58 Appendix**

*All information highlighted in yellow was added by LAAA in response to the Academic Support Team feedback received on 9/17/19.*

<b>Curriculum alignment to the Common Core State Standards and the Next Generation Science Standards</b>		
<b>Item</b>	<b>Description</b>	<b>Evidence</b>
<b>Scope and Sequence</b>	Our K-8 curricular Scope and Sequence document demonstrates clear alignment with the Delaware Content Standards (including Common Core State Standards in English Language Arts and Mathematics, and Next Generation Science Standards) in core content areas.	<a href="#"><u>Scope and Sequence Document</u></a>
<b>English Language Arts</b>		
<b>Item</b>	<b>Summary</b>	<b>Evidence</b>
<b>High Quality Instructional Resources</b>	<p>Teachers College Reading and Writing Project's Units of Study are high quality instructional resources with strong alignment to the Common Core State Standards.</p> <p>The Teachers College Reading and Writing Project's approach to literacy instruction includes best practices from a number of well-known researchers in the area of literacy. The units aim to prepare students to become life-long, confident readers and writers who display agency and independence. The work is informed by research in all of these areas:</p> <ul style="list-style-type: none"> <li>• High volume of high-success, high interest reading</li> <li>• Knowledge-base through nonfiction reading</li> <li>• Comprehension skills and strategies to support reading achievement</li> </ul>	<p><a href="#"><u>Research Base Underlying the Teachers College Reading and Writing Project's Approach to Literacy Instruction</u></a></p> <p><a href="#"><u>Reading Units of Study Common Core Standards Alignment</u></a></p> <p><a href="#"><u>Writing Units of Study Common Core Standards Alignment</u></a></p>

	<ul style="list-style-type: none"> <li>● Value of Interactive Read-Aloud</li> <li>● Foundation Skills/Phonics Instruction</li> <li>● High volume of writing</li> <li>● Literacy-rich content areas</li> <li>● Argumentation across the curriculum</li> <li>● Vocabulary acquisition</li> <li>● A workshop approach that gives access to all students</li> <li>● Support to English Language Learners</li> <li>● Learning Progressions to accelerate student progress</li> <li>● Assessment-based conferring and small group instruction</li> <li>● Demonstration teaching as a scaffold towards greater independence</li> <li>● Emphasis on staff development</li> </ul>	
<p><b>Sample Learning Experiences</b></p>	<p>Reading and writing workshops are deliberately designed to offer a simple and predictable environment so that the teacher can focus on the complex work of observing students' progress and teaching into their needs. Each session begins with a mini-lesson. Students sit with a long-term partner while in the mini-lesson. The mini-lesson ends with the students practicing independently. As students work, the teacher confers with them and leads differentiated small groups. Assessments are aligned to the daily teaching point/objective and the Common Core State Standard, allowing students to demonstrate mastery of the strategy and standard.</p> <p><b>The K-5 Units of Study document organizes our reading and writing curricular scope and sequence by grade level, K-</b></p>	<p><a href="#">Literacy Sample Lesson Plan</a></p> <p><a href="#">Sample Standards Assessment</a></p> <p><b>K-5 Units of Study</b></p>



	<p>5 including recommendations and expectations from the Academic Support Team (feedback received 9/17/2019):</p> <ul style="list-style-type: none"> <li>• <b>Unit summary statements</b> are provided for each unit of study. (<i>Recommendation</i>)</li> <li>• <b>Unit overview documents with daily teaching points</b> are hyperlinked for each unit of study. (<i>Recommendation</i>)</li> <li>• <b>Common Core Standards alignment documents</b> are hyperlinked for each unit of study. (<i>Expectation</i>)</li> <li>• <b>Two full units of study</b>, one reading and one writing per grade are hyperlinked. (<i>Recommendation</i>)</li> <li>• <b>Corresponding reading anchor texts</b> are listed with lexiles noting the appropriate level of text complexity, for that grade across the year. (<i>Expectation</i>)</li> <li>• <b>Additional lesson plans</b> for corresponding anchor texts are hyperlinked showcasing the use of academic vocabulary and language acquisition scaffolds in grade level complex texts, (see W.O.L.V.E.S. Reading lesson plans in grades 3-5). (<i>Recommendation/Expectation</i>)</li> <li>• <b>Sample end of unit assessments/rubrics</b> including performance tasks with text dependent questions are provided (one per grade level K-2, one per unit grade 3-5). (<i>Recommendation</i>)</li> </ul>	
<p><b>Professional Learning</b></p>	<p>Select teachers have attended various institutes at Teachers College Reading and Writing Project (2011-Present). The institutes feature keynote addresses by authors, world renowned teacher-educators, and others in the field of literacy and learning. Institutes include small and large group</p>	<p>Institutes staff have attended:</p> <ul style="list-style-type: none"> <li>• Summer Reading Institutes</li> <li>• Summer Writing Institutes</li> <li>• Coaching Institute on the Teaching of Writing K-8</li> <li>• Phonics Institute Grades K-2</li> </ul>

	<p>sections that are designed to help teachers, coaches and administrators establish rigorous models of best practices.</p> <p>The Professional Development trainings have been designed in house and delivered by administrators, specialists, and instructional coaches who have attended TCRWP Institutes and/or received additional training. These trainings are provided each year to novice literacy teachers and on-going professional development is provided through coaching/feedback sessions to our veteraned, more experienced workshop teachers.</p>	<ul style="list-style-type: none"> <li>• Toolkits to Support Reading Comprehension K-8</li> <li>• Saturday Reunion Days</li> </ul> <p>Trainings developed as a result of those institutes:</p> <p><a href="#">Balanced Literacy Professional Development</a> (updated yearly)</p> <p><a href="#">Methods of Staff Development</a></p> <p><a href="#">Phonics Professional Development</a></p> <p>Ongoing coaching support:</p> <p><a href="#">Videos to support units of study implementation</a></p> <p><a href="#">Sample Teacher Coaching Reflection (General Education)</a></p> <p><a href="#">Sample Teacher Coaching Reflection (Special Education)</a></p>
<p><b>6-8 Humanities Curriculum</b> <b>ELA Alignment Documents</b></p>	<p>The instructional materials listed below organize our humanities curriculum by grade level, 6-8 including expectations from the Academic Support Team (feedback received 9/17/2019):</p> <ul style="list-style-type: none"> <li>• The Unit 1 ELA (English Language Arts), SLA (Spanish Language Arts), and SS (Social Studies) Map provides a connection between all three subject areas to form the humanities curriculum.</li> <li>• The ELA and SLA Scope and Sequence lists the standards associated with each assignment. These assignments capture all five of the CCSS categories. (<i>Expectation</i>)</li> </ul>	<p><b>Grade 6:</b></p> <p><a href="#">Unit 1 ELA, SLA, and SS Map</a></p> <p><a href="#">ELA Scope &amp; Sequence</a></p> <p><a href="#">SLA Scope &amp; Sequence</a></p> <p><a href="#">ELA Unit 1</a></p> <p><a href="#">SLA Unit 1</a></p> <p><b>Grade 7:</b></p> <p><a href="#">Unit 1 ELA, SLA, and SS Map</a></p> <p><a href="#">ELA Scope &amp; Sequence</a></p> <p><a href="#">SLA Scope &amp; Sequence</a></p> <p><a href="#">ELA Unit 1</a></p> <p><a href="#">SLA Unit 1.1</a></p>

	<ul style="list-style-type: none"> <li>• In the first column of the ELA and SLA Scope and Sequence, grade-level appropriate anchor texts are indicated in each language. <i>(Expectation)</i></li> <li>• The ELA and SLA Unit 1 from each grade level demonstrates a focus on high quality texts, text specific tasks, and student engagement in the lesson. <i>(Expectation)</i></li> <li>• Within the unit plan, summative assignment descriptions include the culminating speaking and listening, language, and writing tasks expected by the grade-level standards. <i>(Expectation)</i></li> </ul>	<p><a href="#">SLA Unit 1.2</a>  <a href="#">SLA Unit 1.3</a>  <a href="#">SLA Unit 1.4</a></p> <p><b>Grade 8:</b>  <a href="#">Unit 1 ELA, SLA, and SS Map</a>  <a href="#">ELA Scope &amp; Sequence</a>  <a href="#">SLA Scope &amp; Sequence</a>  <a href="#">ELA Unit 1</a>  <a href="#">SLA Unit 1</a></p>
<p><b>RTI Process</b></p>	<p>Our RTI process includes a universal screening assessment administered 3 times per year. This helps in identifying students in need of reading intervention and providing it to them immediately. Intervention data is evaluated every six weeks by a team of teachers, specialists, and administrators.</p> <p>High-quality, research-based interventions are used, along with weekly or biweekly progress monitoring. Lists of the intervention tools we use for Tier 2 and 3 and progress monitoring are provided. All student data is recorded in Data Service Center I-Tracker.</p>	<p><b>Screening:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">RTI Cycle Calendar</a></li> </ul> <p><b>Diagnostics Testing:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Fall Testing Calendar</a></li> <li>• <a href="#">Winter Testing Calendar</a></li> <li>• <a href="#">Spring Testing Calendar</a></li> </ul> <p><b>Interventions:</b></p> <p><a href="#">LAAA Intervention Menu</a></p> <ul style="list-style-type: none"> <li>• <a href="#">Ready Common Core (Comprehension)</a></li> <li>• <a href="#">Wilson Reading</a></li> <li>• <a href="#">Fundations</a> (phonics, high frequency words, fluency, vocabulary): multisensory and systematic approach</li> <li>• Sharon Walpole</li> <li>• <a href="#">Leveled Literacy</a></li> </ul> <p>Intervention: LLI is a small-group supplemental literacy intervention system</p>

designed to help struggling K-2 students quickly achieve grade-level competency. It emphasizes systematic and explicit instruction in phonological awareness, phonics, fluency, comprehension, and the expansion of oral language skills. In the course of 12-18 weeks, students participating in LLI increase their literacy by participating in daily lessons that utilize a series of leveled texts developed to align with the F & P Text

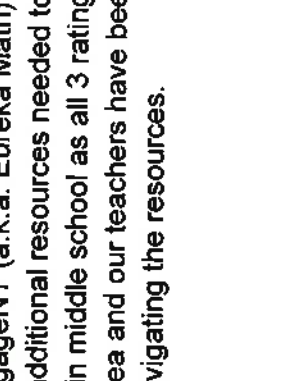
**Level Gradient**

- **Achieve 3000:** The efficacy of the program has shown that when students used it with fidelity, their lexile scores did increase. The platform focuses on content-area knowledge, academic and cross-disciplinary vocabulary. Literacy skills and targeted test practice to bridge gaps for students as they work to succeed across curriculum and prepare for the rigor of state assessments.

**Progress Monitoring tools:**

- Ready Assessment Book
- AIMSweb

	<ul style="list-style-type: none"> <li>• Walpole</li> <li>• Fundations</li> <li>• Read Works</li> <li>• Teen Biz Boost</li> <li>• Common Lit</li> </ul>
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<b>Mathematics</b>		
<b>Item</b>	<b>Summary</b>	<b>Evidence</b>
<p><b>High Quality Instructional Resources</b></p>	<p>The curriculum analysis group EdReports gave our math curriculum, EngageNY (a.k.a. Eureka Math), very high marks. There are no additional resources needed to support the 3 yellow ratings in middle school as all 3 ratings received are in the usability area and our teachers have been trained and are proficient in navigating the resources.</p>	<p><a href="#">EdReports page</a></p> 
<p><b>Sample Learning Experiences</b></p>	<p>Our math lessons consist of a warm up, launch, exploration, share out, and closure. Teachers create a cognitive need for the exploration during the launch and during the exploration students grapple with the mathematics then negotiate mathematical meaning during the share out and closure.</p>	<p><a href="#">Sample unit/lessons</a>  <a href="#">Sample assessment</a>  <a href="#">Structure of our math lessons</a></p> <p><b>Grade Level Overviews:</b>  <a href="#">Grade K</a>  <a href="#">Grade 1</a>  <a href="#">Grade 2</a>  <a href="#">Grade 3</a>  <a href="#">Grade 4</a></p>

		<p><a href="#">Grade 5</a>  <a href="#">Grade 6</a>  <a href="#">Grade 7</a>  <a href="#">Grade 8</a></p> <p><b>Exemplar Units:</b>  <a href="#">Grade K</a>  <a href="#">Grade 1</a>  <a href="#">Grade 2</a>  <a href="#">Grade 3</a>  <a href="#">Grade 4</a>  <a href="#">Grade 5</a>  <a href="#">Grade 6</a>  <a href="#">Grade 7</a>  <a href="#">Grade 8</a></p>
<p><b>Professional Learning</b></p>	<p>During the 2018-2019 school year we partnered with the Delaware Math Coalition as they helped us as we began implementing a new curriculum (EngageNY) as well as a new math supervisor in August of 2018 to support our teachers in improving their math instruction. The supervisor would meet with math teachers on a bi-weekly basis to initiate a coaching cycle of plan, observe, debrief.</p>	<p><b>Slides:</b>  <a href="#">LAAA Math PD August 2018 Day 1</a>  <a href="#">LAAA Math PD August 2018 Day 2</a>  <a href="#">LAAA Number Talks for Teaching Content September 2018</a>  <a href="#">LAAA Math PD November 15 2018</a>  <a href="#">LAAA Math PD Jan 2 2019</a>  <a href="#">LAAA Math PD Feb 4 2019</a></p>
<p><b>RTI Process</b></p>	<p>Our RTI process includes a universal screening assessment administered 3 times per year. This helps in identifying students in need of math intervention and providing it to them</p>	<p><b>Screening:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">RTI Cycle Calendar</a></li> </ul> <p><b>Diagnostics:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Fall Testing Calendar</a></li> </ul>

	<p>immediately. Intervention data is evaluated every six weeks by a team of teachers, specialists, and administrators.</p> <p>High-quality, research-based interventions are used, along with weekly or biweekly progress monitoring. Lists of the intervention tools we use for Tier 2 and 3 and progress monitoring are provided. All student data is recorded in Data Service Center I-Tracker.</p>	<ul style="list-style-type: none"> <li>● <a href="#">Winter Testing Calendar</a></li> <li>● <a href="#">Spring Testing Calendar</a></li> </ul> <p>Interventions:</p> <ul style="list-style-type: none"> <li>● Ready Common Core</li> <li>● Zearn</li> <li>● Touch Math</li> </ul> <p>Progress Monitoring Tools:</p> <ul style="list-style-type: none"> <li>● AIMSweb</li> <li>● Ready Common Core</li> <li>● Ready Assessment Book</li> <li>● Khan Academy</li> <li>● Zearn</li> <li>● Touch Math</li> </ul>
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<b>Science</b>		
<b>Item</b>	<b>Summary</b>	<b>Evidence</b>

**High Quality Instructional Resources**

It was recommended by the Academic Support Team (feedback received 9/17/2019) that we align our curriculum with the EQulP Rubrics. STEMscopes has provided their EQulP Rubrics for both elementary school and middle school. The rubrics include evidence of quality instructional materials that align to the NGSS standards, instructional shifts, and Three Dimensional learning (*Recommendation*). In addition to the alignment to the Equip rubric, there is alignment to our charter - with many resources provided in Spanish for example but not limited to:

- assessments
- videos
- songs
- content specific text

STEMscopes has provided their research studies from multiple case studies across the United States.

STEMscopes has provided a case study from Cascade School District- Turner, Oregon. In this case study the district shares their success with implementation of STEMscopes.

**Scope and Sequence**

Scopes are aligned to the NGSS and CCSS. Each Scope aligns to standards and phenomena that guides the learning. Added to the Scope and Sequence documents are the Engineering Design Standards for grades K-2 and 3-5 (*Expectation*).

[STEMscopes EQulP Rubric- Elementary School](#)  
[STEMscopes EQulP Rubric- Middle School](#)

[STEMscopes Research Summary Document](#)

[STEMscopes Case Study](#)

[Scope and Sequence K-5](#)  
[Scope and Sequence 6-8](#)



<p><b>Sample Learning Experiences</b></p>	<p>Scopes/units in grades K-8 follow a 5E model (Engage, Explore, Elaborate, Evaluate). In Engage students are able to explore the phenomena that goes along with the topic. In Explore students are able to participate in a variety of labs or experiments that will help answer the investigative phenomena. In Elaborate students are able to access cross-curricular activities to enhance their understanding. Finally, in Evaluate students have the opportunity to communicate what they have learned from the investigations into the phenomena.</p>	<p><a href="#">K-2 Lesson</a>  <a href="#">3-5 Lesson</a>  <a href="#">6-8 Lesson</a></p>
<p><b>Professional Learning</b></p>	<p>The Professional Development trainings have been provided by STEMscopes. STEMscopes provided time for educators to learn how to implement STEMscopes, the NGSS standards and 5E Model into their lesson plans.</p> <p>Based on the recommendation, the Director of Curriculum and Instruction and Instructional Technology Coach who support science instruction attended the NGSX trainings on September 24th and 25th. They plan to continue the training on October 28th and November 22nd. At the training Science and Engineering Practices were covered, the team gained valuable knowledge on how to address the Science and Engineering Practices in the classroom using various strategies that they plan to share with educators throughout the NGSS rollout at ASPIRA. The Instructional Team plans to share these strategies with science educators as it correlates directly to the "Sensemaking Practices" in the Science Practices Continuum that will be implemented this school year. (<i>Recommendation</i>).</p>	<p><a href="#">STEMscopes PD Agenda</a></p>

<p><b>Accessibility</b></p>	<p>STEMscopes lessons are integrated with the SIOP model to support English Language Learners in science.</p> <p>Teachers are provided with a toolbox of interventions for students with disabilities, which include: communication development, physical development, cognitive development, social or emotional development, adaptive development, and tiered intervention support.</p>	<p><a href="#">ELL Supports</a></p> <p><a href="#">Interventions/Scaffolds for Special Education Students</a></p>
<p><b>Monitoring of Science Instruction</b></p>	<p>Our teachers are observed by their supervisors twice a year using the Educator Effectiveness Framework. In between the observations teachers work closely with an Instructional Coach. During the coaching sessions coaches use the Six Steps to Effective Feedback model, observing on a biweekly basis and providing specific actionable feedback items for educators to use. This is a sample of a coach's feedback to science teacher focusing on accessibility for all learners. <b>Additionally, this school year the coach will be working with science teachers on the Science Practices Continuum. This continuum is adapted from the Instructional Leadership for Science Practices (Recommendation).</b></p>	<p><a href="#">Sample Feedback Form</a></p> <p><a href="#">Science Continuum 2019-2020 SY</a></p>

<p><b>Social Studies</b></p>		
<p><b>Item</b></p>	<p><b>Summary</b></p>	<p><b>Evidence</b></p>
<p><b>Scope and Sequence</b></p>	<p>Our K-8 curricular Scope and Sequence document demonstrates clear alignment with the Delaware Social Studies Standards.</p>	<p><a href="#">Scope and Sequence Document</a></p>

## K-5 Instruction

K-5 Social Studies units include a combination of the Delaware Recommended Curriculum, shared reading texts, and Rozzy Learning.

### 3rd Grade History Summary

During Social Studies lessons, the Social Studies Standards are driving the objective and agenda so that Social Studies is in the forefront and literacy is in the background. Below is a specific example of literacy practices being promoted by using complex text, (including research based practices to best support language learners and students within a dual immersion setting) ensuring students are writing, speaking, and listening, but the Social Studies content and skills drives the lesson. (*Expectation*)

During the 3rd Grade History, Delaware History, students develop awareness of major events and people in Delaware History (H.3.K-3b) using the text Delaware by Dottie Brown. In the first lesson, students read to learn about the Lenape including where they lived, their source of food, and major events that happened along the Delaware Bay. In the second lesson, students read to learn about the first European settlers in Delaware including the first European explorer that explored Delaware and who took over the Swedes' and Dutch's settlements. In the third lesson, students learn about how Delaware developed and changed over time, specifically how Great Britain taxed the colonists and what the colonists did in response to these taxes. In the fourth lesson, students learn about how Delaware changed including how people were moving to this state and businesses were growing, and their stance on Slavery during the early 1800's. The ELA CCSS

## Social Studies Forefront Examples:

### 3rd Grade History:

[Delaware History](#)

### 4th Grade Geography:

[City Histories in Maps](#)

### 5th Grade Economics:

[J.A. Biztown Financial Literacy](#)

## ELA Forefront Examples:

### 4th Grade Reading Unit 3:

[Reading History: The American Revolution](#)

### 5th Grade Writing Unit 2:

[The Lens of History: Research Reports](#)

[SS Coalition MOU](#)

(RI.3.3) is in the background using strategies to help students describe relationships between a series of historical events.

#### 4th Grade Reading Unit 3 Summary

On the other hand, below is an example in which the ELA curriculum and pedagogy drives instruction, so the Common Core State Standards (CCSS) take the forefront in planning. The curriculum and lessons involve social studies content, but they aren't driving the objective. (*Expectation*)

The 4th Grade Reading Unit, Reading History: American Revolution, guides students to learn to read like historians. In the first part of the unit, or bend, students embark on a research project about the events leading up to the American Revolution. Students build their knowledge about the era by reading accessible texts, and learning how researchers pay attention to text structures in order to organize their notes and their thinking. As students narrow their research focus to a subtopic, they then synthesize new information into what they already know, paying special attention as historians do, to the people, geography, and chronology of the event they are studying. Students are introduced to primary sources, and strategies for tackling these more difficult texts. By the end of the bend, students celebrate their new learning by sharing that learning with each other. The second part of the unit moves the chronology forward to the eve of the American Revolution. Students continue their research in preparation to debate the question of independence from Great Britain. During this bend, students learn about multiple points of view in order to gain a more complete picture of events in the past. Students will prepare to take sides on this great question, with some of them researching the viewpoint of the Patriots and others researching the Loyalists' perspective. As they gather their evidence and angle it to support their side, students hone their skills of supporting a position with reasons and solid evidence.

	<p>The bend culminates with a reenactment of the Second Continental Congress, with students debating the heady question of independence for America. At the end of the unit, students attend the Museum of the American Revolution and/or Colonial Plantation.</p> <p>During the 2017-2018 school year, we had three teachers attend the Delaware Social Studies Coalition. The focus the past two years has been on creating assessments which is captured in the "sample assessments" section. This year, the coalition is focused on developing a deeper understanding of the standards for grades 4, 5, and 7. We have signed the MOU and plan to use the information gained at the trainings for each grade to revise and enhance our curriculum as necessary.</p>	
<p><b>6-8 Instruction</b></p>	<p>The Delaware Middle School Immersion Advisory Committee found through examination of MS immersion models a focus on Social Studies as the overwhelming choice for immersion continuation. Social Studies standards focus on world cultures and world economies which allow for natural cultural comparisons and connections to be made in our SLA Humanities. As stated above in the literacy section of this document, texts in ELA and SLA are selected purposefully to match and extend the social studies content forming the Humanities Curriculum.</p> <p>The ELA and SLA Unit 1 documents show that there is a shift in what is driving instruction (Language Arts vs. Social Studies). Looking at the unit documents, there are lessons in which the language arts curriculum and pedagogy are driving instruction, so the Common Core State Standards (CCSS) take the foreground in planning. The curriculum and lessons may involve social studies content, but they aren't driving the</p>	<p><b>Grade 6:</b>  Unit 1 ELA, SLA, and SS Map  English SS Scope &amp; Sequence  Spanish SS Scope &amp; Sequence  <u>ELA Unit 1</u>  <u>SLA Unit 1</u></p> <p><b>Grade 7:</b>  Unit 1 ELA, SLA, and SS Map  English SS Scope &amp; Sequence  Spanish SS Scope &amp; Sequence  <u>ELA Unit 1</u>  <u>SLA Unit 1.1</u>  <u>SLA Unit 1.2</u>  <u>SLA Unit 1.3</u>  <u>SLA Unit 1.4</u></p>

objective. On the other hand, there are some lessons that the social studies standards are driving the objective and agenda so that social studies is in the forefront and CCSS ELA for the social sciences is in the background. Below is an example from the 8th grade unit of study Ancient Empires, specifically the lessons around Ancient Greece demonstrating the shifts between the focus on ELA and social studies. (*Expectation*)

- Slides 6-25 - Social Studies Standards are driving the instruction. These slides provide the historical background of Ancient Greece that students need in order to understand the cultural aspect of their literature.
- Slides 26-33 - ELA CCSS are driving the instruction through exposure to Ancient Greek mythology. As part of the CCSS RL8.9, students are expected to analyze classical literature while making connections to modern works. Therefore, it is essential to merge the SS and ELA concepts.
- Slides 34 - 43 - Social Studies Standards are driving the instruction through the introduction of The Golden Age in which students are again exposed to the historical content of Ancient Greek conflict, as required by the Geography S4-b. Students will explain how conflict and cooperation among people contributes to the division of the Earth's surface into distinctive cultural regions and political territories.
- Slides 45 - 49 - ELA CCSS are driving the instruction by focusing on a short story on Alexander the Great.
- Slides 51 - 53 - Social Studies Standards are driving the instruction providing a conclusion to the concept through a summary of the legacy left by Ancient Greece, including the concept of the epic hero. This concept of

**Grade 8:**

[Unit 1 ELA, SLA, and SS Map](#)

[English SS Scope & Sequence](#)

[Spanish SS Scope & Sequence](#)

[ELA Unit 1](#)

[SLA Unit 1](#)

[SS Coalition MOU](#)

the epic hero is then driven by the ELA CCSS SL.8.5: Integrate multimedia and visual displays into presentations to clarify information, strengthen claims and evidence, and add interest, through the summative assignment associated with Ancient Greece.

Within the same unit during Spanish Humanities, students are continuing to gain a deeper understanding of the standards when learning about ancient empires. For example:

- When learning about the Chinese Empire the Social Studies Standards are driving instruction. At the same time, students are reading the Myth of Mulan and the Delaware World Readiness Standards for Learning Languages (DWRSL) are driving instruction.
- When learning about the Roman Empire the Social Studies Standards are driving instruction. At the same time, students are reading The Ides of March and the DWRSL Standards are driving instruction.
- When learning about Mesopotamia the Social Studies Standards are driving the instruction. At the same time, students are reading the Epic of Gilgamesh and the DWRSL Standards are driving instruction.

This year, the Delaware Social Studies Coalition is focused on developing a deeper understanding of the standards for grades 4, 5, and 7. We have signed the MOU and plan to use the information gained at the trainings for each grade to revise and enhance our curriculum as necessary.

**Sample Assessment**

K-8 assessments are aligned to state standards focusing on student achievement of standards.

K-5 Sample:

	<p>The sample assessments for K-5 have been created in conjunction with the Delaware Social Studies Coalition during the 2017-2018 school year.</p> <p>6-8 assessments focus on equal mastery of both ELA and Social Studies standards. These assessments are a blend of text analysis, writing, and project-based learning. Within project assessments there is cross-curricular aspect that aligns with content areas such as Spanish, Science and/or art.</p>	<p><a href="#">G3 Production and Allocation of Goods</a>  <a href="#">G3 Obtaining Goods in an Ancient World</a></p> <p>6-8 Sample:  <a href="#">Informational Text Analysis-Summative</a>  <a href="#">Cross Curricular Assessment-Summative</a></p>
<p><b>K-5 Schedule</b></p>	<p>The school allocates enough time to teach the required Social Studies Standards in grades K-5 with an increasing amount of time allocated at each grade level, with the most amount of time spent in grades 4-5. K-2 has 30 minutes allocated per day, grade 3 increases to 35 minutes per day, and grades 4-5 to 40 minutes per day. When this document was originally submitted, teachers created the schedule prior to students returning to school; therefore, teachers needed time to adjust their new schedules with their new students. The information listed to right is the most up to date times in which social studies is taught. It is important to note that starting in second grade teachers are departmentalized; therefore, they have allocated two sections of social studies for two different classes of students. (<i>Expectation</i>)</p>	<p><b>Kindergarten</b></p> <ul style="list-style-type: none"> <li>• 2:25pm-2:55pm (30 minutes)</li> </ul> <p><b>1st Grade</b></p> <ul style="list-style-type: none"> <li>• 2:45pm-3:15pm (30 minutes)</li> </ul> <p><b>2nd Grade</b></p> <ul style="list-style-type: none"> <li>• Block 1 - 12:55pm - 1:25pm (30 minutes)</li> <li>• Block 2 - 2:55pm - 3:25pm (30 minutes)</li> </ul> <p><b>3rd Grade</b></p> <ul style="list-style-type: none"> <li>• Block 1 - 10:05am -10:40am (35 minutes)</li> <li>• Block 2 - 2:45pm-3:20pm (35 minutes)</li> </ul> <p><b>4th Grade</b></p> <ul style="list-style-type: none"> <li>• Block 1 - 11:00am-11:10am and 1:00pm – 1:30pm (40 minutes)</li> </ul>



		<ul style="list-style-type: none"> <li>• Block 2 - 2:40pm-3:20pm (40 minutes)</li> </ul> <p>5th Grade</p> <ul style="list-style-type: none"> <li>• Block 1 - 11:10am - 11:25am and 12:00pm-12:25pm (40 minutes)</li> <li>• Block 2 - 2:45pm -3:25pm (40 minutes)</li> </ul>
<p><b>6-8 Schedule</b></p>	<p>In grades 6-8, one hour per day is provided for the instruction of English and Social Studies, as well as one hour dedicated to SLA and Social Studies, as they are embedded/blended together to support the humanities approach described above. While there is not a separate, scheduled daily block of time for Language Arts and Social Studies in the schedule, the amount of time spent in Language Arts compared to Social Studies over the course of the school year makes it clear that the school allocates enough time to teach the Language Arts and Social Studies Standards. This information can be found in the scope and sequence documents and a specific example listed below. (Expectation)</p>	<p>8th Grade Example:  <a href="#">ELA Scope and Sequence</a>  <a href="#">SS Scope and Sequence</a></p>

<b>Visual and Performing Arts</b>		
<b>Item</b>	<b>Summary</b>	<b>Evidence</b>
<b>Visual Arts</b>	<p>Links for example rubrics are within each curriculum map.</p>	<p><a href="#">Grade K Curriculum Map</a>  <a href="#">Grade 1 Curriculum Map</a></p>

		<a href="#">Grade 2 Curriculum Map</a> <a href="#">Grade 3 Curriculum Map</a> <a href="#">Grade 4 Curriculum Map</a>  <a href="#">3rd Grade Self-Portrait Rubric</a> <a href="#">4th Grade Recycled Sculpture Rubric</a> <a href="#">4th Grade Recycled Sculpture Peer Feedback Form</a> <a href="#">4th Grade Recycled Sculpture Formative</a>
<b>Performing Arts</b>	Links for example unit plans are within music scope and sequence.	<a href="#">Music Scope and Sequence Primary Performance Scoring Rubric</a> <a href="#">K-2 Music Assessment</a> <a href="#">Musical Theater Unit 1 Assessment</a> <a href="#">Musical Theater Unit 1 Quiz</a>

# **APPENDIX 3**

## **LAAA Organizational Chart**





# Las Américas ASPIRA Academy



ASPIRA of DE Charter Operations (ADCO)  
Board of Directors

Margie López Waite  
*Head of School*

Greg Panchisin  
*COO*

Assistant Head of School  
*(Primary School)*

Assistant Head of School  
*(Secondary School)*

Director of Curriculum & Instruction

Director of Education Enrichment

Director of Culture & Climate

Human Resources & Payroll

School Finances

School Transportation

School Nutrition

School Facilities

School Services & Support



# **APPENDIX 4**

## **Board Governance Training Certificates**





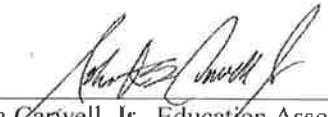


# Certificate of Completion

*Lourdes Puig*

**Charter School Board Governance Training  
Session 1: Governance Standards**

May 2, 2019



John Carwell, Jr., Education Associate  
Charter School Office  
Delaware Department of Education



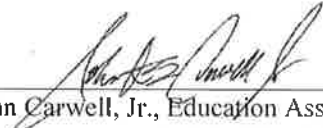


# Certificate of Completion

*Lourdes Puig*

**Charter School Board Governance Training  
Session 2: School Leader Evaluation**

May 22, 2019

  
John Carwell, Jr., Education Associate  
Charter School Office  
Delaware Department of Education



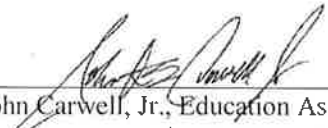


# Certificate of Completion

*Lourdes Puig*

**Charter School Board Governance Training  
Session 3: The Board's Role in Academic Oversight**

June 11, 2019



John Carwell, Jr., Education Associate  
Charter School Office  
Delaware Department of Education



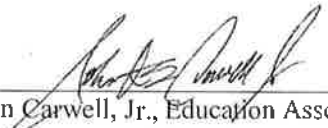


# **Certificate of Completion**

*Frederick West*

**Charter School Board Governance Training  
Session 2: School Leader Evaluation**

May 22, 2019



John Carwell, Jr., Education Associate  
Charter School Office  
Delaware Department of Education





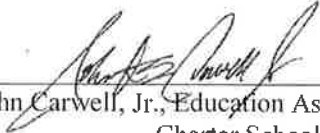


# **Certificate of Completion**

*Frederick West*

**Charter School Board Governance Training  
Session 3: The Board's Role in Academic Oversight**

June 11, 2019

  
John Carwell, Jr., Education Associate  
Charter School Office  
Delaware Department of Education



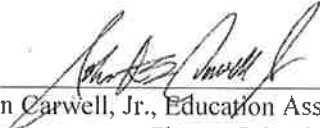


# **Certificate of Completion**

*Younes Haboussi*

**Charter School Board Governance Training  
Session 2: School Leader Evaluation**

May 22, 2019

  
John Carwell, Jr., Education Associate  
Charter School Office  
Delaware Department of Education



## Panchisin Greg

---

**From:** West, Frederick G <fwest@barclaycardus.com>  
**Sent:** Thursday, October 26, 2017 3:55 PM  
**To:** Panchisin Greg  
**Subject:** RE: Website Monitoring

Sorry for the late reply Greg. I checked with our Finance Chair on my previous board and she said I completed it in October of 2011. Thanks.

Fred

---

**From:** Panchisin Greg [mailto:greg.panchisin@laaa.k12.de.us]  
**Sent:** Thursday, October 19, 2017 12:44 PM  
**To:** West, Frederick G  
**Subject:** RE: Website Monitoring

THIS MAIL ORIGINATED FROM OUTSIDE OUR ORGANIZATION

That'll work, Fred. Thank you.

Greg Panchisin  
Chief Operating Officer  
Las Américas ASPIRA Academy  
Phone: 302-292-1463, Ext. 203  
Fax: 302-292-1291

---

**From:** West, Frederick G [mailto:fwest@barclaycardus.com]  
**Sent:** Thursday, October 19, 2017 10:23 AM  
**To:** Panchisin Greg <greg.panchisin@laaa.k12.de.us>  
**Subject:** RE: Website Monitoring

I don't off the top of my head. I can get it from my home office and let you know tomorrow.

---

**From:** Panchisin Greg [mailto:greg.panchisin@laaa.k12.de.us]  
**Sent:** Thursday, October 19, 2017 8:45 AM  
**To:** West, Frederick G  
**Subject:** RE: Website Monitoring

THIS MAIL ORIGINATED FROM OUTSIDE OUR ORGANIZATION

Thank you, Fred. By chance, do you know the date? No worries, if not.

Greg Panchisin  
Chief Operating Officer  
Las Américas ASPIRA Academy  
Phone: 302-292-1463, Ext. 203  
Fax: 302-292-1291

**From:** West, Frederick G [<mailto:fwest@barclaycardus.com>]

**Sent:** Thursday, October 19, 2017 8:44 AM

**To:** PUIG, LOURDES I <[Lourdes.I.Puig-2@dupont.com](mailto:Lourdes.I.Puig-2@dupont.com)>; Panchisin Greg <[greg.panchisin@laaa.k12.de.us](mailto:greg.panchisin@laaa.k12.de.us)>; Lopez-Waite Margie <[Margie.Lopez-Waite@laaa.k12.de.us](mailto:Margie.Lopez-Waite@laaa.k12.de.us)>

**Subject:** RE: Website Monitoring

Yes, I completed finance training.

---

**From:** PUIG, LOURDES I [<mailto:Lourdes.I.Puig-2@dupont.com>]

**Sent:** Thursday, October 19, 2017 8:15 AM

**To:** Panchisin Greg; Lopez-Waite Margie

**Cc:** West, Frederick G

**Subject:** RE: Website Monitoring

THIS MAIL ORIGINATED FROM OUTSIDE OUR ORGANIZATION

Greg, thanks for the update. I am hoping that Fred is up-to-date given that he volunteered at another charter school.

Fred, can you confirm?

Regards,  
Lourdes

---

**From:** Panchisin Greg [<mailto:greg.panchisin@laaa.k12.de.us>]

**Sent:** Thursday, October 19, 2017 8:01 AM

**To:** PUIG, LOURDES I <[Lourdes.I.Puig-2@dupont.com](mailto:Lourdes.I.Puig-2@dupont.com)>; Lopez-Waite Margie <[Margie.Lopez-Waite@laaa.k12.de.us](mailto:Margie.Lopez-Waite@laaa.k12.de.us)>

**Subject:** [EXTERNAL] RE: Website Monitoring

Lourdes,

As of this morning, Jessie Forbes (FOC) completed her financial training, so the FOC is now 100%. I don't recall seeing a certificate for Fred West, so the ADCO Board may not be 100%. Can you check with him to see if he completed the training? I know you will be adding another member, but if Fred hasn't completed the training, we need to make sure he does so ASAP.

Thank you,  
Greg Panchisin  
Chief Operating Officer  
Las Américas ASPIRA Academy  
Phone: 302-292-1463, Ext. 203  
Fax: 302-292-1291

---

**From:** Panchisin Greg

**Sent:** Tuesday, October 17, 2017 3:28 PM

**To:** 'PUIG, LOURDES I' <[Lourdes.I.Puig-2@dupont.com](mailto:Lourdes.I.Puig-2@dupont.com)>; Lopez-Waite Margie <[Margie.Lopez-Waite@laaa.k12.de.us](mailto:Margie.Lopez-Waite@laaa.k12.de.us)>

**Subject:** RE: Website Monitoring

Lourdes,



## **Certificate of Completion**

*Benjamin M. Esparza, Esq.*

**Financial Responsibility Training for Charter School Board and Citizen  
Budget Oversight Committee Members**

November 21, 2018

A handwritten signature in black ink that reads "Brook A. Hughes".

---

Brook A. Hughes, Education Associate  
Delaware Department of Education







# Certificate of Completion

*Rosalie Rolon Dow*

**Financial Responsibility Training for Charter School Board and Citizen  
Budget Oversight Committee Members**

May 31, 2019

A handwritten signature in black ink, appearing to read "Brook A. Hughes".

---

Brook A. Hughes, Education Associate  
Delaware Department of Education





# Certificate of Completion

*Lucy Li*

**Financial Responsibility Training for Charter School Board and Citizen  
Budget Oversight Committee Members**

October 13, 2017

A handwritten signature in black ink that reads "Brook A. Hughes".

---

Brook A. Hughes, Education Associate  
Delaware Department of Education





# Certificate of Completion

*Crystal J. Mayfield*

**Financial Responsibility Training for Charter School Board and Citizen  
Budget Oversight Committee Members**

January 22, 2018

A handwritten signature in cursive script that reads "Brook A. Hughes".

Brook A. Hughes, Education Associate  
Delaware Department of Education





# Certificate of Completion

*Serah Pesce*

**Financial Responsibility Training for Charter School Board and Citizen  
Budget Oversight Committee Members**

January 12, 2018

A handwritten signature in cursive script that reads "Brook A. Hughes".

---

Brook A. Hughes, Education Associate  
Delaware Department of Education







# Certificate of Completion

*Jessie Forbes*

**Financial Responsibility Training for Charter School Board and Citizen  
Budget Oversight Committee Members**

October 19, 2017

A handwritten signature in cursive script, appearing to read "Brook A. Hughes".

---

Brook A. Hughes, Education Associate  
Delaware Department of Education





# Certificate of Completion

*Min Guan*

**Financial Responsibility Training for Charter School Board and Citizen  
Budget Oversight Committee Members**

October 18, 2017

A handwritten signature in black ink that reads "Brook A. Hughes".

---

Brook A. Hughes, Education Associate  
Delaware Department of Education





# Certificate of Completion

*Jose-Luis Riera*

**Citizen Budget Oversight Committee  
&  
Board Member Finance Training**

July 25, 2017

A handwritten signature in cursive script that reads "Brook A. Hughes".

---

Brook A. Hughes, Education Associate  
Delaware Department of Education





# Certificate of Completion

*Tiffany J. Burton*

**Financial Responsibility Training for Charter School Board and Citizen  
Budget Oversight Committee Members**

July 25, 2018

A handwritten signature in black ink that reads "Brook A. Hughes".

---

Brook A. Hughes, Education Associate  
Delaware Department of Education







# **Certificate of Completion**

*Younes Haboussi*

**Citizen Budget Oversight Committee  
&  
Board Member Finance Training**

July 25, 2017

A handwritten signature in black ink that reads "Brook A. Hughes".

---

Brook A. Hughes, Education Associate  
Delaware Department of Education



## Panchisin Greg

---

**From:** Hughes Brook  
**Sent:** Thursday, July 06, 2017 1:26 PM  
**To:** Panchisin Greg  
**Subject:** RE: CBOC & Board Finance Training

Hi Greg,

Here's what I have for your school:

First Name	Last Name	School	Date Attended
Lourdes	Puig	Las Americas ASPIRA Academy	2/12/2015
Jim	Coyne	Las Americas ASPIRA Academy	8/20/2015
Alex	Fajardo	Las Americas Aspira Academy	8/20/2015
Michele	Burris	Las Americas Aspira Academy	9/15/2015
Nancy	Labanda	Las Americas Aspira Academy	11/30/2015
Donald B.	Patton	Las Americas Aspira Academy	11/30/2015
Luis	Santiago	Las Americas ASPIRA Academy	3/30/2017

We will update our records to give credit to you and Margie.

Thanks,

**Brook A. Hughes**

Education Associate, Charter School Finance  
Delaware Department of Education  
302-735-4050(T) 302-739-7768(F)  
[brook.hughes@doe.k12.de.us](mailto:brook.hughes@doe.k12.de.us)

**From:** Panchisin Greg  
**Sent:** Monday, July 3, 2017 9:04 AM  
**To:** Hughes Brook <[brook.hughes@DOE.K12.DE.US](mailto:brook.hughes@DOE.K12.DE.US)>  
**Cc:** Lopez-Waite Margie <[Margie.Lopez-Waite@laaa.k12.de.us](mailto:Margie.Lopez-Waite@laaa.k12.de.us)>; PUIG, LOURDES I <[Lourdes.I.Puig-2@dupont.com](mailto:Lourdes.I.Puig-2@dupont.com)>  
**Subject:** RE: CBOC & Board Finance Training

Thank you, Brook. I know Margie and I attended along with other members of the ADCO Board, which might have been conducted by Scott Kessel. We've had turnover on the Board, but I will attempt to reach out to the one Board Secretary that might have the information. I believe Margie and I attended in 2012, but I can't be certain of the exact date. Are you able to determine from your class lists going back to 2013 who at our school attended? If not, can you forward me the lists?

Happy 4<sup>th</sup>!

Greg Panchisin  
Chief Operating Officer  
Las Américas ASPIRA Academy  
Phone: 302-292-1463, Ext. 203  
Fax: 302-292-1291



# **APPENDIX 5**

## **Board Governance & School Leadership Succession Plan**



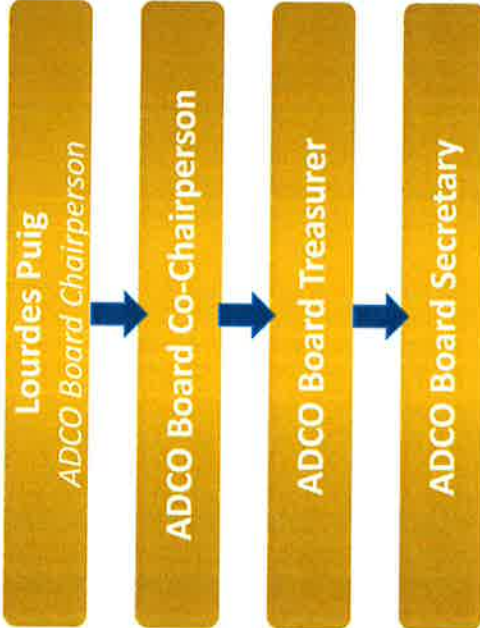


# Las Américas ASPIRA Academy

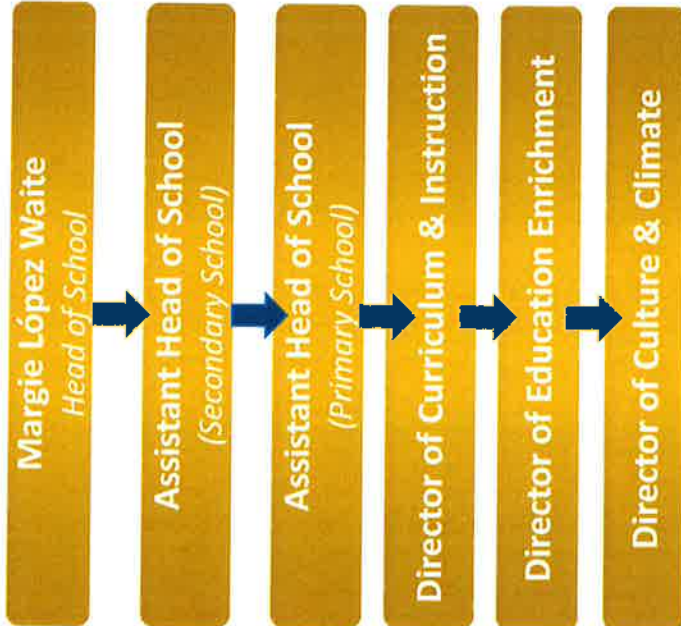


## Succession Plan for Board Governance & School Leadership

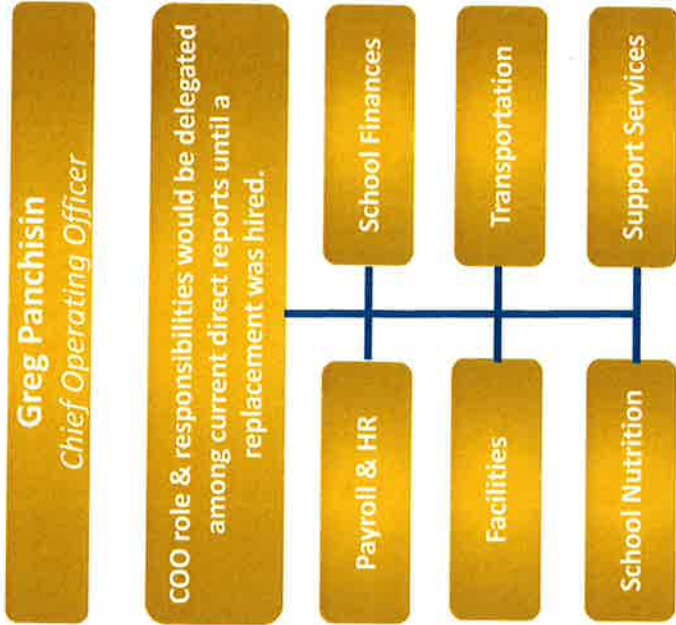
### Board Governance Succession



### School Leadership Succession



### School Leadership Succession







# **APPENDIX 6**

## **ADCO Board Bylaws**



**AMENDED AND RESTATED BYLAWS  
OF  
ASPIRA OF DELAWARE CHARTER OPERATIONS, INC.**

**Adopted as of September 26, 2019**

**Article I  
Title**

Section 1. Name. The name of the corporation shall be ASPIRA of Delaware Charter Operations, Inc., hereinafter referred to as the "Corporation."

**Article II  
Purpose**

Section 1. Purpose. The purposes for which the Corporation is established are as stated in its Certificate of Incorporation, to wit:

The Corporation is organized and shall be operated exclusively for charitable, scientific, and educational purposes. No part of its earnings shall inure to the benefit of any member or officer nor shall any substantial part of its activities consist of carrying on propaganda or otherwise attempting to influence legislation (except as may be permitted under Section 501(h) of the Internal Revenue Code of 1986, as amended (the "Code"), or under the corresponding provision of any subsequent law.

Section 2. Business. The business of the Corporation is restricted to the operation of charter schools, including, without limitation, the charter school to be named Las Americas ASPIRA Academy (or such other name that may be chosen) (collectively, the "School") and

before school programs, after school programs, and educationally related programs related to the School that are offered outside the traditional school year. The name of the School may be selected and changed at any time by the Board of Directors and approval of The Member(s) of the Corporation.

Section 3. Discrimination Prohibited. The Corporation shall not, in the operation of its activities in fulfillment of its corporate purposes, discriminate against students or applicants on the basis of race, color, religion, national origin, sex, marital status, age, sexual orientation, gender identity and expression, disability or on any other basis prohibited by applicable law; provided that Corporation may conduct school classes for children of certain specified ages.

Section 4. Definitions.

Director-Elected Director – shall mean a director that has been elected onto the Board of Directors by all directors presiding on the board at the time of the vote (Member-Appointed and Director-Elected Directors). Six (6) Director-Elected Directors shall be appointed and serve on the Board of Directors in accordance with these bylaws. One of the six Director-Elected Directors shall be a Parent Director (as defined below). One of the six Director-Elected Directors shall be a Teacher Director (as defined below).

Member(s) - the Member of the Corporation shall be ASPIRA of Delaware, Inc. Any and all rights, privileges and duties of the member, including, but not limited to, additional of other member(s), shall comply with these bylaws.

Member-Appointed Director –shall mean a director that has been appointed to the Board of Directors by the member(s). Five (5) Member-Appointed Directors shall be appointed and serve on the Board of Directors in accordance with these bylaws.

Parent Director – shall mean one Director-Elected Director who is the parent and/or legal guardian of a student enrolled at the School. At least one (1) Parent Director shall always be included on the Board of Directors. Parent Director(s) shall be elected and serve in accordance with these bylaws.

Teacher Director – shall mean one Director-Elected Director who is a certified teacher and is employed at the School. At least one (1) Teacher Director shall always be included on the Board of Directors. Teacher Director(s) shall be elected and serve in accordance with these bylaws.

**Article III  
Offices**

Section 1. Registered Office. The principal office of the Corporation shall be 326 Ruthar Drive, Newark, New Castle County, Delaware 19711-8017. The registered agent for the Corporation is ATA Corporate Services, LLC with an address of 222 Delaware Avenue, Suite 1200, Wilmington, DE 19801. The Corporation shall have and continuously maintain its principal office in New Castle County, Delaware.

Section 2. Other Offices. The Corporation may also have office or offices at any other place or places that its business may require.

**Article IV  
Members**

Section 1. Eligibility. The initial member of the Corporation (the "Members") shall be ASPIRA of Delaware, Inc. Additional Members may be admitted upon the affirmative vote or written consent of all of the then existing Members. No member of the Board of Directors shall be a Member of the Corporation, unless admitted in accordance with this section.

Section 2. Annual Meeting. An annual meeting of the Members, for the appointment of Member-Appointed Directors as set forth in Article VI, Sections 2 and 5 hereto, and the transaction of such other business as may properly come before the meeting, shall be held at such place, on such date, and at such time as shall have been established by the Board of Directors.

Section 3. Special Meetings. Special meetings of the Members of the Corporation may be held at the call of the Board of Directors, or by written petition by at least one-third of the Members, for any purpose or purposes. Such request shall state the purpose or purposes of the proposed meeting.

Section 4. Notice. A notice of any annual or special meeting of the Member(s), setting forth the time, date, and place of the meeting, shall be given by the Secretary in person, by mail, by telephone, by facsimile, or by electronic mail not less than seven (7) days in advance of the meeting to each Member at the address last shown on the records of the Corporation. Unless otherwise indicated in the notice thereof, any and all business may be transacted at any annual or special meeting.

Section 5. Quorum. At any meeting of the Members, a quorum for the transaction of business shall consist of a majority of all of the Members either present at a meeting or represented by proxy, except to the extent that a greater number of Members may otherwise be required by law. An act of the majority of Members present and voting or represented by proxy shall be the act of the Members, except as may otherwise be required by these Bylaws.

Section 6. Waiver. The transaction of business at any meeting of the Members, however called and noticed and wherever held, shall be as valid as though held at a meeting after regular call and notice, if a quorum is present in person or by proxy.

Section 7. Action Without Formal Meeting. Any action that may be taken by the Members at a meeting may be taken by written consent without a meeting if such consent is signed by the requisite number of Members needed to approve such action as provided hereunder and such writing is filed with the minutes of the proceedings of the Members.

#### **Article V Powers and Functions of Directors**

Section 1. Subject to limitations imposed by law, the Certificate of Incorporation, or these Bylaws, all corporate powers shall be exercised by or under the authority of the Board of Directors (the "Board"). The Board has the power to manage the property of the Corporation and the business of the Corporation, as described in Article II, Section 2, of these Bylaws. The

Members shall have no voting rights, other than as provided by the General Corporation Law of the State of Delaware and the provisions of these Bylaws.

Without limiting the foregoing, the Board shall conduct the business of the Corporation, including:

- i) Adopting the Bylaws of the Corporation, subject to the consent of a majority of the Members;
- ii) Determining the general policies and strategic planning of the Corporation;
- iii) Establishing the annual budget and approving major expenditures;
- iv) Selecting projects and approving the overall budget of said projects;
- v) Approving the budgets of the Corporation;
- vi) Approving the annual reports of the Corporation;
- vii) Approving the annual financial statements of the Corporation; and
- viii) Except as otherwise provided for herein, electing officers and filling vacancies in said offices as may occur from time to time during the year.

## **Article VI Board of Directors**

Section 1. Founding Board; Operating Board; Number. Prior to the School's First Instructional Day, as such term is defined in Chapter 5 of Title 14 of the Delaware Code and the regulations promulgated thereunder (the "First Instructional Day"), or such earlier time as the Board may decide in its sole discretion, the Board shall be designated the "Founding Board" and shall consist of five members. Upon the School's First Instructional Day, or such earlier time as the Founding Board may decide in its sole discretion, the Board shall consist of eleven members (hereinafter referred to as the "Board" or the "Operating Board"). However, the number of directors constituting the Board at any time may be reduced as a result of one or more vacancies.

Section 2. Election; Eligibility. All members of the Founding Board, and five of the members of the Operating Board (in either case, such members referred to herein as the “Member-Appointed Directors”) shall be appointed by the Members. The remaining members of the Board (such members referred to herein as the “Director-Elected Directors”) shall be elected by vote of the directors (both Member-Appointed Directors and Director-Elected Directors) then presiding on the Board at the time of the vote, provided, however, that the Board shall always include at least one certified teacher employed as a teacher at the School (any such director, a “Teacher Director”) and at least one parent or legal guardian of a student that is enrolled at the School (any such director, a “Parent Director”). A director will be designated as a Parent Director or a Teacher Director at the time of election, but no director may simultaneously serve as both a Parent Director and a Teacher Director for the purposes of this Section. A Parent Director who ceases to be a parent or legal guardian of a student enrolled in the School may continue in office until the next annual meeting of the Corporation. A Teacher Director shall be deemed to have resigned from the Board on the date the Teacher Director is no longer employed as a teacher at the School. The Board of Directors shall appoint a Nominating Committee, at least one member of which shall be a Member-Appointed Director, to solicit candidates who are interested in serving as Parent Directors or Teacher Directors. A report from the Nominating Committee shall accompany the notice of any special or annual meeting of the Board at which Director-Elected Directors are to be elected. The report of the Nominating Committee shall include the name, address, occupation, employer, educational background and such other information as the Nominating Committee shall choose to provide with respect to all candidates.

Section 3. Voting Rights. Except as otherwise provided in Section 2, each director shall have one vote.



Section 4. Liability. No director shall be personally liable for the debts, liabilities, or obligations of the Corporation.

Section 5. Term. The initial directors of the Corporation shall be selected by the Incorporator pursuant to a written action. At the first annual meeting of Members, the Members shall appoint directors to the Board to serve one-year terms, each expiring upon a director's resignation or the appointment of his or her successor at the first annual meeting of the Members following his or her appointment. Upon the institution of the Operating Board, which institution must take place prior to the First Instructional Day:

(a) At the annual meeting of the Members, the Members shall appoint five Member-Appointed Directors to serve one-year terms, each expiring upon resignation or the appointment of his or her successor at the first annual meeting of the Members following his or her appointment;

(b) At the last annual meeting of the Board prior to the First Instructional Day, the newly elected Member-Appointed Directors shall elect six Director-Elected Directors, including at least one Teacher Director and one Parent Director, with (i) one Teacher Director and one other Director-Elected Director serving initial terms each expiring at the election of his or her successor at the first annual meeting of the Board following his or her election, (ii) one Parent Director and one other Director-Elected Director serving initial terms expiring at the election of his or her successor at the second annual meeting of the Board following his or her election, and (iii) the remaining Director-Elected Director serving an initial term expiring at the election of his or her successor at the third annual meeting of the Board following his or her election; and

(c) At any subsequent annual meeting of the Board, the Member-Appointed Directors, and any Director-Elected Directors that are currently serving on the Board, if any, shall elect a Director-Elected Director for each Director-Elected Director whose term is due to expire at such meeting, provided that the Board shall always include at least one Teacher Director and at least one Parent Director. After the initial terms described in enumerated items (a) and (b) above:

(x) Member-Appointed Directors shall serve at the pleasure of the member(s) for terms of one year, each to commence with his or her appointment at the annual meeting of the Members, and each to expire upon resignation or the appointment of his or her successor at the first annual meeting of the Members following the commencement of such term, and (y) the Director-Elected Directors shall serve terms of three years, each to commence with his or her election at the annual meeting of the Board, and each to expire upon resignation or the election of his or her successor at the third annual meeting of the Members following the commencement of such term. Director-Elected Directors shall be limited to serving two (2) three-year terms.

Section 6. Vacancies. Any vacancies created by the removal or resignation of a Member-Appointed Director shall be filled by appointment by the Members. The directors may, in their discretion, fill any vacancy created by the removal or resignation of a Director-Elected Director by an affirmative vote of three-quarters of the directors then serving; provided, however, that any vacancy that leaves the Board with no Parent Directors must be filled by a parent or legal guardian of a student enrolled in the School, and any vacancy that leaves the

Board with no Teacher Directors must be filled by a certified teacher employed as a teacher at the School.

Section 7. Removal. A director may be removed from the Board, with or without cause, by an affirmative vote of both three-quarters of all directors and a majority of Member-Appointed Directors, provided that the removal of a Member-Appointed Director shall also require the consent of a majority of the Members.

Section 8. Compensation. Directors shall serve without compensation.

Section 9. Resignations. Any director may resign from a committee of the Board, an office of the Board, or the Board itself by giving written notice to the Chair/President or the Secretary. Any such resignation shall take effect on the date of receipt of such notice or at any later time therein specified, and, unless otherwise specified, the acceptance of such resignation shall not be necessary to make it effective.

Section 10. Fiduciary Duties. A director of the Corporation shall stand in a fiduciary relation to the Corporation and shall perform his or her duties as a director, including his or her duties as an officer or a member of any committee of the Board upon which he or she may serve, in good faith, in a manner he or she reasonably believes to be in the best interest of the Corporation, and with such care, including reasonable inquiry, skill, and diligence as a person of ordinary prudence would use under similar circumstances. A director of the Corporation shall have no personal liability to the corporation or its members for monetary damages for breach of fiduciary duty as a director, provided that this provision shall not eliminate the liability of a director (i) for any breach of the director's duty of loyalty to the Corporation or its Members, (ii) for acts or omissions not in good faith or that involve intentional misconduct or a knowing

violation of law, (iii) under Section 174 of the Delaware General Corporation Law, or (iv) for any transaction from which the director derived an improper personal benefit

Section 11. Conflicts. The Board of Directors is subject to the State Code of Conduct as set forth in Title 29, Chapter 58 of the Delaware Code (the “Code of Conduct”) and any action of the Board of Directors shall be in accordance with the Code of Conduct.

## **Article VII Meetings of the Board**

Section 1. Compliance with the Provisions of the Freedom of Information Act. The Board shall conduct its meetings as if it were a “public body” as defined in 29 Del. C. § 10002(a) and according to the requirements of Chapter 100 of said Title 29 (the “Act”). In addition to the published notices required by the Act, notices of each meeting of the Board shall be forwarded to its members by any method which preserves proof of such notice.

Section 2. Meetings. A regular meeting of the Board shall be held once a year, on the same day as the annual meeting of the Members, and shall constitute the annual meeting of the Board. The schedule of regular meetings for the coming year, which schedule shall contain at least nine meetings in addition to the annual meeting, will be established at the annual meeting of the Board. Special meetings of the Board may be held at the call of any three directors, for any purpose or purposes. Such request shall state the purpose or purposes of the proposed meeting.

Section 3. Notice. A notice of any annual or special meeting, setting forth the time, date, and place of the meeting, shall be given by the Secretary in person, by mail, by telephone, by facsimile, or by electronic mail not less than seven (7) days in advance of the meeting to each

director at the address last shown on the records of the Corporation. Unless otherwise indicated in the notice thereof, any and all business may be transacted at any annual or special meeting.

Section 4. Quorum. A quorum for the transaction of business at any meeting of the Board shall consist of the majority of the voting directors then serving, except as may otherwise be required by law. An act of the majority of directors present and voting at a duly called meeting shall be the act of the Board, except as may otherwise be provided elsewhere by these Bylaws.

Section 5. Participation by Conference Telephone or Other Telecommunications System. Notwithstanding any provision of these Bylaws to the contrary, and unless otherwise prohibited by law, members of any committee of the Board may participate in a meeting of such committee by means of conference telephone, telecommunications or information technology system, or similar communications equipment by means of which all persons participating in the meeting can hear each other and such participation shall constitute presence in person at such meeting.

Section 6. Action Without Formal Meeting. Any action that may be taken by the Board at a meeting may be taken by written consent without a meeting if such consent is signed by the requisite number of members of the Board needed to approve such action as provided hereunder and such writing is filed with the minutes of the proceedings of the Board; provided, however, that no such action without a meeting may be taken if such action were to be regarded as the sort of action that may only be taken at a public meeting as required by the Act.

Section 7. Reliance. A member of the Board, or of any committee or office thereof, shall in the performance of his or her duties, be fully protected in relying in good faith upon the records of the Corporation and upon such information, opinions, reports, or statements presented

to the Corporation by any of its officers, employees, or committees of the Board, or by any other person as to matters the member reasonably believes are within such other person's professional or expert competence and who has been selected with reasonable care by or on behalf of the Corporation.

### **Article VIII Committees of the Board**

Section 1. Establishment by Board. The Board may appoint, or may provide for the appointment of, committees consisting of directors with such duties and powers as the Board may, from time to time, designate and prescribe. In the absence or disqualification of any member of any committee and any alternate member in his or her place, the Board may appoint another director to act at the meeting in the place of any such absent or disqualified member. The Board may, from time to time, suspend, alter, continue, or terminate any of such committees or the powers and functions thereof.

Section 2. Action. Unless otherwise provided in the resolution of the Board designating a committee, a majority of the members of the whole committee shall constitute a quorum unless the committee shall consist of one or two members, in which case one member shall constitute a quorum. All matters properly brought before the committee shall be determined by a majority vote of the members present.

Section 3. Action Without Formal Meeting. Any action that may be taken by a committee at a meeting may be taken without a meeting if all members thereof consent thereto in writing, and such writing is filed with the minutes of the proceedings of such committee; provided, however, that no such action without a meeting may be taken if such action were to be regarded as the sort of action that may only be taken at a public meeting as required by the Act.

Section 4. Procedures. Each committee may determine the procedural rules for meeting and conducting its business and shall act in accordance therewith, except as otherwise provided by law. Adequate provision shall be made for notice to all members of any committee of all meetings of that committee.

### **Article IX Officers**

Section 1. Officers. The officers of the Corporation shall consist of a Chair/President, a Vice Chair/Vice Chair/President, a Secretary, a Treasurer, and such assistants as the Board may deem necessary. The officers shall perform such duties as described in this Article and shall receive no compensation for these services, except as otherwise expressly noted or agreed. Only directors may serve as the Chair/President or Vice Chair/Vice President. Any person may hold more than one office. Notwithstanding any provision of these Bylaws to the contrary, no Member or Officer has the express or implied authority to unilaterally bind the Corporation through the execution of any agreement, contract, written instrument, or other legal obligation of any kind, unless the Board has specifically authorized one or more Officers or Members to execute an agreement, contract, written instrument, or other legal obligation pursuant to a majority vote of the Board Members.

Section 2. Election and Term. The officers of the Corporation shall be elected by, and serve at the pleasure of, the Board for terms to expire at the first meeting of the directors following the next annual meeting of the Members, provided that an officer appointed to fill a vacancy shall serve for the remainder of the term of his or her predecessor, and provided further that an officer shall serve until his or her successor is elected and qualified in accordance with these Bylaws. The Board will nominate a Chair/President, a Vice Chair/Vice President, a Treasurer and a Secretary.

Section 3. Vacancies. A vacancy in any of the offices of the Corporation may be filled for the unexpired term by the Board.

Section 4. Chair/President. The Chair/President shall preside at all meetings of the Board. The Chair/President shall have such other powers and duties as may be prescribed from time to time by the Board. The Chair/President shall serve as the principal executive officer of the Corporation. The Chair/President shall see that all orders and resolutions of the Board and the Executive Committee or other committees of the Board are carried into effect. The Chair/President shall also have general supervision and direction of the officers and shall see that their duties and those assigned to other directors are properly performed.

Section 5. Vice Chair/Vice President. The Vice Chair/Vice President shall have such powers and duties as may be prescribed from time to time by the Chair/President or by the Board. In the absence or disability of the Chair/President, the Vice Chair/Vice President shall perform all the duties of the Chair/President.

Section 6. Secretary. The Secretary shall keep or cause to be kept a record of the proceedings of the Board, shall make service of all such notices as may be required under the provisions of these Bylaws or by law, shall be custodian of the corporate records and of the corporate seal, and shall have such other powers and duties as may be prescribed from time to time by the Chair/President or the Board.

Section 7. Treasurer. The Treasurer shall be responsible for the oversight of the custody of all funds of the Corporation, shall generally supervise the accounting and bookkeeping of the Corporation, shall regularly report to the Board as to the financial condition and results of the operation of the Corporation, and shall have such other powers and duties as may be prescribed from time to time by the Chair/President or the Board. The Treasurer shall not



authorize the release of any funds of the Corporation requested for the payment for any goods or services unless the Treasurer has first received a certification from the Head of School that the procurement of any such goods or services for which payment is requested has been included in the school's annual operating budget, is within the discretionary spending power of the Head of School or others vested by the Board with this authority, has been approved by the Board of Directors through the budget process or otherwise, and has been conducted in accordance with the school's board approved procurement policies and procedures.

### **Article X Indemnification**

Section 1. Right to Indemnification. The Corporation shall indemnify and hold harmless, to the fullest extent permitted by applicable law as it presently exists or may hereafter be amended, any person who was or is made or is threatened to be made a party or is otherwise involved in any action, suit, or proceeding, whether civil, criminal, administrative, or investigative (a "proceeding") by reason of the fact the he or she, or a person for whom he or she is the legal representative, is or was a director or officer of the Corporation or is or was serving at the request of the Corporation as a director, officer, employee, or agent of another corporation or of a partnership, joint venture, trust, enterprise, or nonprofit entity, including service with respect to employee benefit plans, against all liability and loss suffered and expenses (including attorneys' fees) reasonably incurred by such person. The Corporation shall be required to indemnify a person in connection with a proceeding (or part thereof) initiated by such person only if the proceeding (or part thereof) was authorized by the Board.

Section 2. Prepayment of Expenses. The Corporation shall pay the expenses (including attorneys' fees) incurred in defending any proceeding in advance of its final disposition, provided, however, that the payment of expenses incurred by a director or officer in

advance of the final disposition of the proceeding shall be made only upon receipt of an undertaking by the director or officer to repay all amounts advanced if it should be ultimately determined that the director or officer is not entitled to be indemnified under this Article or otherwise.

Section 3. Claims. If a claim for indemnification or payment of expenses under this Article is not paid in full within sixty days after a written claim therefore has been received by the Corporation, the claimant may file suit to recover the unpaid amount of such claim and, if successful in whole or in part, shall be entitled to be paid the expense of prosecuting such claim. In any such action the Corporation shall have the burden of proving that the claimant was not entitled to the requested indemnification or payment of expenses under applicable law.

Section 4. Nonexclusivity of Rights. The indemnification and advancement rights conferred on any person by this Article X shall not be exclusive of, shall be in addition to, and may be broadened by, any other rights that such person may have or hereafter acquire under any statute, provision of the certificate of incorporation, these Bylaws, an agreement, vote of Members or disinterested directors, or otherwise.

Section 5. Other Indemnification. The Corporation's obligation, if any, to indemnify any person who was or is serving at its request as a director, officer, employee, or agent of another corporation, partnership, joint venture, trust, enterprise, or nonprofit entity shall be reduced by any amount such person may collect as indemnification from such other corporation, partnership, joint venture, trust, enterprise, or nonprofit enterprise.

Section 6. Liability Insurance. The Corporation may purchase and maintain insurance on behalf of any person who was or is a director, officer, employee, or agent of the Corporation, or is or was serving at the request of the Corporation as a director, officer,

employee, or agent of another corporation, partnership, joint venture, trust, or other enterprise against any liability asserted against him or her and incurred by him or her in any such capacity, or arising out of his or her status as such, whether or not the Corporation would have the power or the obligation to indemnify him or her against such liability under the provisions of this Article X.

Section 7. Amendment or Repeal. Any repeal or modification of the foregoing provisions of this Article X shall not adversely affect any right or protection hereunder of any person in respect of any act or omission occurring prior to the time of such repeal or modification.

## **Article XI Records**

Section 1. Corporate Records. The Corporation shall keep at its registered office in this State or at its principal place of business wherever situated an original or duplicate record of the proceedings of the directors and the original or copy of its Bylaws, including all amendments and alterations thereto to date, and a register, giving the names and addresses of the directors. The Corporation shall also keep complete and accurate books or records of account.

Section 2. Right of Inspection. Every director shall, upon written demand under oath stating the purpose thereof, have a right to examine, in person or by agent or attorney, during the usual hours for business for any proper purpose, one reasonably related to the interest of such person as a director, books and records of account, and records of the proceedings of the directors, and to make copies or extracts therefrom.

Section 3. Execution of Written Instruments. Subject to Article IX, Section 1 of these By Laws, all contracts, deeds, mortgages, obligations, documents, and instruments, whether or not requiring a seal, may be executed by the Chair/President and attested by the

Secretary or their designees. All checks, notes, drafts, and orders for the payment of money processed through the state's financial system will be the responsibility of the school's business manager under the direction of the Head of School and shall be governed by the school's financial policies and procedures. Said policies and procedures will also include safeguards, approved by the board, to avoid theft and fraud.

## **Article XII Conflicts of Interest Policy**

Section 1. Purpose. The purpose of the conflicts of interest policy is to protect the Corporation's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Corporation. This policy is intended to supplement but not replace any applicable state laws governing conflicts of interest applicable to nonprofit and charitable corporations.

Section 2. Voting and Disclosure. In order to minimize any risk of any conflict of interest concerning the Board and officers of the Corporation, all directors and officers shall refrain from voting on any issue in which they have a financial interest. In particular, Teacher Directors are precluded from voting on issues related to teacher compensation at the School. All directors and officers must make a full disclosure annually of all organizations, together with any other relationships, which, in the judgment of the director or officer, has the potential for creating a conflict of interest. Furthermore, in the event that the Board considers any matter that may have a material impact on any organization of which a director or officer serves as a director, officer, or key employee or as to which a director or officer otherwise has a material relationship, such director or officer must disclose such relationship to the Board and must refrain from voting on such matter.

Section 3. Board Approval. No director or officer, or any spouse, sibling, parent, or child (in each case whether by birth, marriage, guardianship, or legal adoption) of such director or officer or any employee or other person or entity in which a director or officer has a material financial interest, shall receive any payment or other direct benefit from the Corporation for any services rendered, unless the Board, after full disclosure of the terms and conditions of such payments, approves such payment.

### **Article XIII Corporate Seal**

Section 1. The Board shall provide a corporate seal, containing the name of the Corporation, which seal shall be in the charge of the Secretary.

### **Article XIV Gifts**

Section 1. The Board may accept, on behalf of the Corporation, any contribution, gift, bequest, or devise for the general purpose, or any special purpose, of the Corporation.

### **Article XV Irrevocable Dedication; Dissolution And Reversion**

Section 1. Irrevocable Dedication. The Corporation is not organized, nor shall it be operated, for a pecuniary gain or profit. The property, assets, profits, and net income of the Corporation are irrevocably dedicated to charitable, scientific, or educational purposes, and no part of the profits or net income shall inure to the benefit of any officer or member thereof.

Section 2. Dissolution. Should the Corporation cease to act and be dissolved, its property and assets then remaining shall be paid over to and become the property of a charitable organization designated by the Board, provided, however, that payment shall be made hereunder only to such corporations, trusts, foundations, or other organizations that are organized and operated exclusively for charitable, educational, or scientific purposes and that are exempt from

Federal income tax under Section 501(a) of the Code, or under the corresponding provision of any subsequent law, as organizations described in Section 501(c)(3) of the Code, or in the corresponding provision of any subsequent law, or to the federal government or a state or local government for a public purpose. In the event that an organization herein above named shall not qualify hereunder, the amount that it would have received upon dissolution shall be paid over to one or more other qualifying organizations.

**Article XVI  
Amendments**

Section 1. These Bylaws may be amended, suspended, or repealed by the affirmative vote of three-quarters of all of the directors then serving at a meeting noticed and called for the purpose of amending, suspending, or repealing the Bylaws, if any such action is ratified by the affirmative vote of three-quarters of all of the Board.

**Article XVII  
Fiscal Year**

Section 1. Fiscal Year. The fiscal year of the Corporation shall commence on the first day of July of each year.

**Article XVIII  
Effective Date**

Section 1. Effective Date. These Bylaws shall take effect immediately.

Date: September 26, 2019

# **APPENDIX 7**

## **Certificate of Occupancy**





**NEW CASTLE COUNTY**  
**Department of Land Use - Licensing Division**  
**87 Reads Way, New Castle, DE 19720**

**CERTIFICATE OF OCCUPANCY**

**Effective Date:** 12/4/2017

**Permit Number:** 201609666

**Contractor:**

**Property Owner:**

GG&A (GRAYSON,GRAYSON & ASSOC)  
1050 INDUSTRIAL DR  
SUITE 110  
MIDDLETOWN, DE 19709-2802

ASPIRA OF DELAWARE CHARTER  
OPERATIONS INC  
326 RUTHAR DRIVE  
NEWARK, DE 19711

**Parcel Number:** 0901600038

**Lot:**

**Property Address:** 326 RUTHAR DR

**Subdivision:** ASPIRA OF DELAWARE

**Project Information:**

Applicable Code: 2015 International Building Code as amended by New Castle County.

Occupancy/Use Group: E

Type of Construction: IIB

Automatic Sprinkler System Provided

**Permission is hereby granted to occupy:**

"ASPIRA ACADEMY" PHASE 1--INTERIOR AND EXTERIOR RENOVATIONS OF EXISTING CONDITIONS ONLY (NO PUBLIC ASSEMBLY AREA, ADDITIONAL CLASSROOMS OR ADDITIONAL GROSS FLOOR AREA PERMITTED IN THIS PHASE) (REV. 2/16/17: PHASE 2--ADD ADDITIONAL GFA ON 2nd FLOOR AND ASSEMBLY/GYM/KITCHEN/OFFICE AREA ON 1st FLOOR)

The areas of the structure(s) listed above have been inspected for compliance with the applicable codes listed for the occupancy and the use for which the project is classified. Additionally, any special stipulations and conditions for this certificate are defined above.

This certificate of occupancy may be suspended or revoked wherever the certificate is issued in error, or on the basis of incorrect information supplied, or where it is determined that the building or structure or portion thereof is in violation of the provisions of the New Castle County Code.

**Code Official Signature**





**NEW CASTLE COUNTY**  
**Department of Land Use - Licensing Division**  
**87 Reade Way, New Castle, DE 19720**

**CERTIFICATE OF OCCUPANCY**

**Effective Date:** 8/25/2017

**Permit Number:** 201706365

**Contractor:**

**Property Owner:**

GG&A (GRAYSON, GRAYSON & ASSOC)

ASPIRA OF DELAWARE CHARTER  
OPERATIONS INC

1050 INDUSTRIAL DR

326 RUTHAR DRIVE

SUITE 110

NEWARK, DE 19711

MIDDLETOWN, DE 19709-2802

**Parcel Number:** 0901600038

**Lot:**

**Property Address:** 326 RUTHAR DR

**Subdivision:** ASPIRA OF DELAWARE

**Project Information:**

Applicable Code: 2015 International Building Code as amended by New Castle County.

Occupancy/Use Group: E

Type of Construction: IIB

Automatic Sprinkler System Provided

**Permission is hereby granted to occupy:**

FIT-OUT/RENOVATION 'ASPIRA ACADEMY'--PHASE 3A

The areas of the structure(s) listed above have been inspected for compliance with the applicable codes listed for the occupancy and the use for which the project is classified. Additionally, any special stipulations and conditions for this certificate are defined above.

This certificate of occupancy may be suspended or revoked wherever the certificate is issued in error, or on the basis of incorrect information supplied, or where it is determined that the building or structure or portion thereof is in violation of the provisions of the New Castle County Code.

**Code Official Signature**





# **APPENDIX 8**

## **Fire Inspection Certificate**





**STATE OF DELAWARE  
OFFICE OF THE STATE FIRE MARSHAL**

**MEMO**

**TO:** Dave Moore

**FROM:** John Yedinak

**Date:** 09/19/2018

**Subject:** Notification of Inspection

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On 9/18/2018 Las Americas ASPIRA Academy was inspected.

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This facility is in compliance with the requirements of the State Fire Prevention Regulations. No re-inspection required.





## Panchisin Greg

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**From:** Panchisin Greg  
**Sent:** Monday, September 30, 2019 12:03 PM  
**To:** john.krzyasiak@state.de.us  
**Subject:** ASPIRA Academy Building Inspection - 9/17/19  
**Attachments:** ASPIRA Academy Inspection 2018 Memo\_9.19.18.pdf  
  
**Importance:** High

Hi John,

Are you able to send us an updated certificate like the one that is attached? Reason I ask, we are up for our charter renewal and we need an updated certificate to submit with our application to the State of DE.

Thank you,  
Greg Panchisin  
Chief Operating Officer  
Las Américas ASPIRA Academy  
Phone: 302-292-1463, Ext. 203  
Fax: 302-292-1291

### STATE OF DELAWARE



**John J. Krzyasiak**  
Deputy State Fire Marshal

Office of the State Fire Marshal  
New Castle Division  
2307 MacArthur Road  
New Castle, DE 19720-2426

Phone: (302) 323-5375  
Fax: (302) 323-5367  
Email: john.krzyasiak@state.de.us  
Web: www.statefiremarshal.delaware.gov



# **APPENDIX 9**

## **Insurance Certificate**





# EVIDENCE OF PROPERTY INSURANCE

DATE (MM/DD/YYYY)  
09/17/2019

THIS EVIDENCE OF PROPERTY INSURANCE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE ADDITIONAL INTEREST NAMED BELOW. THIS EVIDENCE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS EVIDENCE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE ADDITIONAL INTEREST.

AGENCY <b>Pratt Insurance, Inc. Four Village Square Smyrna, DE 19977</b>		PHONE (A/C, No, Ext): <b>302-653-6681</b>	COMPANY <b>Liberty Mutual Insurance Co Mid-Atlantic 6230 Old Dobbin Lane, Ste 200 Columbia, MD 21045</b>	
FAX (A/C, No): <b>302-653-2370</b>	E-MAIL ADDRESS:		LOAN NUMBER  POLICY NUMBER <b>CBP8994074</b>	
CODE: AGENCY CUSTOMER ID #: <b>ASPIR-2</b>	SUB CODE:			
INSURED  <b>Aspra of Delaware Charter Operations Inc, M. Lopez Waite 326 Ruthar Drive Newark, DE 19711</b>		EFFECTIVE DATE <b>10/01/18</b>		
THIS REPLACES PRIOR EVIDENCE DATED:				

**PROPERTY INFORMATION**

LOCATION/DESCRIPTION <b>326 Ruthar Drive Newark, DE 19711</b>	<b>Charter Schol for Gradses K-12</b>
--	---------------------------------------

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS EVIDENCE OF PROPERTY INSURANCE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

COVERAGE INFORMATION	PERILS INSURED	BASIC	BROAD	SPECIAL	AMOUNT OF INSURANCE		DEDUCTIBLE
					COVERAGE / PERILS / FORMS		
Premise 1 Building 1 Building & BUS PERS PROP Including Equipment Breakdown Property of Others Coverage Flood Coverage						25,355,277	500
						50,000	
						1,000,000	25,000

**REMARKS (Including Special Conditions)**

326 Ruthar Drive, Newark, DE 19711 and 750 Otts Chapel Road, Newark, DE 19713

**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

**ADDITIONAL INTEREST**

NAME AND ADDRESS  <b>DE Department of Education 401 Federal Street, Ste 2 Dover, DE 19901</b>	ADDITIONAL INSURED	LENDER'S LOSS PAYABLE	<input type="checkbox"/> LOSS PAYEE
	MORTGAGEE		
	LOAN #		
AUTHORIZED REPRESENTATIVE <i>Craig C. Henderson</i>			





# EVIDENCE OF PROPERTY INSURANCE

DATE (MM/DD/YYYY)  
09/17/2019

THIS EVIDENCE OF PROPERTY INSURANCE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE ADDITIONAL INTEREST NAMED BELOW. THIS EVIDENCE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS EVIDENCE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE ADDITIONAL INTEREST.

AGENCY <b>Pratt Insurance, Inc. Four Village Square Smyrna, DE 19977</b>		PHONE (A/C, No, Ext): <b>302-653-6681</b>	COMPANY <b>Liberty Mutual Insurance Co Mid-Atlantic 6230 Old Dobbin Lane, Ste 200 Columbia, MD 21045</b>	
FAX (A/C, No): 302-653-2370	E-MAIL ADDRESS:			
CODE:	SUB CODE:			
AGENCY CUSTOMER ID #: <b>ASPIR-2</b>				
INSURED  <b>Aspira of Delaware Charter Operations Inc, M. Lopez Waite 326 Ruthar Drive Newark, DE 19711</b>		LOAN NUMBER	POLICY NUMBER <b>CBP8994074</b>	
		EFFECTIVE DATE <b>10/01/19</b>	EXPIRATION DATE <b>10/01/20</b>	<input type="checkbox"/> CONTINUED UNTIL TERMINATED IF CHECKED
THIS REPLACES PRIOR EVIDENCE DATED:				

### PROPERTY INFORMATION

LOCATION/DESCRIPTION <b>326 Ruthar Drive Newark, DE 19711</b>	<b>Charter Schol for Gradses K-12</b>
--	---------------------------------------

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS EVIDENCE OF PROPERTY INSURANCE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

COVERAGE INFORMATION	PERILS INSURED	BASIC	BROAD	SPECIAL	AMOUNT OF INSURANCE		DEDUCTIBLE
					COVERAGE / PERILS / FORMS		
Premise 1 Building 1 Building & BUS PERS PROP including Equipment Breakdown Property of Others Coverage Flood Coverage					25,355,277	500	
					50,000		
					1,000,000	25,000	

**REMARKS (Including Special Conditions)**  
326 Ruthar Drive, Newark, DE 19711 and 760 Otts Chapel Road, Newark, DE 19713

**CANCELLATION**  
SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

**ADDITIONAL INTEREST**

NAME AND ADDRESS  <b>DE Department of Education 401 Federal Street, Ste 2 Dover, DE 19901</b>	ADDITIONAL INSURED	LENDER'S LOSS PAYABLE	<input type="checkbox"/> LOSS PAYEE
	MORTGAGEE		
	LOAN #		
	AUTHORIZED REPRESENTATIVE <i>Craig C. Harbeck</i>		







# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
09/17/2019

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> <b>Pratt Insurance, Inc.</b> <b>Four Village Square</b> <b>Smyrna, DE 19977</b>	<b>302-653-6681</b>	<b>CONTACT NAME:</b> Pratt Insurance Inc <b>PHONE (A/C, No, Ext):</b> 302-653-6681 <b>FAX (A/C, No):</b> 302-653-2370 <b>E-MAIL ADDRESS:</b>
	<b>INSURER(S) AFFORDING COVERAGE</b>	
<b>INSURED</b> <b>Aspira of Delaware Charter Operations Inc, M. Lopez Walte</b> <b>326 Ruthar Drive</b> <b>Newark, DE 19711</b>	<b>INSURER A:</b> Netherlands Insurance Co	
	<b>INSURER B:</b>	
	<b>INSURER C:</b>	
	<b>INSURER D:</b>	
	<b>INSURER E:</b>	
	<b>INSURER F:</b>	

**COVERAGES**

**CERTIFICATE NUMBER:**

**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR (NSD WYD)	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:		CBP8994074	10/01/2019	10/01/2020	EACH OCCURRENCE \$ <b>1,000,000</b> DAMAGE TO RENTED PREMISES (Ea occurrence) \$ <b>300,000</b> MED EXP (Any one person) \$ <b>15,000</b> PERSONAL & ADV INJURY \$ <b>1,000,000</b> GENERAL AGGREGATE \$ <b>2,000,000</b> PRODUCTS - COMP/OP AGG \$ <b>2,000,000</b> <b>Emp Ben.</b> \$ <b>1,000,000</b>
A	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY		BA8997774	10/01/2019	10/01/2020	COMBINED SINGLE LIMIT (Ea accident) \$ <b>1,000,000</b> BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ <b>10,000</b>		CU8997974	10/01/2019	10/01/2020	EACH OCCURRENCE \$ <b>5,000,000</b> AGGREGATE \$ <b>5,000,000</b> \$
A	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y/N <input type="checkbox"/> N/A If yes, describe under DESCRIPTION OF OPERATIONS below		CBP8994074 EMPLOYERS STOP GAB LIAB	10/01/2019	10/01/2020	PER STATUTE <input type="checkbox"/> OTH-ER <input checked="" type="checkbox"/> E.L. EACH ACCIDENT \$ <b>1,000,000</b> E.L. DISEASE - EA EMPLOYEE \$ <b>1,000,000</b> E.L. DISEASE - POLICY LIMIT \$ <b>2,000,000</b>

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

**CERTIFICATE HOLDER**

**CANCELLATION**

DEDEPAR

De Department of Education  
401 Federal St, Ste 2  
Dover, DE 19901

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

*Cheryl C. Hunsaker*



# **APPENDIX 10**

**ERIP Reporting SY17/18 and SY18/19**



## Panchisin Greg

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**From:** Meredith Lilia  
**Sent:** Tuesday, September 17, 2019 12:03 PM  
**To:** Panchisin Greg  
**Subject:** FW: ERIP compliance  
**Attachments:** Las Americas Tabletops completed last two years.PNG; Las Americas Lockdown compliant last two years.PNG

---

**From:** Scheer, Douglas (DEMA) [mailto:[douglas.scheer@delaware.gov](mailto:douglas.scheer@delaware.gov)]  
**Sent:** Tuesday, September 17, 2019 11:55 AM  
**To:** Meredith Lilia <[Lilia.Meredith@laaa.k12.de.us](mailto:Lilia.Meredith@laaa.k12.de.us)>  
**Subject:** RE: ERIP compliance

Good Morning Lilia,

Las Americas ASPIRA Academy has been compliant with the Omnibus School Safety act the past two years pertaining to Lockdown Drills and Tabletop Exercises. I have attached a snippet of both for your records. We do not track Fire Drills, but Wafa from the District Office has access and can help you gather that if needed.

IF I can help otherwise please let me know.

Thank you,  
Doug

*Douglas Scheer*

Comprehensive School Safety Program  
Delaware Emergency Management Agency  
165 Brick Store Landing Road  
Smyrna, Delaware 19977  
Ofc 302-659-2254  
Cell 302-270-9142  
[douglas.scheer@delaware.gov](mailto:douglas.scheer@delaware.gov)



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**From:** Meredith Lilia <[Lilia.Meredith@laaa.k12.de.us](mailto:Lilia.Meredith@laaa.k12.de.us)>  
**Sent:** Tuesday, September 17, 2019 9:53 AM

**To:** Scheer, Douglas (DEMA) <[douglas.scheer@delaware.gov](mailto:douglas.scheer@delaware.gov)>

**Subject:** ERIP compiance

Hello Dough,

Could you please send me an email stating that ASPIRA was in compliance ERIP for the last two years (2017-2018 an 2018-2019)? We need this information for the Charter renewal.

Thank you,

**Lilia E. Meredith**

Director of School Support Services

Las Américas ASPIRA Academy

302.292.1463 (P)

302.292.1291 (F)

# APPENDIX 11

## Summary of Findings from Independent Audits

**There were no findings in our  
independent audits.**





# **APPENDIX 12**

## **Final Fiscal Year 2019 Revenue & Expenditure Budget Report**



**Las Américas ASPIRA Academy Charter School**  
**Monthly Financial Report**



**Report Ending Date: June 30, 2019**  
**2019 Fiscal Year: July 1, 2018 to June 30, 2019**  
**Percent of Fiscal Year Complete: 100%**

**July 15, 2019**

**326 Ruthar Drive**  
**Newark, DE 19711**  
**(302) 292-1463**



**ASPIRA of Delaware Charter Operations Inc.  
Board of Directors**

Lourdes Puig, Ph.D. – Chairperson

Donald Patton – Vice Chairperson

Luis Santiago – Treasurer

Younes Haboussi - Secretary

Tiffany Burton

Benjamin Esparza, Esq.

Crystal Mayfield

Serah Jo Pesce

Rosalie Rolon Dow, Ph.D.

Fred West

**Las Américas ASPIRA Academy Charter School  
Citizen Budget Oversight Committee**

Luis Santiago – Community Representative - Chairperson

Greg Panchisin – Chief Operating Officer - Vice Chairperson

Lucy Li – Community Representative - Secretary

Richard Riggs – DDOE Representative (Non-Voting Member)

Margie López Waite – Head of School

Jessie Forbes – Teacher Representative

Min Guan - Parent Representative



Q Budget vs. Actual Comparison @ June 30, 2019 (Summary Level)

A) Revenues - FSP :

	Full Year Budget	Actual @ 6/30/2019	FY18 Carryover	Total	% of Budget (Target = 100%)	Difference*	Variance*
State - Utah Formula (05213)	\$ 6,461,490	\$ 6,497,943	\$ 47,211	\$ 6,545,204	101%	\$ 38,543	
State - Science (05159)	\$ -	\$ 22,725	\$ -	\$ 22,725	100%	\$ -	
State - Professional Learning Grant (05223)	\$ -	\$ 18,634	\$ -	\$ 18,634	100%	\$ -	
State - Technology Block Grant (05235)	\$ -	\$ 139,232	\$ -	\$ 139,232	100%	\$ -	
State - E-0 Sustainability Fund (05289)	\$ -	\$ 119,500	\$ -	\$ 119,500	100%	\$ -	
State - Minor Capital Improvements (00022)	\$ -	\$ 198,813	\$ -	\$ 198,813	100%	\$ -	
State - Educator Opportunity Grant (05287)	\$ -	\$ 10,893	\$ -	\$ 10,893	100%	\$ -	
State - SSGS - K-3 (05308)	\$ -	\$ 79,366	\$ -	\$ 79,366	100%	\$ -	
State - SSGC Reading (05310)	\$ -	\$ 23,580	\$ -	\$ 23,580	100%	\$ -	
State - School Safety and Security (10171)	\$ -	\$ 7,072,193	\$ 47,211	\$ 7,155,947	101%	\$ 38,543	Favorable
<b>Subtotal State</b>	<b>\$ 7,072,193</b>	<b>\$ 7,100,738</b>	<b>\$ 47,211</b>	<b>\$ 7,155,947</b>	<b>101%</b>	<b>\$ 38,543</b>	<b>Favorable</b>
Local - District Funding (06000)	\$ 3,403,701	\$ 3,403,701	\$ 899,574	\$ 4,303,275	100%	\$ 0	
Local - Other (06000)	\$ 159,028	\$ 159,596	\$ -	\$ 159,596	123%	\$ 36,806	
Local - Before & After Care (06139)	\$ 128,445	\$ 160,624	\$ 27,789	\$ 186,892	124%	\$ 31,379	
Local - Donations (06150)	\$ 36,000	\$ 26,042	\$ 251,162	\$ 277,194	72%	\$ (8,958)	
Local - Catering (06100)	\$ 479,731	\$ 469,410	\$ 23,567	\$ 492,976	98%	\$ (10,321)	
Local - Construction Fund (06133)	\$ 141,000	\$ 141,000	\$ 663,755	\$ 804,755	100%	\$ -	
Local - Summer Camps (06205)	\$ 43,491	\$ 66,768	\$ 16,062	\$ 82,800	154%	\$ 23,277	
Local - Early Childhood (06000)	\$ 172,949	\$ 190,879	\$ 9,508	\$ 200,446	116%	\$ 17,940	
Local - Local Grants (06126)	\$ -	\$ 215,000	\$ -	\$ 215,000	110%	\$ 215,000	
Local - Donations I (Annual Giving - 06235)	\$ -	\$ -	\$ 803	\$ 803	100%	\$ -	
Local - Donations II (Annual Giving - 06235)	\$ -	\$ -	\$ 204,468	\$ 204,468	100%	\$ -	
Local - CSRP (06041)	\$ 536	\$ -	\$ 71	\$ 71	100%	\$ (536)	
Local - CSRD Statement (09150)	\$ 119,834	\$ 119,834	\$ -	\$ 119,834	100%	\$ 0	
<b>Subtotal Local</b>	<b>\$ 4,685,715</b>	<b>\$ 4,989,394</b>	<b>\$ 2,098,788</b>	<b>\$ 7,088,182</b>	<b>106%</b>	<b>\$ 303,679</b>	<b>Favorable</b>
Federal - Title I (40554) FY17	\$ -	\$ -	\$ -	\$ -	100%	\$ -	
Federal - Title II (40114) FY17	\$ -	\$ -	\$ -	\$ -	100%	\$ -	
Federal - Title III ELL (40560) FY17	\$ -	\$ -	\$ -	\$ -	100%	\$ -	
Federal - IDEA B (40594) FY17	\$ -	\$ -	\$ -	\$ -	100%	\$ -	
Federal - IDEA A Prechool (40565) FY17	\$ -	\$ -	\$ -	\$ -	100%	\$ -	
Federal - Title I (40554) FY18	\$ -	\$ -	\$ 23,796	\$ 23,796	100%	\$ -	
Federal - Title II (40114) FY18	\$ -	\$ -	\$ 3,076	\$ 3,076	100%	\$ -	
Federal - Title III ELL (40560) FY18	\$ -	\$ -	\$ 6,448	\$ 6,448	100%	\$ -	
Federal - IDEA B (40594) FY18	\$ -	\$ -	\$ 13,855	\$ 13,855	100%	\$ -	
Federal - IDEA A Prechool (40565) FY18	\$ -	\$ -	\$ -	\$ -	100%	\$ -	
Federal - Title IV (40532) FY18	\$ -	\$ -	\$ 32	\$ 32	100%	\$ -	
Federal - Title I (40554) FY19	\$ 188,814	\$ 180,940	\$ -	\$ 180,940	100%	\$ (7,874)	
Federal - Title II (40114) FY19	\$ 37,550	\$ 38,112	\$ -	\$ 38,112	101%	\$ 562	
Federal - Impact Aid Deduction Std. (40530) FY19	\$ 72,000	\$ 72,000	\$ -	\$ 72,000	100%	\$ -	
Federal - Title III ELL & Immigrant (40560) FY19	\$ 21,319	\$ 21,319	\$ -	\$ 21,319	100%	\$ -	
Federal - IDEA B (40594) FY19	\$ 120,695	\$ 132,089	\$ -	\$ 132,089	109%	\$ 11,374	
Federal - IDEA A Prechool (40565) FY19	\$ 567	\$ 585	\$ -	\$ 585	103%	\$ 18	
Federal - Title IV (40532) FY19	\$ 19,882	\$ 19,959	\$ -	\$ 19,959	100%	\$ 77	
<b>Subtotal Federal</b>	<b>\$ 476,225</b>	<b>\$ 488,390</b>	<b>\$ 47,207</b>	<b>\$ 535,597</b>	<b>103%</b>	<b>\$ 12,165</b>	<b>Favorable</b>
<b>FSP Revenue</b>	<b>\$ 12,234,133</b>	<b>\$ 12,596,530</b>	<b>\$ 2,193,207</b>	<b>\$ 14,779,727</b>	<b>103%</b>	<b>\$ 382,387</b>	<b>Favorable</b>
Other Cash Fund (outside FSP)	\$ 1,200	\$ 1,288	\$ -	\$ 1,288	N/A	\$ 88	
<b>Total Revenue</b>	<b>\$ 12,235,333</b>	<b>\$ 12,597,809</b>	<b>\$ 2,193,207</b>	<b>\$ 14,781,015</b>	<b>103%</b>	<b>\$ 352,475</b>	<b>Favorable</b>
<b>Total FSP Revenue (FY19 and FY18 CO)</b>	<b>\$ 14,427,340</b>						

Las Animas ASPPRA Academy Charter School  
 Financial Summary Update - Cash Basis  
 Twelve Months Ended June 30, 2019

9) Expenses - PFR:  
 (Revised from Doc 115 & DCU02)

	Full Year Budget	Actual @ 6/30/2019	% of Budget (Target <=100%)	Remaining Balance	Variance
Salaries (\$10)	\$ 5,977,950	\$ 5,928,724	101%	(48,774)	Favorable
Other Employment Costs (\$20)	\$ 3,160,317	\$ 3,145,717	99%	42,600	Favorable
Service to Clients & Agencies	\$ -	\$ -	-	-	N/A
Travel (\$40)	\$ 28,000	\$ 27,099	97%	1,501	Favorable
Debt Service (\$30)	\$ 1,088,213	\$ 1,088,213	100%	(0)	Favorable
Contracted Services (\$50)	\$ 1,839,080	\$ 1,829,531	99%	9,549	Favorable
Supplies & Materials (\$60)	\$ 744,750	\$ 708,096	95%	33,654	Favorable
Capital Outlay-Equipment (\$70)	\$ 73,000	\$ 69,156	95%	(16,150)	Favorable
Capital Outlay-Property (\$80)	\$ 587,000	\$ 599,200	102%	(12,200)	Favorable
	\$ 13,425,310	\$ 13,372,736	100%	\$ 52,574	Favorable

Net PFR Excess or (Deficit) for Year **\$ 1,408,991**  
 Note: YTD Revenue Minus YTD Expenditures

Contingency Reserve (2%) \$ (177,825)

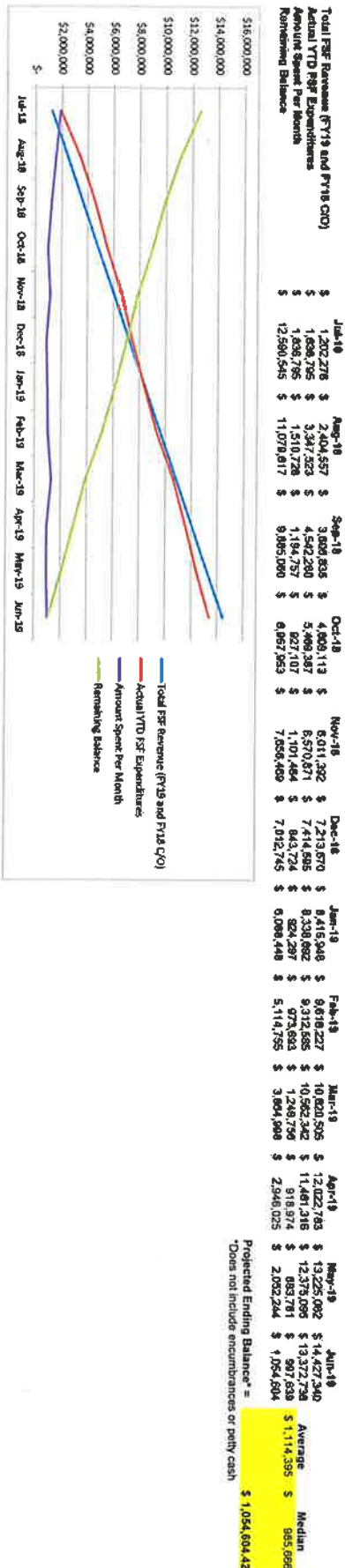
PFR Cash Balance less required Contingency Reserve \$ 1,229,166

Variance Notes:

\*Variance indicated if percentage spent is 25 percentage points higher than the percentage of months into the fiscal year  
 TWELVE MONTHS = 100%  
 EXPENDITURE VARIANCE = -12%



Las Americas ASPPRA Academy Charter School  
 Financial Summary Update - Cash Basis  
 Twelve Months Ended June 30, 2019  
 M) YTD Budget vs. Expenditure Trending:



M) Local Funding Update:

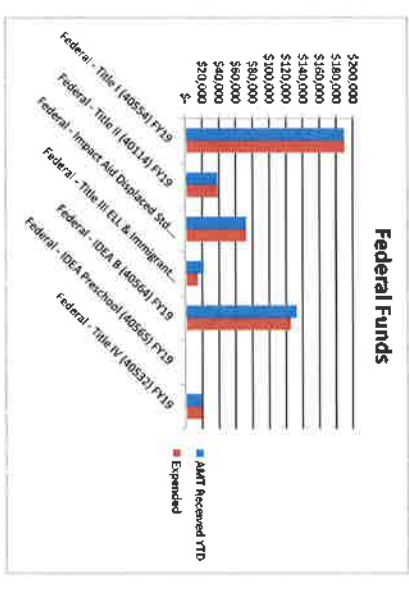
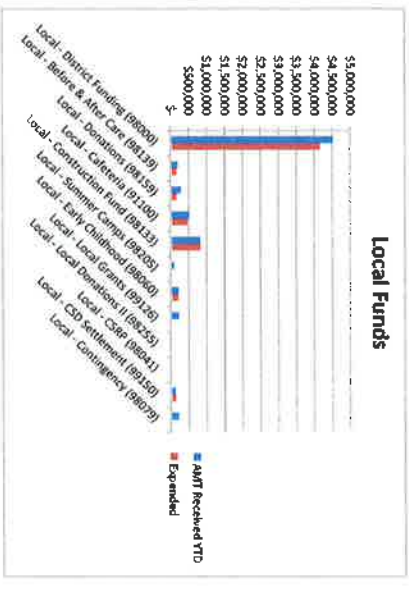
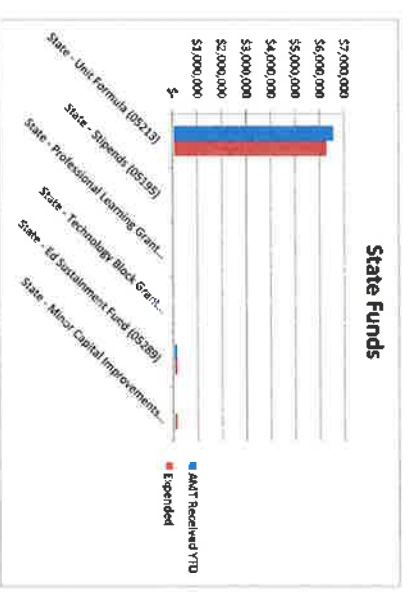
	Number of Students	Budget*	Actual	Difference
Appoquinimik	11	\$ 22,098	\$ 22,098	\$ -
Brandywine	8	\$ 38,609	\$ 38,609	\$ -
Christina	460	\$ 2,332,931	\$ 2,332,931	\$ -
Colonial	188	\$ 511,465	\$ 511,465	\$ -
Red Clay	115	\$ 498,280	\$ 498,280	\$ -
Smyrna	2	\$ 2,319	\$ 2,319	\$ -
<b>Total</b>	<b>784</b>	<b>\$ 3,403,701</b>	<b>\$ 3,403,701</b>	<b>\$ -</b>

\*According to the Charter School Billing Report in IMS

Projected Ending Balance = \$ 1,054,004.42  
 \*Does not include encumbrances or petty cash

	AMT Received YTD	Expended	Encumbered	Remaining Balance	% Expended & Encumbered
State - Unit Formula (05213)	\$ 6,545,204	\$ 6,255,765	\$ -	\$ 289,439	96%
State - Standards (05105)	\$ -	\$ -	\$ -	\$ -	100%
State - Professional Learning Grant (03225)	\$ 22,725	\$ 22,725	\$ -	\$ -	100%
State - Technology Block Grant (05235)	\$ 18,634	\$ 18,634	\$ -	\$ -	100%
State - Ed Support Fund (05289)	\$ 139,232	\$ 139,232	\$ -	\$ -	100%
State - LEAP Capital Improvement (50022)	\$ 119,500	\$ 119,500	\$ -	\$ -	100%
State - Education Opportunity Grant (05297)	\$ 198,813	\$ 172,436	\$ -	\$ 24,378	88%
State - SS93 - K-3 (05309)	\$ -	\$ 10,893	\$ -	\$ -	100%
State - SS93 Reading (05310)	\$ 79,396	\$ 79,396	\$ -	\$ -	100%
State - School Safety and Security (10171)	\$ 23,590	\$ 12,625	\$ -	\$ 10,965	54%
Local - Divided Funding (09000)	\$ 4,489,211	\$ 4,147,829	\$ -	\$ 351,382	92%
Local - Before & After Care (08139)	\$ 189,592	\$ 139,337	\$ -	\$ 49,254	74%
Local - Donations (08159)	\$ 277,194	\$ 146,341	\$ -	\$ 131,852	52%
Local - Caledonia (01100)	\$ 494,976	\$ 452,161	\$ -	\$ 42,815	91%
Local - Construction Fund (08133)	\$ 82,630	\$ 804,755	\$ -	\$ -	100%
Local - Summer Camps (09205)	\$ 200,446	\$ 227,016	\$ -	\$ 55,811	33%
Local - Early Childhood (09000)	\$ 215,000	\$ 183,087	\$ -	\$ 17,359	91%
Local - Local Donations I (08256)	\$ 803	\$ 1,193	\$ -	\$ 213,906	91%
Local - CSD Settlement (08150)	\$ 71	\$ -	\$ -	\$ 903.47	0%
Local - Caledonia (08159)	\$ 119,834	\$ 119,834	\$ -	\$ -	100%
Local - Caledonia (08159)	\$ 204,468	\$ -	\$ 204,468	\$ -	0%
Federal - Title II (40114) FY17	\$ -	\$ -	\$ -	\$ -	100%
Federal - Title II ELL (40560) FY17	\$ -	\$ -	\$ -	\$ -	100%
Federal - IDEA B (40564) FY17	\$ -	\$ -	\$ -	\$ -	100%
Federal - IDEA B (40564) FY17	\$ 23,796	\$ 23,796	\$ -	\$ -	100%
Federal - Title II (40114) FY18	\$ 3,076	\$ 3,076	\$ -	\$ -	100%
Federal - Title II ELL (40560) FY18	\$ 6,446	\$ 6,446	\$ -	\$ -	100%
Federal - Title II ELL (40560) FY18	\$ 29,253	\$ 29,253	\$ -	\$ -	100%
Federal - IDEA B (40564) FY18	\$ 32	\$ 32	\$ -	\$ -	100%
Federal - Title IV (40553) FY18	\$ 188,946	\$ 188,946	\$ -	\$ -	100%
Federal - Title IV (40553) FY19	\$ 98,112	\$ 98,112	\$ -	\$ -	100%
Federal - Title II (40114) FY19	\$ 72,000	\$ 72,000	\$ -	\$ -	100%
Federal - Impact Aid Displaced St (40530) FY19	\$ 21,319	\$ 13,907	\$ -	\$ 7,412	65%
Federal - Title II ELL & Immigrant (40590) FY19	\$ 132,089	\$ 124,817	\$ -	\$ 7,282	95%
Federal - IDEA B (40564) FY19	\$ 585	\$ 585	\$ -	\$ -	100%
Federal - IDEA Prechool (40565) FY19	\$ 19,959	\$ 19,959	\$ -	\$ -	100%
Federal - Title IV (40553) FY19	\$ 14,779,727	\$ 13,372,736	\$ -	\$ 1,406,991	90%
<b>Total</b>	<b>\$ 14,779,727</b>	<b>\$ 13,372,736</b>	<b>\$ -</b>	<b>\$ 1,406,991</b>	<b>90%</b>

Partly Cash Fund Balance (outside FSF) \$ 1,288



Las Americas ASPPRA Academy Charter School  
 Financial Expenditure Detail Update - Cash Basis  
 Twelve Months Ended June 30, 2019

(Reconciled from DOL 115, DOL 1003 & DP00002)

Account Category	Account Code	Description	Subtotals	Budget FY19 @ 8/30/2019	Encumbrance @ 8/30/2019	Actual @ 6/30/2019	Total Encumbered & Expended	Remaining Balance	% Expended (Target <= 100%)	% Encumbered & Expended	Notes
510	Various	Salary - All Employees		\$ 5,877,950	\$ -	\$ 5,926,724	\$ 5,926,724	(48,774)	101%	101%	
		Total Salaries/Other (510)		\$ 5,877,950	\$ -	\$ 5,926,724	\$ 5,926,724	(48,774)	101%	101%	
520	52001	Pancreatic/Employee Share (23.15%)		\$ 1,346,016	\$ -	\$ 1,322,462	\$ 1,322,462	23,554	98%	98%	
520	52002	Health Plan - Employee Share (\$9,989)		\$ 1,000,390	\$ -	\$ 1,281,113	\$ 1,281,113	9,727	99%	99%	
520	52005	Workers Comp/Employee Share (1.58%)		\$ 360,081	\$ -	\$ 1,094,434	\$ 1,094,434	4,769	101%	101%	
520	52006	Social Security/Employee Share (8.2%)		\$ 8,571	\$ -	\$ 381,358	\$ 381,358	6,543	98%	98%	
520	52009	Unemployment/Employee Share (0.11%)		\$ 84,212	\$ -	\$ 82,242	\$ 82,242	1,970	100%	100%	
520	52016	Medical/Employee Share (1.45%)		\$ -	\$ -	\$ 82,242	\$ 82,242	\$ -	99%	99%	
		Total Other Employment Costs (520)		\$ 3,188,317	\$ -	\$ 3,145,717	\$ 3,145,717	42,600	99%	99%	
530	53353	Grant Revenues		\$ -	\$ -	\$ -	\$ -	\$ -			
530	53371	Tuition Reimbursement (state reimburses school for this expense)		\$ -	\$ -	\$ -	\$ -	\$ -			
		Total Svcs To Clients & Agencies (530)		\$ -	\$ -	\$ -	\$ -	\$ -			
540	54001	Massage/PT Care in State		\$ 2,500	\$ -	\$ 2,416	\$ 2,416	84	97%	97%	
540	54003	Meals in State		\$ 3,000	\$ -	\$ 712	\$ 712	2,288	24%	24%	
540	54101	Meals -PT Care out of State		\$ 3,000	\$ -	\$ 688	\$ 688	2,312	23%	23%	
540	54103	Meals - Out of State		\$ 3,000	\$ -	\$ 2,458	\$ 2,458	542	81%	81%	
540	54104	Log/PT/Out of State		\$ 3,000	\$ -	\$ 7,200	\$ 7,200	(1,700)	131%	131%	
540	54109	Other Travel - Out of State		\$ 12,000	\$ -	\$ 13,845	\$ 13,845	(1,845)	114%	114%	
		Total Travel (540)		\$ 29,000	\$ -	\$ 27,099	\$ 27,099	1,901	93%	93%	Dual Language Training and NewSchools Collaboration

Account Category	Account Code	Description	Students	Budget FY19	Encumbrance @ 6/30/2019	Actual @ 6/30/2019	Total Encumbered & Expended	Remaining Balance	% Expended (Target = 100%)	% Encumbered & Expended	Notes
DHL	55396	Labels - Band/Francing		\$ 1,086,213	\$ -	\$ 1,086,213	\$ 1,086,213	\$ (0)	100%	100%	
		<b>Total Debt Service (250)</b>		\$ 1,086,213	\$ -	\$ 1,086,213	\$ 1,086,213	\$ (0)	100%	100%	
550	55000	Other Prof Service/Professional Staff	23,650	\$ 164,100	\$ -	\$ 171,636	\$ 171,636	\$ (7,536)	105%	105%	
		Dial Service Center (DSC) - Enrollment, Attendance, PHRST, RAP Training	17,000								
		Substation Service	4,900								
		SAP Annual Surveillance Fee (Bonis) & DEQA Annual Fees	77,750								
		OCSS & AARer	14,500								
		Auditing Services	20,000								
		Providence Service Corporation - Alternative School	4,000								
		Construction - Project Manager	2,000								
		POS Maintenance/Services Contract	2,000								
550	55010	Medical Services (Occupational & Speech Therapy, Psychologists, etc.)		\$ 160,000	\$ -	\$ 145,156	\$ 145,156	\$ 14,845	91%	91%	
550	55020	Legal Services		\$ 7,500	\$ -	\$ 4,871	\$ 4,871	\$ 2,629	65%	101%	
550	55073	Comptrol Services		\$ 19,000	\$ -	\$ 19,199	\$ 19,199	\$ (199)	101%	101%	
550	55101	Postage		\$ 3,000	\$ -	\$ 1,950	\$ 1,950	\$ 1,050	65%	65%	
550	55125	Telecommunication		\$ 13,500	\$ -	\$ 8,902	\$ 8,902	\$ 4,598	66%	66%	
550	55200	Water & Sewer		\$ 15,000	\$ -	\$ 13,482	\$ 13,482	\$ 1,518	90%	90%	
550	55203	Energy		\$ 162,000	\$ -	\$ 157,485	\$ 157,485	\$ 4,515	97%	97%	
550	55400	Equipment (Cases, Copiers & Chromabooks)		\$ 175,000	\$ -	\$ 162,206	\$ 162,206	\$ 12,794	93%	93%	
550	55402	Buildings - Office Space		\$ 900	\$ -	\$ 218	\$ 218	\$ 682	44%	44%	
550	55434	Fuel Rental (Transportation)		\$ 791,980	\$ -	\$ 804,791	\$ 804,791	\$ (12,811)	102%	102%	
550	55452	Insurance (Bldg & Contents)		\$ 41,500	\$ -	\$ 41,448	\$ 41,448	\$ 52	100%	100%	
550	55507	Maintenance		\$ 96,000	\$ -	\$ 102,570	\$ 102,570	\$ (6,570)	107%	107%	
550	55510	Equipment Repair		\$ 39,000	\$ -	\$ 20,865	\$ 20,865	\$ 18,135	54%	54%	
550	55600	Printing & Binding		\$ 3,000	\$ -	\$ 2,075	\$ 2,075	\$ 925	69%	69%	
550	55610	Advertising		\$ 5,000	\$ -	\$ 5,600	\$ 5,600	\$ (600)	112%	112%	
550	55631	Assoc Dues & Conf Fees		\$ 26,000	\$ -	\$ 31,655	\$ 31,655	\$ (5,655)	122%	122%	
550	55647	Student Body Activity		\$ 48,000	\$ -	\$ 58,277	\$ 58,277	\$ (10,277)	121%	121%	
550	55667	Training		\$ 40,000	\$ -	\$ 46,674	\$ 46,674	\$ (6,674)	117%	117%	
550	55692	Trash Removal - Sanitary Services		\$ 29,000	\$ -	\$ 30,494	\$ 30,494	\$ (1,494)	105%	105%	
		<b>Total - Contracted Services (250)</b>		\$ 1,839,080	\$ -	\$ 1,829,531	\$ 1,829,531	\$ 9,549	99%	99%	

Account Category	Account Code	Description	Subtotals	Budget FY19	Encumbrance @ 6/30/2019	Actual @ 6/30/2019	Total Encumbered & Expended	Remaining Balance	% Expended (Target <= 100%)	% Encumbered & Expended	Notes
560	56000	Office Supplies		\$ 93,000	\$ -	\$ 90,225	\$ 90,225	\$ 2,775	97%	97%	
560	56007	Employee Recognition/T-shirt/Building		\$ 11,000	\$ -	\$ 10,899	\$ 10,899	\$ 101	99%	96%	
560	56111	Food		\$ 191,750	\$ -	\$ 179,244	\$ 179,244	\$ 12,506	93%	93%	
560	56128	Medical Supplies/Medical/Health Aids		\$ 8,500	\$ -	\$ 2,501	\$ 2,501	\$ 5,999	29%	29%	
560	56141	Custodial Supplies		\$ 38,500	\$ -	\$ 35,877	\$ 35,877	\$ 2,623	93%	90%	
560	56145	Computer Supplies		\$ 13,500	\$ -	\$ 15,223	\$ 15,223	\$ 1,723	113%	108%	
560	56150	Institutional Supplies (mag, manuals, audio, etc.)		\$ 142,000	\$ -	\$ 137,092	\$ 137,092	\$ 4,908	96%	96%	
560	56157	Text Books/Library and Yearbooks		\$ 48,000	\$ -	\$ 46,028	\$ 46,028	\$ 1,972	96%	96%	
560	56220	Building Materials		\$ 34,000	\$ -	\$ 28,092	\$ 28,092	\$ 5,908	83%	83%	
560	56960	Institutional Equipment - Expensed		\$ 21,500	\$ -	\$ 18,498	\$ 18,498	\$ 3,002	86%	86%	
		<b>Total Supplies/Materials (560)</b>		<b>\$ 744,750</b>	<b>\$ -</b>	<b>\$ 709,096</b>	<b>\$ 709,096</b>	<b>\$ 35,654</b>	<b>95%</b>	<b>95%</b>	
570	57070	Office & Computer Equip/Software		\$ -	\$ -	\$ -	\$ -	\$ -			
570	57020	Institutional Equipment		\$ 73,000	\$ -	\$ 89,156	\$ 89,156	\$ (16,156)	122%	122%	
570	57040	Audio Visual Equipment		\$ -	\$ -	\$ -	\$ -	\$ -			
570	57210	Custodial/Janitor Equipment		\$ -	\$ -	\$ -	\$ -	\$ -			
570	57310	Refrigerator, Condo/Health		\$ -	\$ -	\$ -	\$ -	\$ -			
		<b>Total Capital Outlay-Equipment (570)</b>		<b>\$ 73,000</b>	<b>\$ -</b>	<b>\$ 89,156</b>	<b>\$ 89,156</b>	<b>\$ (16,156)</b>	<b>122%</b>	<b>122%</b>	
580	58100	Land Improvements		\$ 427,000	\$ -	\$ 399,200	\$ 399,200	\$ 27,800	93%	93%	
580	58300	Main Bldg Alteration by Contract		\$ 160,000	\$ -	\$ 160,000	\$ 160,000	\$ -	100%	100%	
		<b>Total Capital Outlay-Property (580)</b>		<b>\$ 587,000</b>	<b>\$ -</b>	<b>\$ 559,200</b>	<b>\$ 559,200</b>	<b>\$ 27,800</b>	<b>95%</b>	<b>95%</b>	
		<b>Grand Totals - All Categories</b>		<b>\$ 13,428,310</b>	<b>\$ -</b>	<b>\$ 13,372,736</b>	<b>\$ 13,372,736</b>	<b>\$ 55,574</b>	<b>100%</b>	<b>100%</b>	



## REVENUE BUDGET

For the Month Ending June 30, 2019

	Bd Approved Budget	Receipt To Date	100% of year % Received	Anticipated Receipts Remaining
<b>STATE FUNDS</b>				
1 Division I - Title 14, Chapter 13 (Salary & OEC)				
2 Division II (Materials, Supplies, Services, Energy, Academic Excellence)				
3 Division III (Equalization, Academic Excellence)				
4 Other State Funds				
5 Minor Cap (Maintenance)				
6 Transportation				
<b>Total State Funds</b>	<b>7,072,193.00</b>	<b>7,108,736.06</b>	<b>100.5%</b>	<b>(36,543.06)</b>
<b>LOCAL FUNDS</b>				
Local Tax Revenues	3,403,701.00	3,403,701.06	100.0%	(0.06)
Other Local	159,028.00	195,935.69	123.2%	(36,907.69)
Before & After Care Program	129,445.00	160,824.29	124.2%	0.00
Donations	36,000.00	26,042.07	72.3%	9,957.93
Food Service	479,731.00	469,409.79	97.8%	10,321.21
Construction Fund	141,000.00	141,000.00		
Summer Camps	43,491.00	66,768.09	153.5%	(23,277.09)
Local Grants	0.00	215,000.00		(215,000.00)
Early Childhood	172,949.00	190,878.75	110.4%	(17,929.75)
Annual Giving	0.00	0.00		0.00
CSRP	536.49	0.00		536.49
CSD Settlement	119,834.00	119,834.38		
<b>Total Local Revenues</b>	<b>4,665,715.49</b>	<b>4,989,394.12</b>	<b>106.5%</b>	<b>(303,678.63)</b>
<b>FEDERAL FUNDS</b>				
Federal - Title I (40554) FY19	188,814.00	188,948.00	100.1%	(134.00)
Federal - Title II (40114) FY19	37,550.00	38,112.00	101.5%	(562.00)
Federal - Impact Aid Displaced Std. (40530) FY19	72,000.00	72,000.00		0.00
Federal - Title III ELL (40560) FY19	21,319.00	21,319.00	100.0%	0.00
Federal - IDEA B (40564) FY19	120,695.00	132,089.00	109.4%	(11,374.00)
Federal - IDEA Preschool (40565) FY19	567.00	585.00	103.2%	(18.00)
Federal - Title IV (TBD) FY19	19,892.00	19,959.00	100.4%	(77.00)
Federal - Previous Year Amendments	15,398.00	15,398.00		
<b>Total Federal Funds</b>	<b>476,225.00</b>	<b>488,390.00</b>	<b>102.6%</b>	<b>(12,165.00)</b>
<b>FY18 Carryover</b>	<b>2,193,206.54</b>	<b>2,193,206.54</b>		
<b>All Funds Total</b>	<b>14,427,340.03</b>	<b>14,779,726.72</b>	<b>102.4%</b>	<b>(352,386.69)</b>

**EXPENDITURE BUDGET**

<b>Operating Budget</b>				100% of year	
<b>Description</b>	<b>Bd Approved Budget</b>	<b>Encumbrance</b>	<b>Expenditures</b>	<b>Remaining Balance</b>	<b>% Obligated</b>
1 State & Local Salaries and Benefits	9,066,267.00	0.00	9,072,440.59	(6,173.59)	100.1%
2 Federal Salaries and Benefits	Included in line 1	0.00		0.00	Included in line 1
3 Utilities	177,000.00	0.00	170,947.46	6,052.54	96.6%
4 Facility--Lease	0.00	0.00	0.00	0.00	0.0%
5 Facility--Mortgage	1,086,213.00	0.00	1,086,213.02	(0.02)	100.0%
6 Other Expenses	1,530,500.00	0.00	1,466,509.19	63,990.81	95.8%
7 Transportation	791,980.00	0.00	804,791.29	(12,811.29)	101.6%
8 Contractor--Other	164,100.00	0.00	171,634.75	(7,534.75)	104.6%
9 Contractor--Food Services	191,750.00	0.00	179,244.06	12,505.94	93.5%
10 Management Company	0.00	0.00	0.00	0.00	
11 Textbooks and Instructional Supplies	285,000.00	0.00	282,508.91	2,491.09	99.1%
12 Building Maintenance and Custodial Services	132,500.00	0.00	136,446.34	(5,946.34)	104.5%
<b>Subtotal Operating Expenditures</b>	<b>13,426,310.00</b>	<b>0.00</b>	<b>13,372,736.61</b>	<b>52,674.39</b>	<b>99.6%</b>
13 Contingency	177,825.00				
<b>Total Operating Budget</b>	<b>13,603,135.00</b>	<b>0.00</b>	<b>13,372,736.61</b>	<b>52,674.39</b>	<b>98.3%</b>



# **APPENDIX 13**

## **Approved Preliminary Fiscal Year 2020 Budget**



**Las Américas ASPIRA Academy Charter School**  
**FY 2020 Preliminary Operating Budget**



**August 19, 2019**

**326 Ruthar Drive  
Newark, DE 19711  
(302) 292-1463**

**ASPIRA of Delaware Charter Operations Inc.  
Board of Directors**

Lourdes Puig, Ph.D. – Chairperson

Donald Patton – Vice Chairperson

Luis Santiago – Treasurer

Younes Haboussi - Secretary

Tiffany Burton

Benjamin Esparza, Esq.

Crystal Mayfield

Serah Jo Pesce

Rosalie Rolon Dow, Ph.D.

Fred West

**Citizen Budget Oversight Committee**

Luis Santiago – ADCO Board Treasurer/Community Representative - Chairperson

Greg Panchisin – Chief Operating Officer - Vice Chairperson

Lucy Li – Community Representative - Secretary

Richard Riggs – DDOE Representative (Non-Voting Member)

Margie López Waite – Head of School

Jessie Forbes – Teacher Representative

Min Guan – Parent Representative

Las Américas ASPIRA Academy Charter School  
 Budget Assumption and Guidelines  
 FY 2020 Preliminary Operating Budget

**Key Assumptions and Notes:**

- 1) Projected September 30th enrollment = 943 Students (105%)
- 2) Revenue projections include a carryover from FY19 of \$1.407MM
- 3) Revenue projections assume minimal donations for FY20
- 4) State Funding projections based on FY19 funding
- 5) Local School District Funding projections based on FY19 funding
- 6) Revenue projections include \$1.5MM investment money and recently awarded Charter School Grant (replication/expansion) = \$500K of \$750K funded this year
- 7) Salaries based on the Christina School District's salary schedule: 6th Yr. Staff @ 100%, 5th Yr. @ 98%, 4th Yr. @ 96%, 3rd Yr. @ 94%, 2nd Yr. @ 92%, 1st Yr. @ 90%
- 8) Expenditures include lease, fit out, operational and maintenance costs of HS property

**Guidelines for Total Expenditures**

**New Revenue / No Carryover**  
 Salaries & OECs  
 Mortgage/Rent  
 Student Transportation  
 Remainder

Percent of Total FY 20 Revenue Targets

65% to 75%  
 <15%  
 8% to 10%  
 10% to 15%

FY19 Operating Budget      FY20 Preliminary Operating Budget

74%      68%  
 9%      11%  
 6%      7%  
 11%      14%

\*\*\*Calculations do not include \$1.5 MM investment or \$500k grant

**FY19 Percent of Total Revenues**



**FY20 Percent of Total Revenues**



Las Americas ASPIRA Academy Charter School  
 Budget Summary - Cash Sheet  
 FY 2020 Preliminary Operating Budget

Fund	Nov APR # or Account Code	Description	Final Operating Budget FY18	Final Operating Budget FY19	Preliminary Operating Budget FY20	Difference
REVENUES						
		Number of Students	740	785	943	
		High School		0	0	
		Elementary		785	943	
		Div I Units		51.98	90.04	
		Total Personnel Units		61.11	94.87	
		Classrooms (Homerooms only)	30	32	36	
State	05213	Division I (Salary & OEC)	\$ 4,418,199	\$ 5,101,838	\$ 6,073,449	\$ 1,111,011
State	05213	Division II (Materials, Supplies, Services)	\$ 18,040	\$ 21,834	\$ 25,290	\$ 3,858
State	05213	Division II (Energy)	\$ 114,600	\$ 122,606	\$ 143,316	\$ 20,710
State	05213	Division II (Academic Excellence)	\$ 8,858	\$ 9,186	\$ 10,737	\$ 1,552
State	05213	Division III (Equalization)	\$ 318,043	\$ 339,948	\$ 387,400	\$ 57,452
State	05213	Division III (Visiting Teacher)	\$ 1,281	\$ 1,360	\$ 1,626	\$ 235
State	05213	Division III (Academic Excellence)	\$ 19,046	\$ 20,783	\$ 24,296	\$ 3,512
State	05213	Division III (Psychologist)	\$ 1,938	\$ 2,038	\$ 2,364	\$ 345
State	05213	Professional & Curriculum Development	\$ 8,149	\$ 9,008	\$ 10,528	\$ 1,522
State	05213	Adjustment (Payouts)	\$ -	\$ 17,051	\$ -	\$ -
State	05213	Student Transportation	\$ 684,608	\$ 755,080	\$ 908,101	\$ 153,182
State	05213	C/O	\$ 285	\$ 47,211	\$ 289,440	\$ -
State	50022	MCI/Annual Maintenance	\$ 52,790	\$ 119,500	\$ 128,380	\$ 6,880
State	05225	Professional Learning Grant	\$ -	\$ 22,725	\$ -	\$ (22,725)
State	05235	Technology Block Grant	\$ 10,581	\$ 18,634	\$ 18,870	\$ 38
State	05297	Education Opportunity Funding	\$ 100,000	\$ 108,813	\$ 106,850	\$ (1,963)
State	05297	C/O	\$ -	\$ -	\$ 24,377	\$ -
State	05288	Education Sustainment Fund	\$ 132,507	\$ 138,232	\$ 138,503	\$ 271
State	05300	SSBG - K-3 (05309)	\$ -	\$ 10,883	\$ 25,083	\$ 15,070
State	05310	SSBG Reading (05310)	\$ -	\$ 79,388	\$ 81,102	\$ 1,738
State	05311	Opportunity Fund - Health & Reading Support	\$ -	\$ -	\$ -	\$ -
State	05388	Contracted Sub Reimbursement - Parental Leave	\$ -	\$ -	\$ -	\$ -
State	05388	Sub Reimbursement - Parental Leave	\$ -	\$ -	\$ -	\$ -
State	09814	Opportunity Fund	\$ -	\$ -	\$ 105,850	\$ -
State	09815	Opportunity Fund - Health & Reading Support	\$ -	\$ -	\$ 78,880	\$ -
State	10171	School Safety & Security Grant	\$ -	\$ 23,580	\$ 24,768	\$ 1,189
State	10171	C/O	\$ -	\$ -	\$ 10,955	\$ -
State		Charter School Grant (Expansion/Replacement)	\$ -	\$ -	\$ 500,000	\$ -
		<b>Subtotal State</b>	<b>\$ 5,927,837</b>	<b>\$ 7,072,193</b>	<b>\$ 8,888,058</b>	<b>\$ 1,065,287</b>
Local	98000	School District Local Fund Transfers	\$ 2,063,598	\$ 3,403,701	\$ 4,068,777	\$ 665,078
Local	98000	Local (Other than School District)	\$ 83,778	\$ 199,028	\$ 244,968	\$ 85,870
Local	98000	C/O	\$ 1,659,060	\$ 699,574	\$ 361,382	\$ -
Local	98090	ECDC	\$ 92,803	\$ 172,949	\$ 222,790	\$ 49,841
Local	98090	C/O	\$ 842	\$ 948	\$ 17,359	\$ -
Local	98138	Before and After School Program	\$ 156,808	\$ 129,445	\$ 183,194	\$ 63,749
Local	98138	C/O	\$ 15,415	\$ 27,788	\$ 49,255	\$ -
Local	98159	Donations	\$ 20,000	\$ 30,000	\$ 26,042	\$ (9,958)
Local	98159	C/O	\$ 325,136	\$ 251,152	\$ 131,653	\$ -
Local	98133	Construction Fund	\$ 242,648	\$ 141,000	\$ 1,500,000	\$ 1,359,000
Local	98133	C/O	\$ -	\$ 683,795	\$ -	\$ -
Local	01100	Lunch Reimbursement & Purchases	\$ 327,797	\$ 476,731	\$ 583,877	\$ 84,146
Local	91100	C/O	\$ 22,838	\$ 25,567	\$ 42,815	\$ -
Local	98205	Summer Camp	\$ 48,000	\$ 43,491	\$ 79,770	\$ 38,279
Local	98205	C/O	\$ -	\$ 18,092	\$ 55,812	\$ -
Local	98255	Donations II (Annual Giving)	\$ -	\$ -	\$ -	\$ -
Local	98255	Donations II (Annual Giving) C/O	\$ 2,960	\$ 603	\$ 803	\$ -
Local	98979	Confingency C/O	\$ 204,488	\$ 204,488	\$ 204,488	\$ -
Local	98941	CSRP	\$ -	\$ 630	\$ 978	\$ 440
Local	98941	C/O	\$ -	\$ 71	\$ -	\$ -
Local	99126	Local Grants	\$ -	\$ -	\$ -	\$ -
Local	99126	C/O / NewSchools Grant	\$ -	\$ -	\$ 213,807	\$ 213,807
Local	09150	FY17 CSD Settlement	\$ 111,892	\$ 119,834	\$ 144,002	\$ 24,168
		<b>Subtotal Local</b>	<b>\$ 4,069,310</b>	<b>\$ 4,666,715</b>	<b>\$ 7,064,328</b>	<b>\$ 2,992,417</b>
Federal	40554	Title I	\$ 185,475	\$ 188,814	\$ 208,399	\$ 18,586
Federal	40554	Title I	\$ 27,535	\$ 23,795	\$ -	\$ -
Federal	40114	Title II	\$ 35,041	\$ 37,650	\$ 44,371	\$ 8,821
Federal	40114	Title II	\$ 1,031	\$ 3,076	\$ -	\$ -
Federal	40564	IDEA	\$ 102,188	\$ 120,895	\$ 133,108	\$ 12,414
Federal	40564	IDEA	\$ 34,170	\$ 13,855	\$ 7,292	\$ -
Federal	40565	IDEA Preschool	\$ 380	\$ 567	\$ 1,688	\$ 1,121
Federal	40565	IDEA Preschool	\$ -	\$ -	\$ -	\$ -
Federal	40630	Impact Aid Displaced Std.	\$ -	\$ 72,000	\$ -	\$ (72,000)
Federal	40660	Title III ELL	\$ 19,851	\$ 21,318	\$ 22,892	\$ 1,373
Federal	40560	Title III ELL	\$ 6,095	\$ 6,448	\$ 7,412	\$ 864
Federal	40560	Title III Immigrant	\$ 36	\$ -	\$ 83	\$ 63
Federal	40560	Title III Immigrant	\$ -	\$ -	\$ -	\$ -
Federal	40532	Title IV	\$ 10,000	\$ 10,882	\$ 22,875	\$ 3,093
Federal	40532	Title IV	\$ -	\$ 32	\$ -	\$ -
Federal		Previous Year Federal Grant Increases	\$ 2,547	\$ 15,398	\$ -	\$ (15,398)
		<b>Subtotal Federal</b>	<b>\$ 356,398</b>	<b>\$ 476,225</b>	<b>\$ 433,297</b>	<b>\$ (41,984)</b>
		<b>Total FSF Revenue</b>	<b>\$ 10,343,344</b>	<b>\$ 12,234,133</b>	<b>\$ 16,363,682</b>	<b>\$ 3,615,740</b>
		Previous Year Carryover	\$ 2,293,398	\$ 2,193,207	\$ 1,408,991	\$ 785,215
Other		Petty Cash (Not Reported in FSF - WSFS Account)	\$ 1,200	\$ 1,200	\$ 1,200	\$ -
		<b>Total Revenue - All Categories including carryover</b>	<b>\$ 12,643,941</b>	<b>\$ 14,428,540</b>	<b>\$ 17,791,873</b>	<b>\$ 4,401,956</b>
510		Total Salaries/Other (10)	\$ 4,895,000	\$ 5,877,950	\$ 6,377,224	\$ 1,042,850
520		Total Other Employment Costs (20)	\$ 2,476,270	\$ 3,188,317	\$ 3,472,083	\$ 712,048
540		Total Travel (40)	\$ 37,200	\$ 29,000	\$ 990,081	\$ (8,200)
560		Total - Contracted Services (50)	\$ 1,814,867	\$ 1,838,080	\$ 1,707,160	\$ 24,412
580		Total Supplies/Materials (80)	\$ 711,500	\$ 733,790	\$ 825,890	\$ 22,250
570		Total Capital Outlay-Equipment (70)	\$ 521,500	\$ 73,000	\$ 20,000	\$ (448,500)
580		Total Capital Outlay-Property (80) <b>INCLUDES BOND DEBT SERVICE &amp; FEES</b>	\$ 543,000	\$ 587,000	\$ 2,061,700	\$ 44,000
		<b>Total Expenditures - All Categories</b>	<b>\$ 11,445,507</b>	<b>\$ 13,414,310</b>	<b>\$ 16,274,058</b>	<b>\$ 1,968,803</b>
		<b>Net Excess or (Deficit) for Year</b>	<b>\$ 1,198,434</b>	<b>\$ 1,014,230</b>	<b>\$ 1,517,815</b>	<b>\$ 2,433,153</b>
		Petty Cash (Not Reported in FSF - WSFS Account)	\$ 1,200	\$ 1,200	\$ 1,200	\$ -
		Salary and OECs Accrual (4 pay periods - July/August 2020)	\$ 1,124,811	\$ 1,364,810	\$ 1,518,275	\$ -
		<b>FSF Cash Balance Projected at End of FY</b>	<b>\$ 1,497,285</b>	<b>\$ 1,013,400</b>	<b>\$ 1,016,615</b>	<b>\$ 99,885</b>
		Contingency Reserve (2%)	\$ (177,825)	\$ (209,518)	\$ (259,497)	\$ (31,693)
		<b>FSF Cash Balance Projected at End of FY (Less Contingency Reserve)</b>	<b>\$ 1,019,400</b>	<b>\$ 803,512</b>	<b>\$ 1,257,118</b>	<b>\$ 471,892</b>

Las Americas ASPIRA Academy Charter School  
 Detailed Budgeted Expenditures - Cash Basis  
 FY 2020 Preliminary Operating Budget

Account Category	Account Code	Description	Final Operating Budget FY18	Final Operating Budget FY19	Preliminary Operating Budget FY20	Difference
510		Various Salary - All Employees	\$ 4,835,000	\$ 5,877,950	\$ 6,377,224	\$ 499,274
		<b>Total Salaries/Other (510)</b>				
520	52001	Pensions/Employer Share (23.02%)	\$ 1,028,968	\$ 1,346,018	\$ 1,468,037	\$ 122,021
520	52002	Health Insurance/Employer Share (\$9,989)	\$ 1,065,305	\$ 1,300,390	\$ 1,410,306	\$ 109,916
520	52005	Workmen's Compensation (1.55%)	\$ 69,965	\$ 91,108	\$ 98,847	\$ 7,739
520	52006	Social Security/Employer Share (6.2%)	\$ 299,160	\$ 380,091	\$ 395,348	\$ 35,307
520	52009	Unemployment Insurance (0.11%)	\$ 5,308	\$ 6,510	\$ 7,015	\$ 505
520	52016	Medicare/Employer Share (1.45%)	\$ 69,965	\$ 84,212	\$ 92,470	\$ 6,257
		<b>Total Other Employment Costs (520) - 32.33%</b>				
		<b>Total Salaries and OECs (32.33%)</b>				
		<b>% of New Revenue (\$1.5 investment and \$560K grant not included)</b>				
540	54001	Mileage/Pvt Car in state	\$ 2,700	\$ 2,500	\$ 2,900	\$ 400
540	54003	Meals - in State	\$ 6,000	\$ 3,000	\$ 2,000	\$ (1,000)
540	54101	Mileage/Pvt Car out of state	\$ 4,000	\$ 3,000	\$ 3,000	\$ -
540	54103	Meals - Out of State	\$ 4,000	\$ 3,000	\$ 5,000	\$ 2,000
540	54104	Lodging/Out of State	\$ 12,500	\$ 5,500	\$ 10,000	\$ (2,500)
540	54105	Other Travel - Out of State	\$ 6,000	\$ 12,000	\$ 15,000	\$ 3,000
540	54107	Student Travel - Field Trips			\$ 14,000	\$ 14,000
550	55034	Athletic Travel			\$ 21,000	\$ 21,000
550	55036	Student Transportation - Bus Transportation Contract			\$ 917,161	\$ 917,161
		<b>Total Travel (540)</b>				
		<b>Total</b>	\$ 7,311,270	\$ 9,066,267	\$ 9,849,287	\$ 783,020
				73.90%	88.48%	-5.42%

Account Category	Account Code	Description	Fiscal Operating Budget FY18	Fiscal Operating Budget FY19	Preliminary Operating Budget FY20	Difference
Debit	55306	Loans				
		Total Debt Service (\$50)	\$ 506,369	\$ 1,086,213	\$ -	\$ (1,086,213)
			\$ 506,369	\$ 1,086,213	\$ -	\$ (1,086,213)
	55000	Professional Services:				
		Data Service Center (DSC) - Enrollment, Attendance, PHRST, RAP & Truency	\$ 14,900	\$ 23,550	\$ -	\$ (23,550)
		Substitute Service	\$ 4,900	\$ 4,900	\$ -	\$ (4,900)
		S&P Annual Surveillance Fee (Bonds) & DEDA Annual Fees	\$ 85,000	\$ -	\$ -	\$ 85,000
		Office Moving	\$ -	\$ 77,750	\$ -	\$ (77,750)
		DCSN Consulting	\$ -	\$ 14,900	\$ -	\$ (14,900)
		Auditing Services	\$ 17,375	\$ 14,900	\$ -	\$ (2,475)
		Transforming Lives - Alternative School	\$ 20,000	\$ 20,000	\$ -	\$ (20,000)
		Construction - Project Manager	\$ 20,000	\$ 4,000	\$ -	\$ (16,000)
		POS Maintenance/Service Contract	\$ 1,500	\$ 2,000	\$ -	\$ (2,000)
			\$ 182,675	\$ 164,100	\$ -	\$ (184,100)
	55000	Other Prof Service-Instructional Staff	\$ 18,500	\$ 16,500	\$ -	\$ (16,500)
	550	Landscaping Services	\$ 16,000	\$ 16,000	\$ -	\$ (16,000)
	55007	Construction / Building Services	\$ 42,000	\$ (118,000)	\$ -	\$ (118,000)
	55010	Medical Services (Contracted Nurse)	\$ 4,900	\$ 4,900	\$ -	\$ (4,900)
	55020	Legal Services	\$ 67,000	\$ 500	\$ -	\$ 67,000
	55030	Instructional Services	\$ 132,000	\$ 132,000	\$ -	\$ (132,000)
	55032	Related Services / Psych, PT, OT, Speech	\$ 65,000	\$ 95,000	\$ -	\$ (95,000)
	55033	Instr. Support Services	\$ 46,000	\$ 48,000	\$ -	\$ (48,000)
	55035	Central Admin Services - Auditing / Data Service Center	\$ 3,000	\$ 3,000	\$ -	\$ (3,000)
	55073	Computer Services	\$ 3,500	\$ 3,500	\$ -	\$ (3,500)
	55101	Postage	\$ 3,000	\$ 3,000	\$ -	\$ (3,000)
	55110	Security (monitoring, installation & maintenance)	\$ 20,000	\$ 20,000	\$ -	\$ (20,000)
	55125	Telephone Services	\$ 14,200	\$ 15,000	\$ -	\$ (15,000)
	55200	Water & Sewer	\$ 24,160	\$ 9,160	\$ -	\$ (15,000)
	55206	Electric	\$ 144,000	\$ 152,000	\$ -	\$ (83,730)
	55208	Natural Gas	\$ 61,250	\$ 61,250	\$ -	\$ (61,250)
	55371	Tuition Reimbursement	\$ 10,000	\$ 10,000	\$ -	\$ (10,000)
	55400	Equipment Lease (Copiers & Chromebooks)	\$ 234,584	\$ 176,000	\$ -	\$ 252,000
	55402	Equipment Lease (Copiers & Chromebooks)	\$ 2,800	\$ 500	\$ -	\$ 336,000
	55434	Plant Rental (Blow Trench operation)	\$ 719,608	\$ 791,940	\$ -	\$ (791,940)
	55438	Insurance (Bag & Contents)	\$ 36,500	\$ 41,500	\$ -	\$ 66,000
	55507	Maintenance	\$ 80,000	\$ 96,000	\$ -	\$ 70,000
	55509	Scholarships (Instructional)	\$ 7,500	\$ 7,500	\$ -	\$ (7,500)
	55510	Books/Supplies	\$ 18,000	\$ 39,000	\$ -	\$ (39,000)
	55511	Books/Supplies	\$ 2,000	\$ 2,000	\$ -	\$ (18,000)
	55512	Books/Supplies	\$ 9,000	\$ 3,000	\$ -	\$ (1,000)
	55513	Books/Supplies	\$ 5,000	\$ 5,000	\$ -	\$ 500
	55514	Books/Supplies	\$ 9,000	\$ 26,000	\$ -	\$ 32,000
	55631	Advancing Diverse & Conference Fees	\$ 44,000	\$ 49,000	\$ -	\$ 56,000
	55647	Student Body Activity	\$ 41,000	\$ 40,000	\$ -	\$ 65,000
	55657	Training	\$ -	\$ -	\$ 11,000	\$ 25,000
	55661	Employee Recognition/Teambuilding	\$ 27,500	\$ 28,000	\$ -	\$ (6,000)
	55682	Trial Removal	\$ 1,814,867	\$ 1,839,080	\$ 1,707,160	\$ (131,920)
		Total - Contracted Services (\$50)	\$ 1,814,867	\$ 1,839,080	\$ 1,707,160	\$ (131,920)
	56000	Office Supplies	\$ 93,000	\$ 93,000	\$ 95,000	\$ 2,000
	56111	Food	\$ 168,000	\$ 191,750	\$ 214,000	\$ 22,250
	56128	Medical Supplies/Medical/Health Aids	\$ 9,000	\$ 8,500	\$ 9,000	\$ 500
	56141	Custodial Supplies	\$ 51,200	\$ 36,500	\$ 43,650	\$ 7,350
	56143	Custodial Supplies	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
	56145	Computer Supplies (non-instructional)	\$ 6,000	\$ 15,500	\$ 6,000	\$ (9,500)
	56150	Instructional Supplies (mag, manuals, audio, music, bond, art, etc.)	\$ 140,000	\$ 140,000	\$ 225,000	\$ 85,000
	56157	Text Books/Library and Yearbooks	\$ 99,000	\$ 145,000	\$ 30,000	\$ (115,000)
	56220	Building Materials (Paint, Plumbing, Electrical, etc.)	\$ 49,000	\$ 49,000	\$ 60,000	\$ 32,000
	56930	Insurance/Equipment (includes furniture)	\$ 44,000	\$ 34,000	\$ 65,000	\$ 31,000
	56980	Athletic Supplies	\$ 21,000	\$ 21,500	\$ 23,000	\$ 1,500
		Total Supplies/Materials (\$50)	\$ 711,600	\$ 733,750	\$ 825,650	\$ 92,100
	570	Instructional Equipment	\$ 400,000	\$ 73,000	\$ -	\$ (73,000)
	57040	Audio Visual Equipment (Interactive boards and projectors)	\$ 91,500	\$ -	\$ -	\$ -
	57210	Custodial/Plant Equipment	\$ 30,000	\$ 20,000	\$ -	\$ (20,000)
	57310	Rentable Condition/Hair	\$ -	\$ -	\$ 20,000	\$ -
		Total Capital Outlay-Equipment (\$70)	\$ 521,500	\$ 73,000	\$ 20,000	\$ (53,000)
	580	Land Improvements	\$ 18,000	\$ 427,000	\$ -	\$ (427,000)
	58300	Maj Bldg Alteration by Contract/Bond Debt Service	\$ 525,000	\$ 160,000	\$ 2,881,700	\$ 2,721,700
		Total Capital Outlay-Property (\$80)	\$ 543,000	\$ 587,000	\$ 2,881,700	\$ 2,294,700
		Grand Totals - All Categories	\$ 11,445,507	\$ 13,414,310	\$ 16,274,058	\$ 2,859,748



# **APPENDIX 14**

## **Fiscal Year 2018 and 2019 Audited Financial Statements**





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**LAS AMÉRICAS ASPIRA ACADEMY**  
**(A Component Unit of the State of Delaware)**  
**NEWARK, DELAWARE**

**FINANCIAL STATEMENTS**

**JUNE 30, 2018**

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**LAS AMÉRICAS ASPIRA ACADEMY**  
**(A Component Unit of the State of Delaware)**

**TABLE OF CONTENTS**

	<u>PAGE</u>
<b>INDEPENDENT AUDITOR'S REPORT</b>	<b>1 - 3</b>
<b>MANAGEMENT'S DISCUSSION AND ANALYSIS</b>	<b>4 - 12</b>
<b>BASIC FINANCIAL STATEMENTS</b>	
<b>Entity-wide Financial Statements:</b>	
<b>Statements of Net Position</b>	<b>13</b>
<b>Statement of Activities</b>	<b>14</b>
<b>Fund Financial Statements:</b>	
<b>Balance Sheet - Governmental Funds</b>	<b>15</b>
<b>Reconciliation of Balance Sheet - Governmental Funds to             Statement of Net Position</b>	<b>16</b>
<b>Statement of Revenues, Expenditures, and Changes in             Fund Balances - Governmental Funds</b>	<b>17</b>
<b>Reconciliation of Statement of Revenues, Expenditures, and             Changes in Fund Balances - Governmental Funds to             Statement of Activities</b>	<b>18</b>
<b>Notes to Financial Statements</b>	<b>19 - 41</b>
<b>REQUIRED SUPPLEMENTARY INFORMATION</b>	
<b>Budgetary Comparison Schedule - General Fund</b>	<b>42</b>
<b>Schedule of the School's Proportionate Share of the Net Pension Liability</b>	<b>43</b>
<b>Schedule of School Pension Contributions</b>	<b>44</b>
<b>Schedule of the School's Proportionate Share of the OPEB Pension Liability</b>	<b>45</b>
<b>Schedule of School OPEB Contributions</b>	<b>46</b>

**LAS AMÉRICAS ASPIRA ACADEMY**  
(A Component Unit of the State of Delaware)

**TABLE OF CONTENTS**

	<u>PAGE</u>
<b>SUPPLEMENTARY INFORMATION</b>	
Combining Balance Sheet - General Fund	47
Combining Statement of Revenues, Expenditures, and Changes in Fund Balances - General Fund	48
Schedule of Expenditures by Natural Classification - Governmental Funds	49
Independent Auditor's Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with <i>Government Auditing Standards</i>	50 - 51

INDEPENDENT AUDITOR'S REPORT

September 28, 2018

Board of Directors  
Las Américas ASPIRA Academy  
Newark, Delaware

Report on Financial Statements

We have audited the accompanying financial statements of the governmental activities and each major fund of Las Américas ASPIRA Academy ("the School"), Newark, Delaware (a component unit of the State of Delaware), as of and for the year ended June 30, 2018, and the related notes to the financial statements, which collectively comprise the School's basic financial statements, as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

Board of Directors  
Las Américas ASPIRA Academy

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities and each major fund of Las Américas ASPIRA Academy as of June 30, 2018, and the respective changes in its financial position for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Emphasis of a Matter

As discussed in Note 1 to the financial statements, Las Américas ASPIRA Academy has adopted the requirements of GASB Statement No. 75, "Accounting and Financial Reporting for Postemployment Benefits Other than Pensions." This statement modifies the accounting for the School's other postemployment benefits. As a result, the beginning governmental activities net position has been restated. Our opinion is not modified with respect to this matter.

Report on Summarized Comparative Information

We have previously audited Las Américas ASPIRA Academy's 2017 financial statements, and we expressed unmodified opinions on the respective financial statements of the governmental activities and each major fund in our report dated September 25, 2017. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2017 is consistent, in all material respects, with the audited financial statements from which it has been derived.

Other Matters

*Required Supplementary Information*

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis on pages 4 through 12, and the budgetary comparison schedule - general fund, schedule of the School's proportionate share of the net pension liability, schedule of School pension contributions, schedule of the School's proportionate share of the net OPEB liability, and schedule of School OPEB contributions on pages 42 through 46 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Board of Directors  
Las Américas ASPIRA Academy

*Other Information*

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise Las Américas ASPIRA Academy's basic financial statements. The combining balance sheet - general fund, combining statement of revenues, expenditures and changes in fund balances - general fund, and schedule of expenditures by natural classification - governmental funds are presented for purposes of additional analysis and are not a required part of the basic financial statements.

The combining balance sheet - general fund, combining statement of revenues, expenditures, and changes in fund balances - general fund, and schedule of expenditures by natural classification - governmental funds are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the combining balance sheet - general fund, the combining statement of revenues, expenditures, and changes in fund balances - general fund, and schedule of expenditures by natural classification - governmental funds are fairly stated in all material respects in relation to the basic financial statements as a whole.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated September 28, 2018, on our consideration of the School's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the School's internal control over financial reporting and compliance.

*Barbacane, Thornton & Company LLP*  
BARBACANE, THORNTON & COMPANY LLP



## **MANAGEMENT'S DISCUSSION AND ANALYSIS**

**LAS AMÉRICAS ASPIRA ACADEMY  
MANAGEMENT'S DISCUSSION AND ANALYSIS – UNAUDITED  
JUNE 30, 2018**

This discussion and analysis of the financial performance of Las Américas ASPIRA Academy ("the School") provides an overview of the School's financial activities for the year ended June 30, 2018, which was the School's seventh year of operations. The School is located at 326 Ruthar Drive, Newark, DE 19711. Please read this analysis in conjunction with the Independent Auditor's Report and School's financial statements.

**FINANCIAL HIGHLIGHTS**

General revenues increased by 12.1 percent from \$8,498,344 to \$9,526,750, primarily due to an increase in state and local school district funding, both a direct result of the School's growing enrollment which went from 698 to 740 students. The School's total liabilities decreased by 4.1 percent from \$43,697,879 to \$41,916,338.

The school implemented Governmental Accounting Standards Board ("GASB") Statement No. 75, "Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions." The purpose of this statement is to improve transparency, consistency, and comparability of postemployment benefits other than pensions reported by state and local governments (e.g. charter schools and school districts). The implementation of GASB Statement No. 75 has had an impact on the entity-wide statements. The School is now required to report its proportionate share of the net other post-employment benefits ("OPEB") liability. This portion of the net OPEB liability was a major factor in the total deficit in net position of \$15,358,490. The net OPEB liability reported in these financial statements at June 30, 2018 totals \$15,409,745. While the net OPEB liability is significant to the School's financial statements, it is a liability that the School has limited control over. This liability is anticipated to continue to increase in future years as medical costs increase. Reporting in the governmental fund is not affected by the implementation of this statement.

**USING THIS ANNUAL FINANCIAL REPORT**

This annual financial report consists of a series of financial statements and notes to those statements. The statements are organized so that the reader can understand the School as a whole and then proceed to provide an increasingly detailed look at specific financial activities.

**REPORTING THE SCHOOL AS A WHOLE**

***The Statement of Net Position and Statement of Activities***

One of the most important questions asked about school finances is, "Is the School better or worse off as a result of the year's activities?" The statement of net position and the statement of activities report information about the School as a whole and about its activities in a manner that helps to answer this question. These statements include all assets, deferred outflows of resources, liabilities, and deferred

**LAS AMÉRICAS ASPIRA ACADEMY  
MANAGEMENT'S DISCUSSION AND ANALYSIS – UNAUDITED (CONT'D)  
JUNE 30, 2018**

inflows of resources using the accrual basis of accounting similar to the accounting used by private sector corporations. All of the current year's revenues and expenses are taken into consideration regardless of when cash is received or paid.

These two statements report the School's net position and the changes in net position. The change in net position provides the reader with a tool to assist in determining whether the School's financial health is improving or deteriorating. The reader will need to consider other nonfinancial factors such as student enrollment stability and facility conditions in arriving at a conclusion regarding the overall health of the School.

#### **REPORTING THE SCHOOL'S MOST SIGNIFICANT FUNDS**

##### ***Fund Financial Statements***

This analysis of the School's major funds and fund financial statements provides detailed information about the most significant funds - not the School as a whole. Some funds are required to be established by State statute, while many other funds are established by the School to help manage money for particular purposes and compliance with various grant provisions.

##### ***Governmental Funds***

The School's activities are reported in governmental funds, which focus on how money flows into and out of those funds and the balances left at year end available for spending in future periods. These funds are reported using the modified accrual accounting method, which measures cash and other financial assets that can be readily converted to cash. The governmental fund statements provide a detailed short-term view of the School's general government operations and the basic services it provides. Governmental fund information helps one determine whether there are more or fewer financial resources available to spend in the near future to finance the School's programs. The relationship (or differences) between governmental activities (reported in the statement of net position and the statement of activities) and governmental funds is reconciled in the basic financial statements. Activities related to capital assets, long-term debt, and compensated absences are the primary reconciling items.

#### **ENTITY-WIDE FINANCIAL ANALYSIS**

As noted earlier, net position may serve over time as a useful indicator of a government's financial position. In the case of the School, liabilities and deferred inflows of resources exceeded assets and deferred outflows of resources by \$15,358,490 at the close of the fiscal year. Note that investment in capital assets is reported net of related debt and net of depreciation. The School uses capital assets to provide services; consequently, these assets are not available for future spending.

A comparative analysis of net position and changes in net position follows:

**LAS AMÉRICAS ASPIRA ACADEMY  
MANAGEMENT'S DISCUSSION AND ANALYSIS – UNAUDITED (CONT'D)  
JUNE 30, 2018**

**Table 1  
NET POSITION  
June 30, 2018 and 2017**

	Governmental Activities	
	2018	2017
<b>ASSETS AND DEFERRED OUTFLOWS OF RESOURCES</b>		
Current Assets:		
Cash, pooled cash, and investments	\$ 3,588,368	\$ 8,508,813
Receivables	238,326	162,410
Prepaid expenses	201,043	507,191
Total Current Assets	<u>4,027,737</u>	<u>9,178,414</u>
Noncurrent assets:		
Capital assets, net of depreciation	20,639,732	17,871,380
Total Assets	<u>24,667,469</u>	<u>27,049,794</u>
<b>DEFERRED OUTFLOWS OF RESOURCES:</b>		
Deferred outflows of resources - pension contributions	495,387	365,501
Deferred outflows of resources - pension	1,501,379	1,698,753
Deferred outflows of resources - OPEB contributions	254,241	442,791
Deferred outflows of resources - OPEB	1,248,230	-
Total Deferred Outflows of Resources	<u>3,769,237</u>	<u>2,498,045</u>
<b>TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES</b>	<b><u>\$ 28,436,706</u></b>	<b><u>\$ 29,547,839</u></b>
<b>LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND NET POSITION</b>		
Current Liabilities:		
Accounts payable	\$ 46,419	\$ 1,284,807
Accrued salaries and related costs	946,386	666,364
Retainage payable	-	803,101
Unearned revenue	12,948	3,865
Capital lease payable	-	65,390
Bonds payable, net	120,129	120,129
Total Current Liabilities	<u>1,125,882</u>	<u>2,943,656</u>
Noncurrent Liabilities:		
Compensated absences	261,142	210,485
Bonds payable, net	22,319,126	22,439,255
Net pension liability	2,800,443	2,646,247
Net OPEB liability	15,409,745	15,458,236
Total Noncurrent Liabilities	<u>40,790,456</u>	<u>40,754,223</u>
Total Liabilities	<u>41,916,338</u>	<u>43,697,879</u>
<b>DEFERRED INFLOWS OF RESOURCES:</b>		
Deferred inflows of resources - pension	49,374	58,045
Deferred inflows of resources - OPEB	1,829,484	-
Total Deferred Inflows of Resources	<u>1,878,858</u>	<u>58,045</u>
<b>NET POSITION (DEFICIT):</b>		
Net investment in capital assets	(359,607)	(549,438)
Unrestricted (deficit)	(14,998,883)	(13,658,647)
Total Net Position (Deficit)	<u>(15,358,490)</u>	<u>(14,208,085)</u>
<b>TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND NET POSITION</b>	<b><u>\$ 28,436,706</u></b>	<b><u>\$ 29,547,839</u></b>

**LAS AMÉRICAS ASPIRA ACADEMY  
MANAGEMENT'S DISCUSSION AND ANALYSIS – UNAUDITED (CONT'D)  
JUNE 30, 2018**

**Table 2  
CHANGES IN NET POSITION  
For the Fiscal Years Ended June 30, 2018 and 2017**

	Governmental Activities	
	2018	2017
<b>REVENUES</b>		
General revenues:		
Charges to school districts	\$ 3,075,591	\$ 2,637,528
Payments from primary government	6,142,755	5,394,405
Other local revenue	218,441	358,264
Interest income	89,963	108,147
<b>Total General Revenues</b>	<u>9,526,750</u>	<u>8,498,344</u>
Program revenues:		
Charges for services	316,737	201,686
Operation grants and contributions	1,514,353	735,957
Capital grants and contributions	-	100,000
<b>Total Program Revenues</b>	<u>1,831,090</u>	<u>1,037,643</u>
<b>TOTAL REVENUES</b>	<u>11,355,343</u>	<u>9,535,987</u>
<b>EXPENSES</b>		
Instructional services	9,096,299	6,851,364
Support services:		
Operation and maintenance of facilities	1,122,176	836,849
Transportation	734,670	623,850
Food service	512,220	340,081
Interest on long-term debt	1,040,383	2,250,507
Loss on disposal of fixed assets	2,497	-
<b>TOTAL EXPENSES</b>	<u>12,508,245</u>	<u>10,902,651</u>
<b>Change in Net Position (Deficit)</b>	<u>\$ (1,150,405)</u>	<u>\$ (1,366,664)</u>

***Governmental Activities***

Net position of the School's governmental activities decreased by \$1,150,405, and unrestricted net position reflects a negative balance of \$14,998,883.

The statement of activities shows the cost of program services and the charges for services and grants offsetting those services. The next table reflects the cost of program services and the net cost of those services after taking into account the program revenues for governmental activities. General revenues

**LAS AMÉRICAS ASPIRA ACADEMY  
MANAGEMENT'S DISCUSSION AND ANALYSIS – UNAUDITED (CONT'D)  
JUNE 30, 2018**

that include charges to school districts, investment earnings, and state entitlements must support the net cost of the School's programs.

	2018		2017	
	Total Cost	Net Cost	Total Cost	Net Cost
<b>Governmental Activities:</b>				
Instructional services	\$ 9,096,299	\$ 7,667,894	\$ 6,851,364	\$ 6,162,307
<b>Support services:</b>				
Operation and maintenance of facilities	1,122,176	1,112,576	836,849	727,249
Transportation	734,670	734,670	623,850	623,850
Food service	512,220	119,135	340,081	101,095
Interest on long-term debt	1,040,383	1,040,383	2,250,507	2,250,507
Loss on disposal of fixed assets	2,497	2,497	-	-
<b>Total Expenses</b>	<b>\$ 12,508,245</b>	<b>\$ 10,677,155</b>	<b>\$ 10,902,651</b>	<b>\$ 9,865,008</b>

The reliance on general revenues to support governmental activities is indicated by the net services column reflecting the need for \$10,677,155 of support.

**THE SCHOOL'S FUNDS**

The School's governmental funds (as presented on the balance sheet) reported a combined fund balance of \$2,865,299, compared to last year's total of \$6,293,986. The schedule below indicates the fund balance as of June 30, 2018 and 2017 and the change in fund balance for the year ended June 30, 2018.

	Governmental Funds		
	2018	2017	Change
<b>FUND BALANCES</b>			
Nonspendable	\$ 60,043	\$ 264,545	\$ (204,502)
Restricted	1,439,916	4,203,956	(2,764,040)
Unassigned	1,365,340	1,825,485	(460,145)
<b>TOTAL FUND BALANCES</b>	<b>\$ 2,865,299</b>	<b>\$ 6,293,986</b>	<b>\$ (3,428,687)</b>

**Governmental Funds**

The School's fund balances decrease are due to a variety of factors. The table that follows assists in illustrating the financial activities and balance of governmental funds.

**LAS AMÉRICAS ASPIRA ACADEMY  
MANAGEMENT'S DISCUSSION AND ANALYSIS – UNAUDITED (CONT'D)  
JUNE 30, 2018**

**REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES**

	2018	2017
<b>REVENUES</b>		
Charges to school districts	\$ 3,075,591	\$ 2,637,528
State aid	6,112,361	5,368,561
Federal aid	668,319	456,782
Interest income	44,834	63,018
Food service revenue	138,934	60,242
Other local revenues	228,041	367,864
After care	154,708	107,178
Donations	846,034	379,175
Summer camp	13,495	24,666
<b>TOTAL REVENUES</b>	<b>11,282,317</b>	<b>9,465,014</b>
<b>EXPENDITURES</b>		
Current:		
Instruction	8,001,570	6,397,099
Operation and maintenance of facilities	675,383	645,214
Transportation	734,670	623,850
Food service	512,220	340,081
Capital outlays:		
Property	2,774,595	9,161,446
Equipment	831,793	189,098
Debt service:		
Principal	140,390	7,336,735
Interest	1,040,383	1,475,944
Bond issuance cost	-	774,563
<b>TOTAL EXPENDITURES</b>	<b>14,711,004</b>	<b>26,944,030</b>
<b>OTHER FINANCING SOURCES</b>		
Bond proceeds	-	21,025,000
Bond premium	-	1,579,513
<b>NET CHANGE IN FUND BALANCES</b>	<b>(3,428,687)</b>	<b>5,125,497</b>
<b>FUND BALANCES, BEGINNING OF YEAR</b>	<b>6,293,986</b>	<b>1,168,489</b>
<b>FUND BALANCES, END OF YEAR</b>	<b>\$ 2,865,299</b>	<b>\$ 6,293,986</b>

The largest revenue reported by the School for the year was for aid received from the State of Delaware, accounting for 54.2 percent of total revenues. Charges to local school districts for students attending the School was also significant, accounting for 27.3 percent.

The largest portion of general fund expenditures is for personnel costs, which include salaries and related employment costs. The School is a service-oriented organization, and as such, is very labor intensive.

**LAS AMÉRICAS ASPIRA ACADEMY  
MANAGEMENT'S DISCUSSION AND ANALYSIS – UNAUDITED (CONT'D)  
JUNE 30, 2018**

**GENERAL FUND AND DEBT SERVICE FUND BUDGET INFORMATION**

The School's budget is prepared on the modified accrual basis of accounting. The most significant budgeted fund in the general fund. The School may amend its revenue and expenditure estimates periodically due to changing conditions. The School operates on a preliminary operating budget for the first half of the year, and a final operating budget the second half of the year once the September 30 unit count is verified by the authorizer.

The following are explanations for the more significant variances between budget versus actual revenues and expenditures as shown on page 42.

***Revenues***

**State Aid**

A favorable variance of \$184,724 is attributable primarily to adjustments to final State funding.

**Federal Aid**

A favorable variance of \$82,463 is attributable primarily to increased participation in our school meal program, which generated higher than projected revenue from federal aid. This was the positive result of operating a full service kitchen. Prior to fiscal year 2018, the School vended all of its meals.

**Local Revenues**

A combined favorable variance of \$636,193 is attributable to receiving a grant of \$800,000 from the Longwood Foundation in June 2018.

***Expenditures***

**Salaries and Employment Costs**

A combined unfavorable variance of \$252,994 is a result of projecting salaries, health insurance, and other employment costs on a cash accounting method for the period of July 1, 2017 through June 30, 2018. Accrued salaries and other employment costs paid throughout the summer are included in the fiscal year 2019 Operating Budget.

**Public Utilities**

An unfavorable variance of \$33,373 is a result of the School operating the entire 125,000 sq. ft. building for the first full year (July 2017 - June 2018) after significant completion of the Phase IV Construction Project.



**LAS AMÉRICAS ASPIRA ACADEMY  
MANAGEMENT'S DISCUSSION AND ANALYSIS – UNAUDITED (CONT'D)  
JUNE 30, 2018**

Transportation

An unfavorable variance of \$15,062 is a result of the School under projecting for extracurricular transportation costs, such as the middle school sports trips and School field trips.

Contractual Services

A favorable variance of \$289,597 is the result of projecting costs for various contracted services that were instead included as part of the Phase IV Construction/Renovation Project.

Maintenance

A favorable variance of \$18,219 is the result of conservatively projecting maintenance costs for the new 125,000 square foot building.

Capital Outlay

The combined unfavorable variance for capital outlay for property and equipment of \$352,688 is the result of the School's Phase IV Construction/Renovation Project, which was budgeted for in the Capital Projects Fund instead of the General Fund.

Debt Service Principal

The favorable variance of \$440,979 is due to principal payments being made out of the capital projects fund but being budgeted in the general fund.

**CAPITAL ASSETS**

The School has \$20,639,732 in net capital assets. Acquisitions for governmental activities totaled \$3,525,469, and depreciation was \$754,620. Detailed information regarding capital asset activity is included in Note 4 to the financial statements.

**DEBT ADMINISTRATION**

As of June 30, 2018, the School had total outstanding debt of \$22,439,255 in the form of revenue bonds issued for the purpose of refinancing previous debt and financing building improvements (Phase IV Construction).

Other obligations include accrued vacation pay and sick leave for School employees. More detailed information about long-term liabilities is included in Note 5 to the financial statements.

**LAS AMÉRICAS ASPIRA ACADEMY  
MANAGEMENT'S DISCUSSION AND ANALYSIS – UNAUDITED (CONT'D)  
JUNE 30, 2018**

**FACTORS EXPECTED TO HAVE AN EFFECT ON FUTURE OPERATIONS**

Fiscal year 2018 was the seventh year of operation as a functioning School. The School's enrollment is at 740 with a planned enrollment of 819 students in fiscal year 2020. The School will complete its last phase of construction by June 2019. The construction will include a large library that will be located in the middle interior of the School, and two exterior projects that consist of eliminating parking lot drainage issues and the addition of a new parking lot exit onto Red Mill Road. Larger enrollment will result in an increase in state and local district revenues, as well as an increase in operating expenses and debt service.

The financial model the School has developed is based on the funding formula currently in effect under the Delaware Charter School Law. If the funding formula for charter schools changes, adjustments to the underlying assumptions of the model will be made.

**CONTACTING THE SCHOOL'S FINANCIAL MANAGEMENT**

This financial report is designed to provide our fellow citizens, customers, investors, and creditors with a general overview of the School's finances and to show the School's accountability for the money it receives. If you have questions about this report or need additional financial information, please contact the School's Chief Operating Officer at (302) 292-1463, Ext. 203.

## **BASIC FINANCIAL STATEMENTS**

**LAS AMÉRICAS ASPIRA ACADEMY  
STATEMENTS OF NET POSITION  
JUNE 30, 2018 AND 2017**

	2018	2017
<b>ASSETS AND DEFERRED OUTFLOWS OF RESOURCES</b>		
<b>CURRENT ASSETS:</b>		
Cash and pooled cash	\$ 2,148,452	\$ 2,231,699
Investments	1,439,916	6,277,114
Accounts receivable	81,641	36,119
Due from State	156,685	126,291
Deposits	141,000	242,646
Prepaid expenses	60,043	264,545
Total Current Assets	4,027,737	9,178,414
<b>NONCURRENT ASSETS:</b>		
Land	529,959	529,959
Construction-in-progress	-	9,549,029
Depreciable capital assets, net	20,109,773	7,792,392
Total Noncurrent Assets	20,639,732	17,871,380
<b>DEFERRED OUTFLOWS OF RESOURCES</b>		
Deferred pension contributions	495,387	356,501
Deferred pension	1,501,379	1,698,753
Deferred OPEB contributions	524,241	442,791
Deferred OPEB	1,248,230	-
TOTAL DEFERRED OUTFLOWS OF RESOURCES	3,769,237	2,498,045
<b>TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES</b>	<b>\$ 28,436,706</b>	<b>\$ 29,547,839</b>
<b>LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND NET POSITION</b>		
<b>CURRENT LIABILITIES:</b>		
Accounts payable	\$ 46,419	\$ 1,284,807
Accrued salaries and related costs	946,386	666,364
Retainage payable	-	803,101
Unearned summer camp fees	12,948	3,865
Bonds payable	120,129	120,129
Capital lease payable	-	65,390
Total Current Liabilities	1,125,882	2,943,656
<b>NONCURRENT LIABILITIES:</b>		
Compensated absences	261,142	210,485
Bonds payable	22,319,126	22,439,255
Net pension liability	2,800,443	2,646,247
Net OPEB liability	15,409,745	15,458,236
Total Noncurrent Liabilities	40,790,456	40,754,223
Total Liabilities	41,916,338	43,697,879
<b>DEFERRED INFLOWS OF RESOURCES:</b>		
Deferred pension	49,374	58,045
Deferred OPEB	1,829,484	-
TOTAL DEFERRED INFLOWS OF RESOURCES	1,878,858	58,045
<b>NET POSITION (DEFICIT):</b>		
Net investment in capital assets	(359,607)	(549,438)
Unrestricted (deficit)	(14,998,883)	(13,658,647)
Total Net Position (Deficit)	(15,358,490)	(14,208,085)
<b>TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND NET POSITION</b>	<b>\$ 28,436,706</b>	<b>\$ 29,547,839</b>

The accompanying notes are an integral part of these financial statements.

**LAS AMÉRICAS ASPIRA ACADEMY**  
**STATEMENT OF ACTIVITIES**  
**FOR THE YEAR ENDED JUNE 30, 2018**  
(With Summarized Comparative Data for June 30, 2017)

	Program Revenues			Net (Expense) Revenue and Changes in Net Position (Deficit)	
	Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions		Totals
	Expenses	2018	2017		2017
<b>GOVERNMENTAL ACTIVITIES</b>					
Instructional services	\$ (9,096,299)	\$ 168,203	\$ -	\$ (7,667,894)	
Support services:					
Operation and maintenance of facilities	(1,122,176)	9,600	-	(1,112,576)	
Transportation	(734,670)	-	-	(734,670)	
Food service	(512,220)	138,934	254,151	(119,135)	
Interest on long-term debt and bond issuance cost	(1,040,383)	-	-	(1,040,383)	
Loss on disposal of fixed assets	(2,497)	-	-	(2,497)	
<b>TOTAL GOVERNMENTAL ACTIVITIES</b>	<b>\$ (12,508,245)</b>	<b>\$ 316,737</b>	<b>\$ 1,514,353</b>	<b>(10,677,155)</b>	
<b>GENERAL REVENUES</b>					
Charges to school districts				2,637,528	
State aid not restricted to specific purposes				5,394,405	
Other local revenues				358,264	
Interest income				108,147	
<b>TOTAL GENERAL REVENUES</b>			<b>9,526,750</b>	<b>8,498,344</b>	
<b>CHANGE IN NET POSITION</b>			<b>(1,150,405)</b>	<b>(1,366,664)</b>	
<b>NET POSITION (DEFICIT), BEGINNING OF YEAR, RESTATED</b>			<b>(14,208,085)</b>	<b>(12,841,421)</b>	
<b>NET POSITION (DEFICIT), END OF YEAR</b>			<b>\$ (15,358,490)</b>	<b>\$ (14,208,085)</b>	

The accompanying notes are an integral part of these financial statements.

**LAS AMÉRICAS ASPIRA ACADEMY  
BALANCE SHEET - GOVERNMENTAL FUNDS  
JUNE 30, 2018**

(With Summarized Comparative Data for June 30, 2017)

	General Fund	Capital Projects Fund	Total Government Funds	
	2018	2017	2018	2017
<b>ASSETS:</b>				
Cash and pooled cash	\$ 2,148,452	-	\$ 2,148,452	\$ 2,231,699
Investments	-	1,439,916	1,439,916	6,277,114
Accounts receivable	81,641	-	81,641	36,119
Deposit	141,000	-	141,000	242,646
Prepaid expenditures	60,043	-	60,043	264,545
<b>TOTAL ASSETS</b>	<b>\$ 2,431,136</b>	<b>\$ 1,439,916</b>	<b>\$ 3,871,052</b>	<b>\$ 9,052,123</b>
<b>LIABILITIES AND FUND BALANCES</b>				
<b>LIABILITIES:</b>				
Accounts payable	\$ 46,419	-	\$ 46,419	\$ 1,284,807
Retainage payable	-	-	-	803,101
Accrued salaries and related costs	946,386	-	946,386	666,364
Unearned summer camp fees	12,948	-	12,948	3,865
<b>TOTAL LIABILITIES</b>	<b>1,005,753</b>	<b>-</b>	<b>1,005,753</b>	<b>2,758,137</b>
<b>FUND BALANCES:</b>				
Nonspendable	60,043	-	60,043	264,545
Restricted	-	1,439,916	1,439,916	4,203,956
Unassigned	1,365,340	-	1,365,340	1,825,485
<b>TOTAL FUND BALANCES</b>	<b>1,425,383</b>	<b>1,439,916</b>	<b>2,865,299</b>	<b>6,293,986</b>
<b>TOTAL LIABILITIES AND FUND BALANCES</b>	<b>\$ 2,431,136</b>	<b>\$ 1,439,916</b>	<b>\$ 3,871,052</b>	<b>\$ 9,052,123</b>

The accompanying notes are an integral part of these financial statements.

**LAS AMÉRICAS ASPIRA ACADEMY  
RECONCILIATION OF BALANCE SHEET - GOVERNMENTAL  
FUNDS TO STATEMENT OF NET POSITION  
JUNE 30, 2018**

TOTAL FUND BALANCES - GOVERNMENTAL FUNDS \$ 2,865,299

Amounts reported for governmental activities in the statement of net position are different because:

Capital assets used in the governmental activities are not financial resources and, therefore, are not reported in the funds. Capital assets net of accumulated depreciation as detailed in the footnotes are included in the statement of net position. 20,639,732

Some liabilities are not due and payable in the current period and, therefore, are not reported in the funds. Those liabilities consist of:

Compensated absences	\$ (261,142)	
State portion of compensated absences	156,665	
Net pension liability	(2,800,443)	
Net OPEB liability	(15,409,745)	
Bonds payable in future years, net	<u>(22,439,255)</u>	<u>(40,753,900)</u>

Deferred inflows of resources and deferred outflows of resources related to the School's net pension liability are based on the differences between actuarially determined actual and expected investment returns, changes in the actuarially determined proportion of the School's amount of the total pension liability, and pension contributions made after the measurement date of the net pension liability. These amounts will be amortized over the estimated remaining average service life of the employees.

Deferred outflows - pension contributions	495,387	
Deferred outflows - pension	1,501,379	
Deferred inflows - pension	<u>(49,374)</u>	<u>1,947,392</u>

Deferred inflows and outflows related to the School's net OPEB liability are based on the differences between actuarially determined actual and expected investment returns, changes in the actuarially determined proportion of the School's amount of returns, changes in the actuarially determined proportion of the School's amount of the total OPEB liability, and OPEB contributions made after the measurement date of the net OPEB liability. These amounts will be amortized over the estimated remaining average service life of the employees.

Deferred outflows - OPEB contributions	524,241	
Deferred outflows - OPEB	1,248,230	
Deferred inflows - OPEB	<u>(1,829,484)</u>	<u>(57,013)</u>

TOTAL NET POSITION (DEFICIT) - GOVERNMENTAL ACTIVITIES \$(15,358,490)

The accompanying notes are an integral part of these financial statements.

**LAS AMÉRICAS ASPIRA ACADEMY**  
**STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES - GOVERNMENTAL FUNDS**  
**FOR THE YEAR ENDED JUNE 30, 2018**  
 (With Summarized Comparative Data for the Year Ended June 30, 2017)

	General Fund	Capital Projects Fund	Total Governmental Funds	
	2018	2017	2018	2017
<b>REVENUES</b>				
Charges to school districts	\$ 3,075,591	-	\$ 3,075,591	\$ 2,637,528
State aid	6,112,361	-	6,112,361	5,368,561
Federal aid	668,319	-	668,319	456,782
Interest income	9,242	35,592	44,834	63,018
Food service revenue	138,934	-	138,934	60,242
Other local revenues	228,041	-	228,041	367,664
After care	154,708	-	154,708	107,178
Donations	846,034	-	846,034	379,175
Summer camp	13,495	-	13,495	24,666
<b>TOTAL REVENUES</b>	<u>11,246,725</u>	<u>35,592</u>	<u>11,282,317</u>	<u>9,465,014</u>
<b>EXPENDITURES</b>				
Current:				
Instruction	8,001,570	-	8,001,570	6,397,099
Operation and maintenance of facilities	689,084	7,299	696,383	645,214
Transportation	734,670	-	734,670	623,850
Food services	512,220	-	512,220	340,081
Capital outlays:				
Property	585,395	2,169,200	2,774,595	9,161,446
Equipment	631,793	-	631,793	189,088
Debt service:				
Principal	65,390	75,000	140,390	7,336,735
Interest	5,863	1,034,500	1,040,363	1,475,944
Bond issuance cost	-	-	-	774,563
<b>TOTAL EXPENDITURES</b>	<u>11,405,005</u>	<u>3,305,999</u>	<u>14,711,004</u>	<u>26,944,030</u>
<b>DEFICIENCY OF REVENUES UNDER EXPENDITURES</b>	<u>(158,280)</u>	<u>(3,270,407)</u>	<u>(3,428,687)</u>	<u>(17,479,016)</u>
<b>OTHER FINANCING SOURCES (USES):</b>				
Bond proceeds	-	-	-	21,025,000
Bond premium	-	-	-	1,579,513
Transfers in (out)	(506,367)	506,367	-	-
<b>TOTAL OTHER FINANCING SOURCES (USES)</b>	<u>(506,367)</u>	<u>506,367</u>	<u>-</u>	<u>22,604,513</u>
<b>NET CHANGE IN FUND BALANCES</b>	<u>(664,647)</u>	<u>(2,764,040)</u>	<u>(3,428,687)</u>	<u>5,125,497</u>
<b>FUND BALANCES, BEGINNING OF YEAR</b>	<u>2,090,030</u>	<u>4,203,958</u>	<u>6,293,986</u>	<u>1,168,489</u>
<b>FUND BALANCES, END OF YEAR</b>	<u>\$ 1,425,383</u>	<u>\$ 1,439,916</u>	<u>\$ 2,865,299</u>	<u>\$ 6,293,986</u>

The accompanying notes are an integral part of these financial statements.



**LAS AMÉRICAS ASPIRA ACADEMY  
RECONCILIATION OF STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES  
IN FUND BALANCES - GOVERNMENTAL FUNDS TO STATEMENT OF ACTIVITIES  
FOR THE YEAR ENDED JUNE 30, 2018**

NET CHANGE IN FUND BALANCES - TOTAL GOVERNMENTAL FUNDS \$ (3,428,687)

Amounts reported for governmental activities in the statement of activities are different because:

Governmental funds report capital outlays as expenditures. However, in the statement of activities, assets with an initial, individual cost of more than \$5,000 are capitalized, and the cost is allocated over their estimated useful lives and reported as depreciation expense. This is the amount by which capital outlays exceeded depreciation in the current period. Disposal of fixed assets must be recognized at a gain or loss on entity-wide statements when incurred.

Capital outlays	\$ 3,525,469	
Loss of disposal of fixed asset	(2,497)	
Depreciation expense	<u>(754,620)</u>	2,768,352

Debt and capital lease proceeds are reported as financing sources in the governmental funds and, thus, contribute to the change in fund balance. In the statement of net position, however, issuing debt and obtaining capital leases increases long-term liabilities and does not affect the statement of activities. Similarly, repayment of principal is an expenditure in the governmental funds but reduces the liability in the statement of net position. In addition, bond premiums are reported as other financing sources; however, these amounts are reported on the statement of net position as deferred charges and amortized over the life of the debt.

Principal repayments	75,000	
Amortization of bond premium	45,129	
Lease payments	<u>65,390</u>	185,519

Some expenses reported in the statement of activities do not require the use of current financial resources and, therefore, are not reported as expenditures in the governmental funds:

Compensated absences, net of state portion	(20,263)
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Pension expenses in the statement of activities differ from the amount reported in the governmental funds because pension expenses are recognized on the statement of activities based on the School's proportionate share of the expenses of the cost-sharing pension plan, whereas pension expenditures are recognized in the governmental funds when a requirement to remit contributions to the plan exists. (204,013)

OPEB expenses in the statement of activities differ from the amount reported in the governmental funds because OPEB expenses are recognized on the statement of activities based on the School's proportionate share of the expenses of the cost-sharing pension plan, whereas OPEB expenditures are recognized in the governmental funds when a requirement to remit contributions to the plan exists. (451,313)

CHANGE IN NET POSITION (DEFICIT) - GOVERNMENTAL ACTIVITIES	<u><u>\$ (1,150,405)</u></u>
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The accompanying notes are an integral part of these financial statements.

LAS AMÉRICAS ASPIRA ACADEMY

NOTES TO FINANCIAL STATEMENTS

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Description of the Charter School

Las Américas ASPIRA Academy is organized under Delaware Code, Title 14, Chapter 5 of the State of Delaware. The Charter School Law grants authority for independent public schools to be created for the purpose of increasing choices for parents of public school students and increasing academic performance. A charter school is an independent public school governed by an independent board of directors. In Delaware, charter schools have the same basic standing as a school district with some exceptions - most notably, they may not levy taxes. To encourage innovation, charter schools operate free from a number of state laws and regulations. Las Américas ASPIRA Academy's initial charter was granted for a four-year period, renewable every five years thereafter. Las Américas ASPIRA Academy's first full year of school started September 1, 2011.

Charter schools are funded similarly to other public schools in that state and local funds are allocated for each enrolled student. Public funds are not provided for facilities. Charter schools may charge for selected additional costs consistent with those permitted by other school districts. Because a charter school receives local, state, and federal funds, they may not charge tuition.

The financial statements of Las Américas ASPIRA Academy ("the School") have been prepared in conformity with generally accepted accounting principles as applied to local governmental units. The Governmental Accounting Standards Board ("GASB") is the accepted standard-setting body for establishing governmental accounting and financial reporting principles. The more significant accounting policies of the School are described below.

Reporting Entity

The School is a special purpose government and is considered a component unit of the State of Delaware. A component unit, although a legally separate entity, is, in substance, part of the State of Delaware's operations. The School has no component units for which it is considered to be financially accountable.

Entity-wide and Fund Financial Statements

The entity-wide financial statements (the statement of net position and the statement of activities) report information on all activities of the School. For the most part, the effect of interfund activity has been removed from these financial statements.

The statement of activities demonstrates the degree to which the direct expenses of a given program are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific program. Program revenues include grants and contributions that are restricted to meeting the operational or capital requirements of a particular function.

LAS AMÉRICAS ASPIRA ACADEMY

NOTES TO FINANCIAL STATEMENTS

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

Separate financial statements are provided for governmental funds. The major individual governmental funds are reported as separate columns in the fund financial statements.

Measurement Focus, Basis of Accounting, and Financial Statement Presentation

**Entity-wide financial statements** are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Charges to the School are recognized as revenues in the year for which they are billed. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Amounts reported as program revenues include 1) charges to students for special fees, supplies, food, or services provided; 2) operating grants and contributions; and 3) capital grants and contributions. Internally dedicated resources are reported as general revenues rather than as program revenues. Likewise, general revenues include charges to school districts.

**Governmental fund financial statements** are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the School considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences, are recorded only when payment is due.

Charges to the school districts, state appropriations, and interest associated with the current fiscal period are all considered to be susceptible to accrual and so have been recognized as revenues of the current fiscal period. All other revenue items are considered to be measurable and available only when the School receives cash.

The School reports the following major governmental funds:

- **General Fund.** The general fund is the School's primary operating fund. It accounts for all financial resources of the School, except those required to be accounted for in another fund.
- **Capital Projects Fund.** The capital projects fund accounts for resources accumulated and payments made for the acquisition and improvement of sites, construction and remodeling of facilities, and procurement of equipment necessary for providing educational programs for all students within the School.

LAS AMÉRICAS ASPIRA ACADEMY

NOTES TO FINANCIAL STATEMENTS

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

Cash and Cash Equivalents

The School's cash and cash equivalents are considered to be cash on hand, demand deposits, and short-term investments with original maturities of three months or less from the date of acquisition, as well as cash deposits held in an investment pool controlled by the personnel of the State Treasurer's Office in Dover, Delaware.

Investments

Investments are recorded at fair value.

In establishing the fair value of investments, the School uses the following hierarchy. The lowest level of valuation available is used for all investments.

*Level 1* – Valuations based on quoted market prices in active markets for identical assets or liabilities that the entity has the ability to access.

*Level 2* – Valuations based on quoted prices of similar products in active markets or identical products in markets that are not active or for which all significant inputs are observable, directly or indirectly.

*Level 3* – Valuations based on inputs that are unobservable and significant to the overall fair value measurement.

Receivables

The School considers all accounts receivable at year end to be collectible; therefore, no allowance for doubtful accounts has been recorded.

Capital Assets

Capital assets, which include land, buildings and improvements, furniture and fixtures, and equipment, are reported in the entity-wide financial statements. The School defines capital assets as assets with an initial, individual cost of more than \$5,000 and an estimated useful life in excess of one year.

Such assets are recorded at historical cost or estimated cost if purchased or constructed. Donated capital assets are recorded at estimated fair value at the date of donation. The cost of normal maintenance and repairs that do not add to the value of the asset or materially extend the lives of the assets are not capitalized. Major outlays for capital assets and improvements are capitalized as projects are constructed.

LAS AMÉRICAS ASPIRA ACADEMY

NOTES TO FINANCIAL STATEMENTS

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

Building and improvements, furniture and fixtures, and equipment of the School are depreciated using the straight-line method over the estimated useful lives of the related assets. The School generally uses the following estimated useful lives:

Building and improvements	22 - 40 years
Furniture	3 years
Equipment	5 years

Deferred Inflows and Outflows of Resources

In addition to assets, the statement of net position includes a separate section for deferred outflows of resources. This separate financial statement element, deferred outflows of resources, represents a consumption of net position that applies to future periods and so will not be recognized as an outflow of resources (expense) until then. The School reports deferred pension and OPEB contributions resulting from pension and OPEB contributions subsequent to the measurement date of the net pension and OPEB liabilities and certain other items which represent differences related to changes in the net pension and OPEB liabilities which will be amortized over future periods. In addition to liabilities, the statement of net position includes a separate section for deferred inflows of resources. This separate financial statement element represents a source of net position that applies to future periods. The School reports certain items which represent differences related to changes in the net pension and OPEB liabilities which will be amortized over future periods.

Long-term Obligations

In the entity-wide financial statements, long-term debt is reported as liabilities. In the fund financial statements, the face amount of debt issued is reported as other financing sources. Issuance costs, whether or not withheld from the actual debt proceeds received, are reported as operating expenditures/expenses.

Compensated Absences

Vacation pay plus related payroll taxes are accrued when incurred in the entity-wide financial statements. The liability for these amounts is reported in the governmental funds only when the liability matures, for example, as a result of employee resignations and retirements.

**Vacation** – Twelve-month employees can accumulate up to 42 days of vacation. Any days in excess of 42 are dropped as of July 1 of each year. Employees are paid for unused vacation upon termination and retirement at the current rate of pay.

LAS AMÉRICAS ASPIRA ACADEMY

NOTES TO FINANCIAL STATEMENTS

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

**Sick Leave** – Sick leave allowances are as follows: teachers shall be allowed 10 days of sick leave per year, and annual employees earn one day of sick leave for each month worked. Any unused sick days shall be accumulated to the employee's credit up to a maximum of 120 days. Compensation for accumulated sick days is received when employees (a) qualify and apply for state pension and are paid at a rate of 50 percent of the per diem rate of pay not to exceed 120 days; or (b) in the case of death, when payment is made to the employee's estate at a rate of one day's pay for each day of unused sick leave not to exceed 120 days.

The compensated absences liability was \$261,142 at June 30, 2018.

Fund Equity

Fund balance will be displayed in the following classification (if applicable) depicting the relative strength of the spending constraints placed on the purposes for which resources can be used:

***Nonspendable*** – amounts that cannot be spent either because they are in nonspendable form or because they are legally or contractually required to be maintained intact.

***Restricted*** – amounts that can be spent only for specific purposes because of constitutional provisions or enabling legislation or because of constraints that are externally imposed by creditors, grantors, contributors, or the laws or regulations of other governments.

***Committed*** – amounts that can be used only for specific purposes determined by formal action of the Board of Directors. The Board is the highest level of decision-making authority for the School. Commitments may be established, modified, or rescinded only through resolutions approved by the Board of Directors.

***Assigned*** – amounts that do not meet the criteria to be classified as restricted or committed but that are intended to be used for specific purposes. The Head of School may assign amounts for specific purposes.

***Unassigned*** – all other spendable amounts.

When an expenditure is incurred for purposes for which both restricted and unrestricted fund balances are available, the School considers restricted funds to have been spent first. When an expenditure is incurred for which committed, assigned, or unassigned fund balances are available, the School considers amounts to have been spent first out of committed funds, then assigned funds and finally, unassigned funds, as needed, unless the Board or Head of School has provided otherwise in its commitment or assignment actions.

LAS AMÉRICAS ASPIRA ACADEMY

NOTES TO FINANCIAL STATEMENTS

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

Net Position

Net position represents the difference between assets and deferred outflows of resources and liabilities and deferred inflows of resources. Net position invested in capital assets consists of capital assets, net of accumulated depreciation, reduced by the outstanding balances of any borrowings used for the acquisition, construction, or improvement of those assets. Net position is reported as restricted when there are limitations imposed on their use either through the enabling legislation adopted by the School or through external restrictions imposed by creditors, grantors, or laws or regulations of other governments. Any remaining portions of net position are reflected as unrestricted. When both restricted and unrestricted resources are available for use, it is the School's policy to use restricted resources first and then unrestricted resources as they are needed.

Income Tax Status

The School is exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code and, therefore, has no provision for federal income taxes. The School qualifies for the charitable contribution deduction under Section 170(b)(1)(A) and has been classified as an organization that is not a private foundation under Section 509(a)(1). The School did not engage in any unrelated business activities during the fiscal year. Management believes more likely than not that its tax-exempt status and tax positions will be sustained if examined by authorities.

Use of Estimates in the Preparation of Financial Statements

The preparation of basic financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results may differ from those estimates.

Comparative Data

Comparative total data for the prior year is presented in the basic financial statements to provide an understanding of changes in the School's financial position and operations. That comparative data is not at the level of detail required for a presentation in conformity with generally accepted accounting principles and, therefore, should be read in conjunction with the School's financial statements for the year ended June 30, 2017, from which the summarized information was derived.

Implementation of GASB Statement

During the year ended June 30, 2018, the School implemented GASB Statement No. 75, "Accounting and Financial Reporting for Postemployment Benefits Other than Pensions." GASB Statement No. 75 replaces the requirements of GASB Statement No. 45, with the objective of

LAS AMÉRICAS ASPIRA ACADEMY

NOTES TO FINANCIAL STATEMENTS

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont'd)

improving the accounting and financial reporting of state and local governments for other postemployment benefits. It requires that state and local governments recognize and record the actuarially determined net other postemployment benefit liability, or, for multi-employer cost sharing plans, the entity's share of the net other postemployment benefit liability, in the entity's financial statements.

NOTE 2 CASH, POOLED CASH, AND INVESTMENTS

*Deposits*

At June 30, 2018, the School had a cash and pooled cash balance of \$2,148,452. Of those amounts, \$2,145,999 was part of an investment pool controlled by the personnel of the State Treasurer's Office in Dover, Delaware, and all investment decisions are made by the State Treasurer's Office. These funds are considered to be highly liquid and available for immediate use and, thus, are recorded as cash equivalents in these financial statements.

The funds held by the State of Delaware investment pool, an internal investment pool, are specifically identified for the School, but the credit risk cannot be categorized for these funds. Credit risk for such investments depends on the financial stability of the State of Delaware. The State reports that its investment securities are stated at quoted market prices, except that investment securities with a remaining maturity at time of purchase of one year or less are stated at cost or amortized cost.

At June 30, 2018, the reported amount of the School's deposits outside of the State Treasurer's Office was \$2,453 and the bank balance was \$2,453, all of which was covered by federal depository insurance.

*Investments*

State statutes authorize the School to invest in U.S. government securities, government agency securities, certificates of deposit, time deposits and bankers acceptances, corporate debt instruments, money market funds, and other similar instruments that are insured by the Federal Deposit Insurance Corporation ("FDIC") or are backed by the full faith and credit of the United States of America or any of its agencies or instrumentalities.

The School categorizes its fair value measurements within the fair value hierarchy established by generally accepted accounting principles. The School has the following recurring fair value measurements as of June 30, 2018:



LAS AMÉRICAS ASPIRA ACADEMY

NOTES TO FINANCIAL STATEMENTS

NOTE 2 CASH, POOLED CASH, AND INVESTMENTS (cont'd)

<u>Investment Type</u>	<u>Fair Value</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
Money Market Mutual Fund	\$ 1,439,916	\$ 1,439,916	\$ -	\$ -
TOTAL	\$ 1,439,916	\$ 1,439,916	\$ -	\$ -

Custodial Credit Risk

For an investment, custodial credit risk is the risk that, in the event of the failure of the counterparty, the School will not be able to recover the value of its investments or collateral security that are in the possession of an outside party. As of June 30, 2018, none of School's investments were subject to custodial credit risk.

Interest Rate Risk

The School does not have an investment policy that limits investment maturities as a means of managing its exposure to fair value losses arising from increasing interest rates. However, to ensure that its assets remain liquid enough to satisfy its current obligations, at June 30, 2018, all of the School's investments had maturity dates of less than one year.

Credit Risk

The School has no investment policy that would limit its investment choices to those with certain credit ratings.

NOTE 3 ACCOUNTS RECEIVABLE

Accounts receivable represent receivables for revenues earned by the School. At June 30, 2017, receivables are as follows:

<u>Description</u>	
Passed through the State of Delaware:	
Federal government	\$ 67,321
Other receivables:	
Miscellaneous receivables	<u>14,320</u>
Total receivables	<u>\$ 81,641</u>

LAS AMÉRICAS ASPIRA ACADEMY

NOTES TO FINANCIAL STATEMENTS

NOTE 4 CAPITAL ASSETS

Capital asset activity for the year ended June 30, 2018 is as follows:

	<u>Beginning Balances</u>	<u>Additions</u>	<u>Deletions</u>	<u>Ending Balances</u>
<b>Governmental Activities:</b>				
General capital assets not being depreciated:				
Land	\$ 529,959	\$ -	\$ -	\$ 529,959
Construction-in-progress	9,549,029	2,738,106	(12,287,135)	-
Total general capital assets not being depreciated	<u>10,078,988</u>	<u>2,738,106</u>	<u>(12,287,135)</u>	<u>529,959</u>
General capital assets being depreciated:				
Building and improvements	8,063,005	12,287,135	-	20,350,140
Furniture and equipment	1,291,539	787,363	(18,548)	2,060,354
Total general capital assets being depreciated	<u>9,354,544</u>	<u>13,074,498</u>	<u>(18,548)</u>	<u>22,410,494</u>
Accumulated depreciation	<u>1,562,152</u>	<u>754,620</u>	<u>(16,051)</u>	<u>2,300,721</u>
Total general capital assets being depreciated, net	<u>7,792,392</u>	<u>12,319,878</u>	<u>(2,497)</u>	<u>20,109,773</u>
Governmental Activities, Net	<u>\$ 17,871,380</u>	<u>\$ 15,057,984</u>	<u>\$(12,639,732)</u>	<u>\$ 20,639,732</u>

Depreciation expense was charged to the following governmental activities:

Instructional services	\$ 388,746
Operation and maintenance of facilities	<u>365,874</u>
	<u>\$ 754,620</u>

NOTE 5 LONG-TERM DEBT

During the year ended June 30, 2017, the School issued revenue bonds, Series A and Series B of 2016 in the amounts of \$20,125,000 and \$900,000, respectively, in order to repay the balances of the three notes issued in 2015 and fund ongoing construction.

LAS AMÉRICAS ASPIRA ACADEMY

NOTES TO FINANCIAL STATEMENTS

NOTE 5 LONG-TERM DEBT (cont'd)

The Series of 2016A bonds bear interest ranging from 3.25 percent to 5.00 percent, maturing June 1 2026 to June 1, 2051, with interest payable on December 1 and June 1.

The Series of 2016B bonds bear interest at 6.25 percent and mature on June 1, 2022, with interest payable on December 1 and June 1.

A schedule of changes in debt for the year ended June 30, 2018 is as follows:

	Amounts Outstanding 7/1/2017	Additions	Retirements	Amounts Outstanding 6/30/2018	Due Within One Year
<b>Governmental Activities:</b>					
Bonds payable	\$21,025,000	\$ -	\$ 75,000	\$20,950,000	\$ 75,000
Bond premium	1,534,384	-	45,129	1,489,255	45,129
Leases payable	65,390	-	65,390	-	-
Compensated absences	210,485	50,657	-	261,142	-
<b>Total Governmental Activities</b>	<b>\$22,835,259</b>	<b>\$ 50,657</b>	<b>\$ 185,519</b>	<b>\$22,700,397</b>	<b>\$ 120,129</b>

A summary of the School's bonds payable is as follows:

Description	Amount of Original Issue	Interest Rate	Maturity Date	Balance June 30, 2018
Series A of 2016	\$20,125,000	3.25%-5.00%	Annually	\$ 20,125,000
Series B of 2016	900,000	6.25%	Annually	825,000
Bonds payable, at face				20,950,000
Unamortized premium				1,489,255
<b>Bonds payable, net</b>				<b>\$ 22,439,255</b>
Amounts due in one year				\$ 120,129
Amounts due after one year				22,319,126
				<b>\$ 22,439,255</b>

LAS AMÉRICAS ASPIRA ACADEMY

NOTES TO FINANCIAL STATEMENTS

NOTE 5 LONG-TERM DEBT (cont'd)

The total principal and interest maturities as of June 30, 2018 are as follows:

<u>Year Ending June 30,</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2019	\$ 75,000	\$ 1,029,813	\$ 1,104,813
2020	290,000	1,025,125	1,315,125
2021	305,000	1,007,000	1,312,000
2022	325,000	987,938	1,312,938
2022	340,000	972,725	1,312,725
2024-2028	1,890,000	4,683,413	6,573,413
2029-2033	2,365,000	4,206,000	6,571,000
2034-2038	3,020,000	3,553,000	6,573,000
2039-2043	3,850,000	2,718,250	6,568,250
2044-2048	4,915,000	1,654,750	6,569,750
2049-2051	3,575,000	363,250	3,938,250
Total	<u>\$ 20,950,000</u>	<u>\$ 22,201,264</u>	<u>\$ 43,151,264</u>

NOTE 6 FUND BALANCES

As of June 30, 2018, fund balances are composed of the following:

	<u>General Fund</u>	<u>Capital Projects Fund</u>	<u>Total Governmental Funds</u>
Nonspendable:			
Prepays	\$ 60,043	\$ -	\$ 60,043
Restricted:			
Capital Projects		22,916	22,916
Repair and Replacement Reserve	-	100,000	100,000
Reserve		1,317,000	1,317,000
Unassigned	<u>1,365,340</u>	<u>-</u>	<u>1,365,340</u>
Total Fund Balances	<u>\$ 1,425,383</u>	<u>\$ 1,439,916</u>	<u>\$ 2,865,299</u>

NOTE 7 LEASING ARRANGEMENTS

Capital Lease - Lessee

The School entered into various lease agreements as lessee for financing the acquisition of various equipment. These lease agreements qualify as capital leases for accounting purposes.

LAS AMÉRICAS ASPIRA ACADEMY

NOTES TO FINANCIAL STATEMENTS

NOTE 7 LEASING ARRANGEMENTS (cont'd)

During the fiscal year ended June 30, 2018, the capital lease obligation was paid in full. Information related to the capital lease is as follows:

Equipment acquired through capital lease	\$ 251,696
Less: accumulated depreciation	<u>(191,573)</u>
<b>TOTAL</b>	<b><u>\$ 60,123</u></b>

Amortization of leased equipment and vehicles under capital assets is included with depreciation expense.

Operating Lease – Lessee

The School leases copier equipment, computer, iPads, and related accessories through ten operating lease agreements. The School has entered into these lease agreements at different times during fiscal years 2016, 2017, and 2018. One of the leases expires this fiscal year, while the remaining leases expire at varying times in September 2018, October 2018, September 2019, May 2020, June 2020, and September 2020. Total expense paid under these lease agreements was \$160,489 for the year ended June 30, 2018.

At June 30, 2018, the minimum future rental payments under noncancelable leasing arrangements for the remaining years and in the aggregate are as follows:

<u>Year Ending June 30,</u>	
2019	\$ 127,180
2020	107,961
2021	<u>57,160</u>
	<b><u>\$ 292,301</u></b>

NOTE 8 PENSION PLAN

Plan Description

School employees are considered state employees and are covered under the State of Delaware Employees' Pension Plan ("the Plan"), which is a cost-sharing, multiple-employer defined benefit public employees' retirement system ("the State PERS") defined by the Delaware Code.

The State of Delaware General Assembly is responsible for setting benefits and contributions, and amending plan provisions; administrative rules and regulations are adopted and maintained by the Board of Pension Trustees ("the Board").

LAS AMÉRICAS ASPIRA ACADEMY

NOTES TO FINANCIAL STATEMENTS

NOTE 8 PENSION PLAN (cont'd)

The following are brief descriptions of the Plan in effect as of June 30, 2018. For a more complete description, please refer to the Delaware Employees' Pension Plan Comprehensive Annual Financial Report. Separately issued financial statements for the Plan may be obtained by writing to the State of Delaware Public Employee Retirement System, McArdle Building, Suite 1, 860 Silver Lake Boulevard, Dover, DE 19904; by calling 1-800-722-7300; or by visiting the PERS website at [www.delawarepensions.com](http://www.delawarepensions.com).

Plan Description and Eligibility

The State Employees' Pension Plan is a cost-sharing multiple employer defined benefit plan that covers virtually all full-time or regular part-time employees of the State, including employees of other affiliated entities.

There are two tiers within this plan: 1) employees hired prior to January 1, 2012, and 2) employees hired on or after January 1, 2012.

Benefits Provided

*Service Benefits*

Final average monthly compensation (employees hired on or after January 1, 2012 may not include overtime in pension compensation) multiplied by 2.0 percent and multiplied by years of credited service prior to January 1, 1997, plus final average monthly compensation multiplied by 1.85 percent and multiplied by years of credited service after December 31, 1996, subject to minimum limitations. For this plan, final average monthly compensation is the monthly average of the highest three periods of twelve consecutive months of compensation.

*Vesting*

Employees hired before January 1, 2012 vest in the plan after five years of credited service. Employees hired on or after January 1, 2012 vest in the plan after ten years of credited service.

*Retirement*

Employees hired before January 1, 2012 may retire at age 62 with five years of credited service; at age 60 with 15 years of credited service; or after 30 years of credited service at any age. Employees hired on or after January 1, 2012 may retire at age 65 with at least 10 years of credited service; at age 60 with 20 years of credited service; or after 30 years of credited service at any age.

LAS AMÉRICAS ASPIRA ACADEMY

NOTES TO FINANCIAL STATEMENTS

NOTE 8 PENSION PLAN (cont'd)

*Disability Benefits*

Disability benefits for those employees hired before January 1, 2012 are offered using the same calculations as the Service Benefits described above. Employees in this program must have five years of credited service. In lieu of disability pension benefits, over 90 percent of the members of this plan opted into a Disability Insurance Program offered by the State effective January 1, 2006. Employees hired on or after January 1, 2012 are also included in the Disability Insurance Program.

*Survivor and Burial Benefits*

In the event of the death of a member of the Plan, the eligible survivor receives 50 percent of the benefits received under the pension (or 67.7 percent with two percent reduction of the benefit, or 75 percent with a three percent reduction of the benefit, or 100 percent with six percent reduction of benefit). If the employee is an active member of the Plan with at least five years of credited service, the eligible survivor receives 75 percent of the benefit the active employee would have received at age 62.

Burial benefits are established at \$7,000 per plan member.

Contributions

*Member Contributions*

Employees hired before January 1, 2012 contribute three percent of earnings in excess of \$6,000. Employees hired on or after January 1, 2012 contribute five percent of earnings in excess of \$6,000.

*Employer Contributions*

Employer contributions are determined by the Board. For the year ended June 30, 2018, the rate of the employer contribution was 11.52 percent of covered payroll. The School's contribution to PERS for the year ended June 30, 2018 was \$495,387.

*PRI Contribution*

All reporting units participating in the State PERS make contributions to a PRI fund which accumulates resources to fund ad hoc post-retirement increases granted by the General Assembly. The increases are funded over a five-year period from the PRI fund. The allocation of the contribution from the PRI fund to the Pension Trust is a reduction of the net pension liability of each participating employer.

LAS AMÉRICAS ASPIRA ACADEMY

NOTES TO FINANCIAL STATEMENTS

NOTE 8 PENSION PLAN (cont'd)

Pension Liability and Expense, and Deferred Outflows and Inflows of Resources

At June 30, 2018, the School reported a liability of \$2,800,443 for its proportionate share of the net pension liability. The net pension liability was measured as of June 30, 2017, and the total pension liability used to calculate the net pension liability was determined by rolling forward the Plan's total pension liability as of June 30, 2016 to June 30, 2017. The School's proportion of the net pension liability was calculated based on the actual contributions made during the measurement period in proportion to the total of all employer contributions made during the measurement period. At June 30, 2017, the School's proportion was 0.1910 percent, which was an increase of 0.0154 percent from its proportion measured as of June 30, 2016.

For the year ended June 30, 2018, the School recognized pension expense of \$699,400. At June 30, 2018, the School reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

	<u>Deferred Outflows of Resources</u>	<u>Deferred Inflows of Resources</u>
Net difference between projected and actual investment earnings	\$ 327,382	\$ -
Changes in proportions	591,419	-
Changes in assumptions	550,250	-
Contributions subsequent to the date of measurement	495,387	-
Differences between actual and expected experience	<u>32,328</u>	<u>49,374</u>
	<u>\$ 1,996,766</u>	<u>\$ 49,374</u>

An amount of \$495,387 is reported as deferred outflows of resources resulting from the School's contributions subsequent to the June 30, 2017 measurement date and will be recognized as a reduction of the net pension liability in the year ended June 30, 2018. Other amounts will be reported as deferred outflows of resources and deferred inflows of resources related to pensions, and will be recognized in pension expense as follows:

<u>Year Ending June 30,</u>	
2019	\$ 230,099
2020	509,547
2021	397,102
2022	123,109
2023	<u>192,148</u>
	<u>\$ 1,452,005</u>



LAS AMÉRICAS ASPIRA ACADEMY

NOTES TO FINANCIAL STATEMENTS

NOTE 8 PENSION PLAN (cont'd)

Actuarial Assumptions

The total pension liability as of the June 30, 2017 measurement date was determined by an actuarial valuation as of June 30, 2016, and update procedures were used to roll forward the total pension liability to June 30, 2017. These actuarial valuations used the following actuarial assumptions, applied to all periods:

- Investment return – 7.0 percent, including inflation of 2.5 percent
- Salary increases – 2.5 percent to 11.5 percent, including inflation of 2.5 percent
- Cost-of-living adjustments – ad hoc

The total pension liabilities are measured based on assumptions pertaining to interest rates, inflation rates, and employee demographic behavior in future years. It is likely that future experience will not exactly conform to these assumptions. To the extent that actual experience deviates from these assumptions, the emerging liabilities may be higher or lower than anticipated. The more the actual experience deviates, the larger the impact on future financial statements.

Mortality rates were based on the Sex Distinct RP-2014 Combined Mortality Table projected to 2017 using an adjusted version on MP-2015 mortality improvement scale on a fully generational basis.

Projected benefit payments do not include the effects of projected ad hoc cost-of-living adjustments ("ad hoc COLAs"), as they are not substantively automatic. The primary considerations relevant to making this determination include the historical patterns of granting the changes and the consistency in the amounts of the changes.

The long-term expected rate of return on pension plan investments was determined using a building-block method in which best estimate ranges of expected future real rates of return (expected returns, net of investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by an asset allocation percentage, which is based on the nature and mix of current and expected plan investments, and by adding expected inflation. Best estimates of geometric real rates of return for each major asset class included in the Plan are summarized in the following table:

<u>Asset Class</u>	<u>Long-term Expected Real Rate of Return</u>	<u>Target Asset Allocation</u>
Domestic equity	5.7%	33.5%
International equity	5.7%	13.7%
Fixed income	2.0%	26.6%
Alternative Investments	7.8%	22.7%
Cash and equivalents	0.0%	3.5%

LAS AMÉRICAS ASPIRA ACADEMY

NOTES TO FINANCIAL STATEMENTS

NOTE 8 PENSION PLAN (cont'd)

Discount Rate

The discount used to measure the total pension liability was 7.0 percent. The projection of cash flows used to determine the discount rate assumed that contributions from plan members will be made at the current contribution rate and that contributions from employers will be made at rates determined by the Board, as actuarially determined. Based on those assumptions, the pension plan's fiduciary net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability.

Sensitivity of the School's Proportionate Share of the Net Pension Liability to Changes in the Discount Rate

The following presents the net pension liability, calculated using the discount rate of 7.0 percent, as well as what the net pension liability would be if it were calculated using a discount rate that is one percentage point lower (6.0 percent) or one percentage point higher (8.0 percent) than the current rate.

	1% Decrease 6.0%	Current Rate Discount Rate 7.0%	1% Increase 8.0%
School's proportionate share of the net pension liability	\$ 5,041,485	\$ 2,800,443	\$ 900,601

Pension Plan Fiduciary Net Position

Detailed information about PERS' fiduciary net position is available in PERS Comprehensive Annual Financial Report, which can be found on the Plan's website at [www.delawarepensions.com](http://www.delawarepensions.com).

NOTE 9 OTHER POSTEMPLOYMENT BENEFITS PLAN

Plan Description

School employees are considered state employees and are covered under the State of Delaware Employees' Other Postemployment Benefit Fund Trust ("the Plan"), which is a cost-sharing, multiple-employer defined benefit plan defined by the Delaware Code.

LAS AMÉRICAS ASPIRA ACADEMY

NOTES TO FINANCIAL STATEMENTS

NOTE 9 OTHER POSTEMPLOYMENT BENEFITS PLAN (cont'd)

The State of Delaware General Assembly is responsible for setting benefits and contributions, and amending plan provisions; administrative rules and regulations are adopted and maintained by the DPERS Board of Pension Trustees, which acts as the Board of Trustees ("the Board") for the Plan and is responsible for the financial management of the Plan.

The following are brief descriptions of the Plan in effect as of June 30, 2018. For a more complete description, please refer to the Delaware Public Employees' Retirement System Comprehensive Annual Financial Report. Separately issued financial statements for the Plan may be obtained by writing to the State of Delaware Public Employee Retirement System, McArdle Building, Suite 1, 860 Silver Lake Boulevard, Dover, DE 19904; by calling 1-800-722-7300; or by visiting the PERS website at [www.delawarepensions.com](http://www.delawarepensions.com).

Plan Description and Eligibility

The State of Delaware Employees' Other Postemployment Benefit ("OPEB") Fund Trust is a cost-sharing multiple employer plan that covers all employees of the State that are eligible to participate in the defined benefit pension plan, including employees of other affiliated entities.

Benefits Provided

The Plan provides medical coverage to pensioners and their eligible dependents. The participant's cost of Plan benefits is variable based on years of service. Pensioners who retire after July 1, 2012 and who become eligible for Medicare will pay an additional five percent of the Medicare Supplement offered by the State. Surviving spouses are eligible for coverage after a retiree's death.

Contributions

*Member Contributions*

By State Statute Chapter 52, Title 29 of the Delaware Code, contribution requirements of plan members are established and may not be amended by the State Legislature.

*Employer Contributions*

Participating employers fund the Plan for current retirees on a pay-as-you-go basis along with funding for future benefits at a rate that is approved in the annual budget, but not actuarially determined. For the year ended June 30, 2018, the rate of the employer contribution was 10.25 percent of covered payroll. The School's contribution to the Plan for the year ended June 30, 2018 was \$524,241.

LAS AMÉRICAS ASPIRA ACADEMY

NOTES TO FINANCIAL STATEMENTS

NOTE 9 OTHER POSTEMPLOYMENT BENEFITS PLAN (cont'd)

Other Postemployment Benefits Plan Liability and Expense, and Deferred Outflows and Inflows of Resources

At June 30, 2018, the School reported a liability of \$15,409,745 for its proportionate share of the net OPEB liability. The net OPEB liability was measured as of June 30, 2017, and the total pension liability used to calculate the net OPEB liability was determined by rolling forward the Plan's total OPEB liability as of June 30, 2016 to June 30, 2017. The School's proportion of the net OPEB liability was calculated based on the actual contributions made during the measurement period in proportion to the total of all employer contributions made during the measurement period. At June 30, 2017, the School's proportion was 0.1867 percent, which was an increase of 0.0165 percent from its proportion measured as of June 30, 2016.

For the year ended June 30, 2018, the School recognized OPEB expense of \$975,554. At June 30, 2018, the School reported deferred outflows of resources and deferred inflows of resources related to OPEB from the following sources:

	<u>Deferred Outflows of Resources</u>	<u>Deferred Inflows of Resources</u>
Net difference between projected and actual investment earnings	\$ -	\$ 30,512
Changes in proportions	1,248,230	-
Changes in assumptions	-	1,798,972
Contributions subsequent to the date of measurement	524,241	-
Differences between actual and expected experience	-	-
	<u>\$ 1,772,471</u>	<u>\$ 1,829,484</u>

An amount of \$524,241 is reported as deferred outflows of resources resulting from the School's contributions subsequent to the June 30, 2017 measurement date and will be recognized as a reduction of the net pension liability in the year ended June 30, 2019. Other amounts will be reported as deferred outflows of resources and deferred inflows of resources related to pensions, and will be recognized in OPEB expense as follows:

<u>Year Ending June 30,</u>	
2019	\$ (117,775)
2020	(117,775)
2021	(117,775)
2022	(117,775)
2023	<u>(110,154)</u>
	<u>\$ (581,254)</u>

LAS AMÉRICAS ASPIRA ACADEMY

NOTES TO FINANCIAL STATEMENTS

NOTE 9 OTHER POSTEMPLOYMENT BENEFITS PLAN (cont'd)

Actuarial Assumptions

The total OPEB liability as of the June 30, 2017 measurement date was determined by an actuarial valuation as of June 30, 2016, and update procedures were used to roll forward the total pension liability to June 30, 2017. These actuarial valuations used the following actuarial assumptions:

- Discount rate – 3.58 percent
- Salary increases – 3.25 percent + merit
- Healthcare cost trend rates – 7.00 percent

Mortality rates were based on the Sex Distinct RP-2014 Total Dataset Healthy Annuitant Mortality Table, including adjustment for healthy annuitant and disabled annuitant. Future mortality improvements are projected to 2020.

The total OPEB liabilities are measured based on the assumptions pertaining to interest rates, inflation rates, and employee demographic behavior in future years. The assumptions used were based on the results of an actuarial experience study conducted in 2016. It is likely that future experience will not exactly conform to these assumptions. To the extent that actual experience deviates from these assumptions, the emerging liabilities may be higher or lower than anticipated. The more the actual experience deviates, the larger the impact on future financial statements.

Discount Rate

The discount rate to measure the total OPEB liability was 2.85 percent at the beginning of the current measurement period and 3.58 percent at the end, based on the Bond Buyer GO 20-Bond Municipal Bond Index, an index satisfying the GASB requirement of an index rate for 20-year, tax-exempt general obligation municipal bonds with an average rating of AA/Aa or higher. The projection of cash flows used to determine the discount rate assumed that contributions from plan members will be made at the current contribution rate and that employer contributions to the Plan will continue to follow the pay-as-you-go contribution policy. Based on the assumptions of a pay-as-you-go plan, the discounts rates used at the June 30, 2017 and 2016 measurement date are equal to the applicable rate of the 20-year, tax-exempt general obligation municipal bonds with an average rating of AA/Aa or higher.

Sensitivity of the School's proportionate Share of the Net OPEB Liability to Changes in the Discount Rate

The following presents the net OPEB liability, calculated using the discount rate of 3.58 percent, as well as what the net OPEB liability would be if it were calculated using a discount rate that is one percentage point lower (2.58 percent) or one percentage point higher (4.58 percent) than the current rate.

LAS AMÉRICAS ASPIRA ACADEMY

NOTES TO FINANCIAL STATEMENTS

NOTE 9 OTHER POSTEMPLOYMENT BENEFITS PLAN (cont'd)

	1% Decrease 2.58%	Current Rate Discount Rate 3.58%	1% Increase 4.58%
School's proportionate share of the net pension liability	\$ 18,476,941	\$ 15,409,745	\$ 13,019,593

Sensitivity of the School's Proportionate Share of the Net OPEB Liability to Changes in the Healthcare Cost Trend Rates

The following presents the net OPEB liability, calculated using the healthcare cost trend rate of 7.0 percent, as well as what the net OPEB liability would be if it were calculated using a healthcare cost trend rate that is one percentage point lower (6.0 percent) or one percentage point higher (8.0 percent) than the current rate.

	1% Decrease 6.0%	Current Rate Discount Rate 7.0%	1% Increase 8.0%
School's proportionate share of the net pension liability	\$ 13,047,354	\$ 15,409,745	\$ 18,303,444

Plan Fiduciary Net Position

Detailed information about the Plan's fiduciary net position is available in PERS Comprehensive Annual Financial Report, which can be found on the Plan's website at [www.delawarepensions.com](http://www.delawarepensions.com).

NOTE 10 RISK MANAGEMENT

The School has purchased commercial insurance policies for various risks of loss related to torts; theft, damage, or destruction of assets; errors or omissions; injuries to employees; or acts of God. Payments of premiums for these policies are recorded as expenses of the School for the year ended June 30, 2018. There was no significant reduction in coverage compared to the prior year.

NOTE 11 COMMITMENTS AND CONTINGENCIES

In the normal course of business, there are various outstanding commitments and contingent liabilities in addition to the normal encumbrances for the purchase of goods and services. The School does not anticipate losses from these transactions.

LAS AMÉRICAS ASPIRA ACADEMY

NOTES TO FINANCIAL STATEMENTS

NOTE 11 COMMITMENTS AND CONTINGENCIES (cont'd)

Grants

The School receives significant financial assistance from federal agencies in the form of grants. The disbursement of funds received under these programs generally requires compliance with terms and conditions specified in the grant agreements and is subject to audit by the State Office of Auditor of Accounts. Any disallowed claims resulting from such audits could become a liability of the general fund. The School's administration believes such disallowance, if any, would be immaterial.

Construction Commitment

As of June 30, 2018, the anticipated construction commitment is as follows:

<u>Project</u>	<u>Contract Amount</u>	<u>Completed through June 30, 2018</u>	<u>Remaining Amount</u>
Building improvements, Phase IV	\$ 559,200	\$ -	\$ 559,200

NOTE 12 EXCESS EXPENDITURES OVER APPROPRIATIONS

The School overspent budgetary appropriations in the following categories:

Salaries	\$ 208,170
Employment costs	\$ 44,824
Communications	\$ 6,165
Public utilities service	\$ 33,373
Insurance	\$ 5,851
Transportation – buses	\$ 15,062
Supplies and materials	\$ 686
Student activities	\$ 48,239
Property	\$ 42,395
Equipment	\$ 310,293
Interest on debt service	\$ 5,883

The excess expenditures were covered by other expenditure categories that were less than their budgeted appropriations.

LAS AMÉRICAS ASPIRA ACADEMY

NOTES TO FINANCIAL STATEMENTS

**NOTE 13**    DEFICIT NET POSITION

For governmental activities, the unrestricted net deficit amount of \$14,998,883 includes the effect of deferring the recognition of pension and OPEB contributions made subsequent to the measurement date of the net pension liability and net OPEB liability, and the deferred outflows related to the pension and OPEB plans. This is offset by the School's actuarially determined pension liability and OPEB liability, and the deferred inflows related to the pension and OPEB plans.

**NOTE 14**    PRIOR PERIOD RESTATEMENT

The School has decreased its July 1, 2016 net position by \$15,015,445 due to the effects of implementing GASB Statement No. 75, "Accounting and Financial Reporting for Postemployment Benefits Other than Pensions." The School recorded a beginning deferred outflow for OPEB contributions of \$356,501 and a beginning net OPEB liability of \$15,458,236.

**NOTE 15**    SUBSEQUENT EVENTS

The School has evaluated all subsequent events through September 28, 2018, the date the financial statements were available to be issued.



**REQUIRED SUPPLEMENTARY INFORMATION**

**LAS AMÉRICAS ASPIRA ACADEMY  
BUDGETARY COMPARISON SCHEDULE - GENERAL FUND  
FOR THE YEAR ENDED JUNE 30, 2018**

	Original Budget	Final Budget	Actual Amounts	Variance with Final Budget Positive (Negative)
<b>REVENUES</b>				
Charges to school districts	\$ 2,792,454	\$ 3,075,591	\$ 3,075,591	\$ -
State aid	5,535,117	5,927,637	6,112,361	184,724
Federal aid	532,449	585,856	668,319	82,463
Interest income	-	-	9,242	9,242
Food service revenue	76,542	98,339	138,934	40,595
Other local revenues	498,662	429,224	228,041	(201,183)
After care	113,474	158,698	154,708	(3,990)
Donations	34,000	20,000	846,034	826,034
Summer camp	80,000	48,000	13,495	(34,505)
<b>TOTAL REVENUES</b>	<u>9,662,698</u>	<u>10,343,345</u>	<u>11,246,725</u>	<u>903,380</u>
<b>EXPENDITURES</b>				
<b>Current:</b>				
Salaries	4,676,313	4,835,000	5,043,170	(208,170)
Employment costs	2,420,502	2,476,270	2,521,094	(44,824)
Travel	30,000	37,200	23,353	13,847
Contractual services	641,659	751,059	461,462	289,597
Communications	19,800	26,300	32,465	(6,165)
Public utilities service	88,000	158,200	191,573	(33,373)
Insurance	45,000	36,500	42,351	(5,851)
Transportation - buses	621,461	719,608	734,670	(15,062)
Repairs and maintenance	120,000	123,000	104,781	18,219
Supplies and materials	493,200	712,700	713,386	(686)
Student activities	-	-	48,239	(48,239)
<b>Capital outlays:</b>				
Property	640,000	543,000	585,395	(42,395)
Equipment	485,000	521,500	831,793	(310,293)
<b>Debt service:</b>				
Principal	506,369	506,369	65,390	440,979
Interest	-	-	5,883	(5,883)
<b>TOTAL EXPENDITURES</b>	<u>10,787,304</u>	<u>11,446,706</u>	<u>11,405,005</u>	<u>41,701</u>
<b>DEFICIENCY OF REVENUES UNDER EXPENDITURES</b>	<u>(1,124,606)</u>	<u>(1,103,361)</u>	<u>(158,280)</u>	<u>945,081</u>
<b>OTHER FINANCING SOURCES</b>				
Transfer out	-	-	(506,367)	(506,367)
<b>TOTAL OTHER FINANCING SOURCES</b>	<u>-</u>	<u>-</u>	<u>(506,367)</u>	<u>(506,367)</u>
<b>NET CHANGE IN FUND BALANCE</b>	<u>(1,124,606)</u>	<u>(1,103,361)</u>	<u>(664,647)</u>	<u>438,714</u>
<b>FUND BALANCE, BEGINNING OF YEAR</b>	<u>2,090,030</u>	<u>2,090,030</u>	<u>2,090,030</u>	<u>-</u>
<b>FUND BALANCE, END OF YEAR</b>	<u>\$ 965,424</u>	<u>\$ 986,669</u>	<u>\$ 1,425,383</u>	<u>\$ 438,714</u>

NOTE: The School's budget is presented on the modified accrual basis of accounting.

**LAS AMÉRICAS ASPIRA ACADEMY  
SCHEDULE OF THE SCHOOL'S PROPORTIONATE SHARE OF THE NET PENSION LIABILITY  
STATE OF DELAWARE EMPLOYEES' PENSION PLAN  
FOR THE YEAR ENDED JUNE 30, 2018**

	MEASUREMENT DATE		
	<u>JUNE 30, 2017</u>	<u>JUNE 30, 2016</u>	<u>JUNE 30, 2015</u>
<u>PROPORTIONATE SHARE OF NET PENSION LIABILITY</u>			
School's proportion of the net pension liability	0.1910%	0.1756%	0.1409%
School's proportion of the net pension liability - dollar value	\$ 2,800,443	\$ 2,646,247	\$ 937,416
School's covered employee payroll	\$ 3,721,305	\$ 3,349,061	\$ 2,627,918
School's proportionate share of the net pension liability as a percentage of its covered employee payroll	75.25%	79.01%	35.67%
Plan fiduciary net position as a percentage of the total pension liability	85.31%	84.11%	92.67%
			20.13%
			95.80%

In accordance with GASB Statement No. 68, this schedule has been prepared prospectively as the above information for the preceding years is not readily available. This schedule will accumulate each year until sufficient information to present a ten-year trend is available.

**LAS AMÉRICAS ASPIRA ACADEMY  
 SCHEDULE OF SCHOOL PENSION CONTRIBUTIONS  
 STATE OF DELAWARE EMPLOYEES' PENSION PLAN  
 FOR THE YEAR ENDED JUNE 30, 2018**

<u>CONTRIBUTIONS</u>	<u>JUNE 30, 2018</u>	<u>JUNE 30, 2017</u>	<u>JUNE 30, 2016</u>	<u>JUNE 30, 2015</u>
Contractually required contribution	\$ 495,387	\$ 356,501	\$ 320,840	\$ 251,229
Contributions in relation to the contractually required contribution	<u>495,387</u>	<u>356,501</u>	<u>320,840</u>	<u>251,229</u>
Contribution excess	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
School's covered employee payroll	\$ 4,300,226	\$ 3,721,305	\$ 3,349,060	\$ 2,627,918
Contributions as a percentage of covered-employee payroll	11.52%	9.58%	9.58%	9.56%

In accordance with GASB Statement No. 68, this schedule has been prepared prospectively as the above information for the preceding years is not readily available. This schedule will accumulate each year until sufficient information to present a ten-year trend is available.

**LAS AMÉRICAS ASPIRA ACADEMY  
 SCHEDULE OF THE SCHOOL'S PROPORTIONATE SHARE OF THE NET OPEB LIABILITY  
 STATE OF DELAWARE EMPLOYEES' OPEB PLAN  
 FOR THE YEAR ENDED JUNE 30, 2018**

<u>PROPORTIONATE SHARE OF NET OPEB LIABILITY</u>	<u>MEASUREMENT DATE</u> <u>JUNE 30, 2017</u>
School's proportion of the net OPEB liability	0.1867%
School's proportion of the net OPEB liability - dollar value	\$ 15,409,745
School's covered employee payroll	\$ 3,820,457
School's proportionate share of the net OPEB liability as a percentage of its covered employee payroll	403.35%
Plan fiduciary net position as a percentage of the total OPEB liability	4.13%

In accordance with GASB Statement No. 75, this schedule has been prepared prospectively as the above information for the preceding years is not readily available. This schedule will accumulate each year until sufficient information to present a ten-year trend is available.

**LAS AMÉRICAS ASPIRA ACADEMY  
 SCHEDULE OF SCHOOL OPEB CONTRIBUTIONS  
 STATE OF DELAWARE EMPLOYEES' OPEB PLAN  
 FOR THE YEAR ENDED JUNE 30, 2018**

<u>CONTRIBUTIONS</u>	<u>JUNE 30, 2018</u>
Contractually required contribution	\$ 442,791
Contributions in relation to the contractually required contribution	<u>442,791</u>
Contribution excess	<u>\$ -</u>
School's covered employee payroll	\$ 4,319,912
Contributions as a percentage of covered-employee payroll	10.25%

In accordance with GASB Statement No. 75, this schedule has been prepared prospectively as the above information for the preceding years is not readily available. This schedule will accumulate each year until sufficient information to present a ten-year trend is available.

**SUPPLEMENTARY INFORMATION**

**LAS AMÉRICAS ASPIRA ACADEMY**  
**COMBINING BALANCE SHEET - GENERAL FUND**  
**JUNE 30, 2018**

	State Allocation	Local Funding	Federal Funding	Total
<b>ASSETS</b>				
Cash and pooled cash	\$ 47,211	\$ 2,101,241	-	\$ 2,148,452
Accounts receivable	-	14,320	67,321	81,641
Deposits	-	141,000	-	141,000
Prepaid expenditures	-	60,043	-	60,043
<b>TOTAL ASSETS</b>	<b>\$ 47,211</b>	<b>\$ 2,316,604</b>	<b>\$ 67,321</b>	<b>\$ 2,431,136</b>
<b>LIABILITIES AND FUND BALANCES</b>				
<b>LIABILITIES</b>				
Accounts payable	-	\$ 46,419	-	\$ 46,419
Accrued salaries and related costs	-	879,065	67,321	946,386
Unearned summer camp fees	-	12,948	-	12,948
<b>TOTAL LIABILITIES</b>	<b>-</b>	<b>938,432</b>	<b>67,321</b>	<b>1,005,753</b>
<b>FUND BALANCES</b>				
Nonspendable	-	60,043	-	60,043
Unassigned	47,211	1,318,129	-	1,365,340
<b>TOTAL FUND BALANCES</b>	<b>47,211</b>	<b>1,378,172</b>	<b>-</b>	<b>1,425,383</b>
<b>TOTAL LIABILITIES AND FUND BALANCES</b>	<b>\$ 47,211</b>	<b>\$ 2,316,604</b>	<b>\$ 67,321</b>	<b>\$ 2,431,136</b>



**LAS AMÉRICAS ASPIRA ACADEMY  
COMBINING STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES - GENERAL FUND  
FOR THE YEAR ENDED JUNE 30, 2018**

	State Allocation	Local Funding	Federal Funding	Total
<b>REVENUES</b>				
Charges to school districts	-	-	-	-
State aid	\$ 6,112,361	-	-	\$ 3,075,591
Federal aid	-	-	414,168	6,112,361
Interest income	-	9,242	-	414,168
Food service revenue	-	138,934	-	9,242
Other local revenues	-	228,041	254,151	393,085
After care	-	154,708	-	228,041
Donations	-	846,034	-	154,708
Summer camp	-	13,495	-	846,034
<b>TOTAL REVENUES</b>	6,112,361	4,466,045	666,319	11,246,725
<b>EXPENDITURES</b>				
Current:				
Instruction	5,820,459	1,766,943	414,168	8,001,570
Operation and maintenance of facilities	43,713	624,371	-	668,084
Transportation	-	734,670	-	734,670
Food services	118,453	139,616	254,151	512,220
Capital outlays:				
Property	-	585,395	-	585,395
Equipment	82,790	749,003	-	831,793
Debt service:				
Principal	-	65,390	-	65,390
Interest	-	5,883	-	5,883
<b>TOTAL EXPENDITURES</b>	6,065,415	4,671,271	668,319	11,405,005
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	46,946	(205,226)	-	(158,280)
<b>OTHER FINANCING SOURCES (USES):</b>				
Transfer out	-	(506,367)	-	(506,367)
<b>TOTAL OTHER FINANCING SOURCES</b>	-	(506,367)	-	(506,367)
<b>NET CHANGE IN FUND BALANCES</b>	46,946	(711,593)	-	(664,647)
<b>FUND BALANCES, BEGINNING OF YEAR</b>	265	2,089,765	-	2,090,030
<b>FUND BALANCES, END OF YEAR</b>	\$ 47,211	\$ 1,378,172	\$ -	\$ 1,425,383

**LAS AMÉRICAS ASPIRA ACADEMY  
SCHEDULE OF EXPENDITURES BY NATURAL CLASSIFICATION -  
GOVERNMENTAL FUNDS  
FOR THE YEAR ENDED JUNE 30, 2018**

**EXPENDITURES**

**Current:**

Salaries	\$ 5,043,170
Employment costs	2,521,094
Travel	23,353
Contractual services	461,462
Communications	32,465
Public utilities service	191,573
Insurance	42,351
Transportation - buses	734,670
Repairs and maintenance	112,080
Supplies and materials	713,386
Student activities	48,239

**Capital outlays:**

Property	2,774,595
Equipment	831,793

**Debt service:**

Principal	140,390
Interest	1,040,383

**TOTAL EXPENDITURES**

\$ 14,711,004

INDEPENDENT AUDITOR'S  
REPORT ON INTERNAL CONTROL  
OVER FINANCIAL REPORTING AND ON  
COMPLIANCE AND OTHER MATTERS BASED  
ON AN AUDIT OF FINANCIAL STATEMENTS  
PERFORMED IN ACCORDANCE WITH  
GOVERNMENT AUDITING STANDARDS

September 28, 2018

Board of Directors  
Las Américas ASPIRA Academy  
Newark, Delaware

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the governmental activities and each major fund of Las Américas ASPIRA Academy ("the School"), Newark, Delaware, as of and for the year ended June 30, 2018, and the related notes to the financial statements, which collectively comprise the School's basic financial statements, and have issued our report thereon dated September 28, 2018.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the School's internal control over financial reporting ("internal control") to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the School's internal control. Accordingly, we do not express an opinion on the effectiveness of the School's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the School's financial statements will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Board of Directors  
Las Américas ASPIRA Academy

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the School's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of This Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the School's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the School's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

*Barbacane, Thornton & Company LLP*  
BARBACANE, THORNTON & COMPANY LLP

# **APPENDIX 15**

**Board Approved 5-Year Budget Narrative**

*(see Appendix 16 & 17 for Budget Sheets)*



## Budget Narrative

### Revenue

Div. I Units and Personnel Units – Based on DOE revenue estimate worksheets with enrollment targets for each school district:

Appoquinimink @ 1%  
Brandywine @ 1%  
Christina @ 59%  
Colonial @ 24%  
Red Clay @ 15%

Special Education population @ 7.8%. Beginning in FY22, LAAA added and maintained 1.5 units for CTE courses through FY25. Consolidated Grant = additional 5.14 units (constant throughout FY25). State and Local School District revenue projections based on FY20 “preload” rate. State transportation funding = FY20 rate @ \$1003.78 per student (LAAA student population is 100% transportation eligible) throughout FY25.

Other Local Appropriations based on FY19 per pupil rates. Before and Aftercare revenue projections based on K-6 population @ FY19 per pupil rate. CSD settlement revenue projected on 58.6% of enrollment @ FY19 per pupil rate.

Consolidated Grant (Federal Funding) projections based on FY20 rate throughout FY25

### Expenditures

LAAA follows budget model for expenditure thresholds:

Salaries & OECs	65% to 75%
Mortgage/Rent	<15%
Transportation	8% to 10%
Remainder	10% to 15%

Salary, OECs (32.33%) and Health Insurance expense based on FY21 projections and Total Personnel Units through FY25.

LAAA received \$750,000 (CSP Grant) for HS expansion in FY20. \$263K in FY21 expense line 55007 will be funded from FY20 carryover of such funds to cover remaining construction services billed in early FY21; HS to open in August 2020.

HS building lease is in expense line 55402.

Bond Debt Service (for 326 Ruthar Drive/current K-8 school) is in expense line 58300.

Student Transportation is line 55036 – we pay Sutton Bus Company 100% of our transportation funding. Included in this expense line is an additional \$8K for ESY transportation.

### **80% Enrollment Budget Model**

This model reflects the decreased enrollment, thus a lower unit count, which would result in less funding. LAAA traditionally has a wait list greater than its student population; however, should we experience low enrollment, this model depicts the decreases in expense lines to represent our plan to adjust, but sustain our schools program while reducing expense. Not only would we experience a staff reduction, but LAAA would also reduce other expenditures to include cutting its contracted instructional support services. Our fixed costs; i.e., annual bond debt service and high school lease expenditures do not change in either budget model (80% or 100% enrollment).



# **APPENDIX 16**

**Budget Based on 100% Projected Enrollment**



**Las Américas ASPIRA Academy Charter School**  
**FY21-25 Preliminary Operating Budget @ 100% Enrollment**



**September 30, 2019**

**326 Ruthar Drive  
Newark, DE 19711  
(302) 292-1463**

**ASPIRA of Delaware Charter Operations Inc.  
Board of Directors**

**Lourdes Puig, Ph.D. – Chairperson**

**Donald Patton – Vice Chairperson**

**Luis Santiago – Treasurer**

**Younes Haboussi - Secretary**

**Tiffany Burton**

**Benjamin Esparza, Esq.**

**Crystal Mayfield**

**Serah Jo Pesce**

**Rosalie Rolon Dow, Ph.D.**

**Fred West**

**Citizen Budget Oversight Committee**

**Luis Santiago – ADCO Board Treasurer/Community Representative - Chairperson**

**Greg Panchisin – Chief Operating Officer - Vice Chairperson**

**Lucy Li – Community Representative - Secretary**

**Richard Riggs – DDOE Representative (Non-Voting Member)**

**Margie López Waite – Head of School**

**Jessie Forbes – Teacher Representative**

**Min Guan – Parent Representative**

**Las Américas ASPIRA Academy Charter School  
Budget Assumption and Guidelines  
FY 21-25 Preliminary Operating Budget @ 100% Enrollment**

**Key Assumptions and Notes:**

- 1) Planned 100% enrollment for FY21 - 1,047, FY22 - 1,197, FY23 - 1,347, FY24 - 1,497 & FY25 - 1,547
- 2) Revenue projections include a projected carryover from FY20 of \$1.532MM
- 3) Revenue projections assume minimal donations of \$26K with no increase throughout five years
- 4) State and Local School District Funding projections based on DDOE Charter School Worksheets (Staffing Units) and FY20 Receipts (Charter Bill and State Funding Summary)
- 5) Other Local (ECDC/Extended Care Programs/Lunch Reimbursements) funding projections based on FY19 receipts
- 6) Federal funding projections based on FY20 rates
- 7) Expense projections follow LAAA Budget Model (Percent of Total Budget Revenue Targets)

**Guidelines for Total Expenditures**

Percent of Total Budget Revenue Targets

**New Revenue / No Carryover**

Salaries & OECs	65% to 75%
Mortgage/Rent	<15%
Transportation	8% to 10%
Remainder	10% to 15%

Las Américas ASPIRA Academy Charter School  
 Budget Summary - Cash Basis  
 FY 21-25 Preliminary Operating Budget @ 100% Enrollment

Fund	Rev Apr # or Account Code	Description	FY21	FY22	FY23	FY24	FY25
<b>REVENUES</b>							
		Number of Students	1047	1197	1347	1497	1647
		High School	7-9 = 300	7-10 = 425	7-11 = 550	7-12 = 675	7-12 = 700
		Elementary	K-6 = 747	K-6 = 772	K-6 = 797	K-6 = 822	K-6 = 847
		Div I Units	67.45	77.95	87.06	96.57	99.27
		Personnel Units	102.37	118.8	127.69	140.42	143.93
		Additional Units - Consolidated Grant = 5.14	5.14	5.14	5.14	5.14	5.14
		Total Personnel Units	107.51	121.94	132.83	145.66	149.07
		Classrooms (Homerooms only)	42	49	56	62	64
State	05213	Division I (Salary & OEC)	\$ 6,603,565	\$ 7,631,548	\$ 8,523,446	\$ 9,454,504	\$ 9,718,843
State	05213	Division II (Materials, Supplies, Services)	\$ 56,780	\$ 65,619	\$ 73,288	\$ 81,294	\$ 83,567
State	05213	Division II (Energy)	\$ 161,003	\$ 186,067	\$ 207,812	\$ 230,513	\$ 236,958
State	05213	Division II (Academic Excellence)	\$ 12,058	\$ 13,935	\$ 15,564	\$ 17,264	\$ 17,747
State	05213	Division III (Equalization)	\$ 448,398	\$ 518,201	\$ 578,762	\$ 641,984	\$ 659,933
State	05213	Division III (Visiting Teacher)	\$ 1,812	\$ 2,095	\$ 2,339	\$ 2,595	\$ 2,668
State	05213	Division III (Academic Excellence)	\$ 27,404	\$ 31,670	\$ 35,372	\$ 39,235	\$ 40,332
State	05213	Division III (Psychologist)	\$ 2,678	\$ 3,095	\$ 3,456	\$ 3,834	\$ 3,941
State	05213	Professional & Curriculum Development	\$ 11,026	\$ 12,743	\$ 14,232	\$ 15,787	\$ 16,228
State	05213	Student Transportation	\$ 1,050,958	\$ 1,201,525	\$ 1,352,092	\$ 1,502,659	\$ 1,552,846
State	50022	MCI/Annual Maintenance	\$ 132,705	\$ 139,341	\$ 146,308	\$ 153,623	\$ 161,304
State	05235	Technology Block Grant	\$ 20,360	\$ 23,530	\$ 26,280	\$ 29,151	\$ 29,966
State	05297	Education Opportunity Funding	\$ 105,850	\$ 105,850	\$ -	\$ -	\$ -
State	05289	Education Sustainment Fund	\$ 152,134	\$ 175,817	\$ 196,364	\$ 217,814	\$ 223,904
State	05309	SSBG - K-3	\$ 28,735	\$ 32,852	\$ 36,968	\$ 41,085	\$ 42,457
State	05310	SSBG Reading	\$ 89,761	\$ 102,621	\$ 115,480	\$ 128,340	\$ 132,627
State	05311	Opportunity Fund - Health & Reading Support	\$ 79,890	\$ 79,890	\$ -	\$ -	\$ -
State	05388	Contracted Sub Reimbursement - Parental Leave	\$ -	\$ -	\$ -	\$ -	\$ -
State	05389	Sub Reimbursement - Parental Leave	\$ -	\$ -	\$ -	\$ -	\$ -
State	08914	Opportunity Fund	\$ 105,850	\$ 105,850	\$ -	\$ -	\$ -
State	08915	Opportunity Fund - Health & Reading Support	\$ 79,890	\$ 79,890	\$ -	\$ -	\$ -
State	59970	School Safety & Security Grant	\$ -	\$ -	\$ -	\$ -	\$ -
		<b>Subtotal State</b>	<b>\$ 9,170,859</b>	<b>\$ 10,512,136</b>	<b>\$ 11,327,764</b>	<b>\$ 12,559,681</b>	<b>\$ 12,923,321</b>
Local	98000	School District Local Fund Transfers	\$ 4,549,065	\$ 5,200,794	\$ 5,852,522	\$ 6,504,251	\$ 6,721,494
Local	98000	Local (Other than School District)	\$ 280,644.62	\$ 330,452	\$ 381,461.55	\$ 433,541	\$ 457,620.88
Local	98060	ECDC	\$ 246,576	\$ 281,902	\$ 317,228	\$ 352,555	\$ 364,330
Local	98139	Before and After School Program	\$ 196,348	\$ 202,919	\$ 209,491	\$ 216,062	\$ 222,633
Local	98159	Donations	\$ 26,042	\$ 26,042	\$ 26,042	\$ 26,042	\$ 26,042
Local	98133	Construction Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Local	91100	Lunch Reimbursement & Purchases	\$ 624,080	\$ 713,489	\$ 802,899	\$ 892,309	\$ 922,112
Local	98205	Summer Camp	\$ 88,287	\$ 100,935	\$ 113,584	\$ 126,232	\$ 130,448
Local	98041	CSRP	\$ 1,080	\$ 1,235	\$ 1,390	\$ 1,544	\$ 1,586
Local	99150	FY17 CSD Settlement	\$ 159,883	\$ 182,789	\$ 205,695	\$ 228,600	\$ 236,236
		<b>Subtotal Local</b>	<b>\$ 6,172,006</b>	<b>\$ 7,040,557</b>	<b>\$ 7,910,312</b>	<b>\$ 8,781,135</b>	<b>\$ 9,082,512</b>
Federal	40554	Title I	\$ 230,649	\$ 263,693	\$ 296,737	\$ 329,782	\$ 340,796
Federal	40114	Title II	\$ 49,108	\$ 56,144	\$ 63,179	\$ 70,215	\$ 72,560
Federal	40564	IDEA	\$ 147,320	\$ 168,427	\$ 189,533	\$ 210,639	\$ 217,674
Federal	40565	IDEA Preschool	\$ 1,068	\$ 2,136	\$ 2,404	\$ 2,671	\$ 2,760
Federal	40560	Title III ELL	\$ 25,184	\$ 28,793	\$ 32,401	\$ 36,009	\$ 37,211
Federal	40532	Title IV	\$ 25,428	\$ 29,071	\$ 32,714	\$ 36,357	\$ 37,571
Federal	40954	Delaware Charter School Program Grant	\$ -	\$ -	\$ -	\$ -	\$ -
		<b>Subtotal Federal</b>	<b>\$ 479,558</b>	<b>\$ 548,263</b>	<b>\$ 616,967</b>	<b>\$ 685,672</b>	<b>\$ 708,573</b>
		<b>Total FSF Revenue</b>	<b>\$ 15,822,423</b>	<b>\$ 18,100,956</b>	<b>\$ 19,855,043</b>	<b>\$ 22,026,488</b>	<b>\$ 22,714,406</b>
		<b>Previous Year Carryover</b>	<b>\$ 1,532,100</b>	<b>\$ 1,566,466</b>	<b>\$ 2,275,528</b>	<b>\$ 3,294,227</b>	<b>\$ 4,854,864</b>
Other		Petty Cash (Not Reported in FSF - WSFS Account)	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
		<b>Total Revenues - All Categories including carryover</b>	<b>\$ 17,355,723</b>	<b>\$ 19,668,622</b>	<b>\$ 22,131,771</b>	<b>\$ 25,321,916</b>	<b>\$ 27,570,470</b>
510		Total Salaries/Other	\$ 6,557,494	\$ 7,437,641	\$ 8,101,869	\$ 8,878,326	\$ 9,092,416
520		Total Other Employment Costs	\$ 3,564,440	\$ 4,042,859	\$ 4,403,911	\$ 4,825,968	\$ 4,942,340
540		Total Travel	\$ 1,139,026	\$ 1,301,577	\$ 1,463,276	\$ 1,625,220	\$ 1,678,913
550		Total - Contracted Services	\$ 2,282,784	\$ 2,250,697	\$ 2,403,463	\$ 2,565,419	\$ 2,692,124
560		Total Supplies/Materials	\$ 917,898	\$ 1,031,767	\$ 1,139,185	\$ 1,247,326	\$ 1,294,305
570		Total Capital Outlay-Equipment	\$ 12,500	\$ 12,500	\$ 10,000	\$ 10,000	\$ 10,000
580		Total Capital Outlay-Property	\$ 1,313,915	\$ 1,314,853	\$ 1,314,640	\$ 1,313,590	\$ 1,317,215
		<b>Total Expenditures - All Categories</b>	<b>\$ 15,788,057</b>	<b>\$ 17,391,894</b>	<b>\$ 18,836,344</b>	<b>\$ 20,465,851</b>	<b>\$ 21,027,314</b>
		<b>Net Excess or (Deficit) for Year</b>	<b>\$ 1,567,666</b>	<b>\$ 2,276,728</b>	<b>\$ 3,295,427</b>	<b>\$ 4,856,064</b>	<b>\$ 6,543,157</b>
		Petty Cash (Not Reported in FSF - WSFS Account)	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
		Salary and OECs/Health Ins. Accrual (4 pay periods)	\$ 1,557,221	\$ 1,766,231	\$ 1,923,966	\$ 2,108,353	\$ 2,159,193
		<b>FSF Cash Balance Projected at End of FY</b>	<b>\$ 1,666,466</b>	<b>\$ 2,275,528</b>	<b>\$ 3,284,227</b>	<b>\$ 4,854,864</b>	<b>\$ 6,541,957</b>
		Contingency Reserve (2%)	\$ (274,398)	\$ (314,259)	\$ (343,606)	\$ (381,279)	\$ (392,896)
		<b>FSF Cash Balance Projected at End of FY (Less Contingency Reserve)</b>	<b>\$ 1,292,067</b>	<b>\$ 1,961,269</b>	<b>\$ 2,950,622</b>	<b>\$ 4,473,586</b>	<b>\$ 6,149,060</b>

Las Américas ASPIRA Academy Charter School  
 Detailed Budgeted Expenditures - Cash Basis  
 FY 21-25 Preliminary Operating Budget @ 100% Enrollment

Account Category	Account Code	Description	FY21	FY22	FY23	FY24	FY25
510		Various Salary - All Employees	6,557,494	7,437,641	8,101,869	8,878,326	9,092,416
		<b>Total Salaries/Other (510)</b>	<b>\$ 6,557,494</b>	<b>\$ 7,437,641</b>	<b>\$ 8,101,869</b>	<b>\$ 8,878,326</b>	<b>\$ 9,092,416</b>
520	52001	Pensions/Employer Share (23.02%)	1,509,535	1,712,145	1,865,050	2,043,791	2,093,074
520	52002	Health Insurance/Employer Share	1,444,402	1,638,269	1,784,577	1,955,605	2,002,762
520	52005	Workmen's Compensation (1.55%)	101,641	115,283	125,579	137,614	140,932
520	52006	Social Security/Employer Share (6.2%)	406,565	461,134	502,316	550,456	563,730
520	52008	Unemployment Insurance (0.11%)	7,213	8,181	8,912	9,766	10,002
520	52016	Medicare/Employer Share (1.45%)	95,084	107,846	117,477	128,736	131,840
		<b>Total Other Employment Costs (520) - 32.33%</b>	<b>\$ 3,564,440</b>	<b>\$ 4,042,859</b>	<b>\$ 4,403,911</b>	<b>\$ 4,825,968</b>	<b>\$ 4,942,340</b>
		<b>Total Salaries and OECs</b>	<b>\$ 10,121,934</b>	<b>\$ 11,480,500</b>	<b>\$ 12,505,780</b>	<b>\$ 13,704,294</b>	<b>\$ 14,034,756</b>
540	54001	Mileage/Pvt Car in state	3,163	3,655	4,082	4,528	4,655
540	54003	Meals - In State	2,181	2,521	2,815	3,123	3,210
540	54101	Mileage/Pvt Car out of state	3,272	3,781	4,223	4,684	4,815
540	54103	Meals - Out of State	5,453	6,302	7,038	7,807	8,025
540	54104	Lodging/Out of State	10,905	12,603	14,076	15,614	16,050
540	54105	Other Travel - Out of State	16,958	18,905	21,114	23,420	24,075
540	54107	Student Travel - Field Trips	15,495	17,715	19,934	22,154	22,894
550	55034	Athletic Travel - Sports	23,242	26,572	29,902	33,292	34,341
550	55036	Student Transportation - Bus Transportation Contract	1,058,958	1,209,525	1,360,092	1,510,659	1,560,848
		<b>Total Travel</b>	<b>\$ 1,139,026</b>	<b>\$ 1,301,577</b>	<b>\$ 1,463,276</b>	<b>\$ 1,625,220</b>	<b>\$ 1,678,913</b>
550	55003	Landscaping Services	20,625	25,781	27,070	28,424	29,845
550	55007	Construction / Building Services	263,079	-	-	-	-
550	55010	Medical Services (Contracted Nurse Services)	46,484	53,144	59,803	66,463	68,683
550	55020	Legal Services	8,500	9,000	9,500	10,000	10,000
550	55030	Instructional Services (Substitute Services)	62,161	71,838	80,233	88,997	91,486
550	55032	Related Services / Psych, PT, OT, Speech	146,093	167,023	187,953	208,884	215,860
550	55033	Instructional Support Services (C&C / Curriculum)	99,750	104,738	109,974	115,473	121,247
550	55035	Central Admin Services / Auditing and DSC	50,400	52,920	55,566	58,344	61,262
550	55037	Food Service Operations / Equipment Maintenance	3,150	3,308	3,473	3,647	3,829
550	55101	Postage	5,000	6,000	7,000	8,000	8,000
550	55110	Security (monitoring, installation & maintenance)	65,000	81,250	101,563	126,953	158,691
550	55125	Telephone Services (TLS Upgrade, Verizon, & Voice Shot)	25,000	31,250	32,813	34,453	36,176
550	55200	Water & Sewer	30,200	37,750	39,638	41,619	43,700
550	55205	Electricity	229,688	287,109	301,465	316,538	332,365
550	55206	Natural Gas	76,563	95,703	100,488	105,513	110,788
550	55371	Tuition Reimbursements	10,905	12,603	14,076	15,614	16,050
550	55400	Equipment Lease (Copiers & Chromebooks)	259,560	267,347	280,714	294,750	309,487
550	55402	Buildings - Office Space (High School)	490,800	501,924	513,382	525,183	537,899
550	55452	Insurance (Bldg & Contents)	75,000	93,750	98,438	103,359	108,527
550	55507	Maintenance (HVAC, Terminals, Fire Extinguishers & Snow Removal)	77,000	80,850	84,893	89,137	93,594
550	55509	Software (non-Instructional)	7,875	8,269	8,682	9,116	9,572
550	55521	Data Storage/Back-up	18,900	19,845	20,837	21,879	22,973
550	55800	Printing & Binding	3,000	3,000	3,000	3,000	3,000
550	55610	Advertising	5,775	6,064	6,367	6,685	7,020
550	55631	Association Dues & Conference Fees	35,416	40,490	45,564	50,638	52,330
550	55647	Student Body Activity	61,979	70,858	79,738	88,617	91,577
550	55667	Training	70,885	81,920	91,494	101,488	104,326
550	55681	Employee Recognition/Team Building	11,996	13,863	15,484	17,175	17,855
550	55692	Trash Removal	22,000	23,100	24,255	25,468	26,741
		<b>Total - Contracted Services (550)</b>	<b>\$ 2,282,784</b>	<b>\$ 2,250,697</b>	<b>\$ 2,403,463</b>	<b>\$ 2,565,419</b>	<b>\$ 2,692,124</b>
560	56000	Office Supplies	99,750	104,738	109,974	115,473	121,247
560	56070	Institutional Supplies (maintenance)	31,500	33,075	34,729	36,465	38,280
560	56111	Food	236,848	270,780	304,712	338,645	349,956
560	56128	Medical Supplies/Medicines/Health Aids	9,961	11,388	12,815	14,242	14,718
560	56141	Custodial Supplies	48,532	55,485	62,438	69,391	71,708
560	56143	Cafeteria Supplies	38,737	44,286	49,836	55,386	57,236
560	56145	Computer Supplies (non-Instructional)	6,641	7,592	8,543	9,495	9,812
560	56150	Instructional Supplies (mag, manuals, audio, music, band, art, etc.)	249,022	284,699	320,375	356,052	367,944
560	56157	Text Books/Library and Yearbooks	33,203	37,960	42,717	47,474	49,059
560	56220	Building Materials (Paint, Plumbing, Electrical, etc.)	60,000	70,500	74,025	77,726	81,613
560	56950	Institutional Equipment (included furniture)	78,250	82,163	86,271	90,584	95,113
560	56960	Athletic Supplies	25,456	29,103	32,749	36,396	37,612
		<b>Total Supplies/Materials (560)</b>	<b>\$ 917,898</b>	<b>\$ 1,031,767</b>	<b>\$ 1,139,185</b>	<b>\$ 1,247,328</b>	<b>\$ 1,294,305</b>
570	57210	Custodial/Maint Equipment	12,500	12,500	10,000	10,000	10,000
		<b>Total Capital Outlay-Equipment (570)</b>	<b>\$ 12,500</b>	<b>\$ 12,500</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>
580	58100	Land Improvements	-	-	-	-	-
580	58300	Bond Debt Service	1,313,915	1,314,853	1,314,640	1,313,590	1,317,215
580	58300	Maj Bldg Alteration by Contract* (High School)	-	-	-	-	-
		<b>Total Capital Outlay-Property (580)</b>	<b>\$ 1,313,915</b>	<b>\$ 1,314,853</b>	<b>\$ 1,314,640</b>	<b>\$ 1,313,590</b>	<b>\$ 1,317,215</b>
		<b>Grand Totals - All Categories</b>	<b>\$ 15,788,057</b>	<b>\$ 17,391,894</b>	<b>\$ 18,836,344</b>	<b>\$ 20,465,851</b>	<b>\$ 21,027,314</b>





# **APPENDIX 17**

## **Budget Based on 80% Projected Enrollment**



**Las Américas ASPIRA Academy Charter School**  
**FY21-25 Preliminary Operating Budget @ 80% Enrollment**



**September 30, 2019**

**326 Ruthar Drive  
Newark, DE 19711  
(302) 292-1463**

**ASPIRA of Delaware Charter Operations Inc.  
Board of Directors**

Lourdes Puig, Ph.D. – Chairperson

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Fred West

**Citizen Budget Oversight Committee**

Luis Santiago – ADCO Board Treasurer/Community Representative - Chairperson

Greg Panchisin – Chief Operating Officer - Vice Chairperson

Lucy Li – Community Representative - Secretary

Richard Riggs – DDOE Representative (Non-Voting Member)

Margie López Waite – Head of School

Jessie Forbes – Teacher Representative

Min Guan – Parent Representative

**Las Américas ASPIRA Academy Charter School  
Budget Assumption and Guidelines  
FY 21-25 Preliminary Operating Budget @ 80% Enrollment**

**Key Assumptions and Notes:**

- 1) 80% enrollment for FY21 - 838, FY22 - 958, FY23 - 1,078, FY24 - 1,198 & FY25 - 1,238
- 2) Revenue projections include a projected carryover from FY20 of \$1.532MM
- 3) Revenue projections assume minimal donations of \$26K with no increase throughout five years
- 4) State and Local School District Funding projections based on DDOE Charter School Worksheets (Staffing Units) and FY20 Receipts (Charter Bill and State Funding Summary)
- 5) Other Local (ECDC/Extended Care Programs/Lunch Reimbursements) funding projections based on FY19 receipts
- 6) Federal funding projections based on FY20 rates
- 7) Expense projections follow LAAA Budget Model (Percent of Total Budget Revenue Targets)

**Guidelines for Total Expenditures**

Percent of Total Budget Revenue Targets

**New Revenue / No Carryover**

Salaries & OECs	65% to 75%
Mortgage/Rent	<15%
Transportation	8% to 10%
Remainder	10% to 15%

Las Américas ASPIRA Academy Charter School  
 Budget Summary - Cash Basis  
 FY 21-25 Preliminary Operating Budget @ 80% Enrollment

Fund	Rev Apr # or Account Code	Description	FY21	FY22	FY23	FY24	FY25
<b>REVENUES</b>							
		Number of Students	838	958	1078	1198	1288
		High School	7-9 = 240	7-10 = 340	7-11 = 440	7-12 = 540	7-12 = 560
		Elementary	K-6 = 598	K-6 = 618	K-6 = 638	K-6 = 650	K-6 = 678
		Div I Units	53.96	62.36	69.648	77.256	79.416
		Personnel Units	81.90	93.44	102.15	112.34	115.14
		Additional Units - Consolidated Grant = 5.14	4.11	4.11	4.11	4.11	4.11
		Total Personnel Units	86.01	97.55	106.26	116.45	119.26
		Classrooms (Homerooms only)	42	49	56	62	64
State	05213	Division I (Salary & OEC)	\$ 5,282,852	\$ 6,105,239	\$ 6,818,757	\$ 7,563,603	\$ 7,775,074
State	05213	Division II (Materials, Supplies, Services)	\$ 45,424	\$ 52,495	\$ 58,630	\$ 65,035	\$ 66,853
State	05213	Division II (Energy)	\$ 128,803	\$ 148,853	\$ 166,250	\$ 184,410	\$ 189,566
State	05213	Division II (Academic Excellence)	\$ 9,646	\$ 11,148	\$ 12,451	\$ 13,811	\$ 14,197
State	05213	Division III (Equalization)	\$ 358,718	\$ 414,560	\$ 463,010	\$ 513,587	\$ 527,946
State	05213	Division III (Visiting Teacher)	\$ 1,450	\$ 1,678	\$ 1,872	\$ 2,076	\$ 2,134
State	05213	Division III (Academic Excellence)	\$ 21,923	\$ 25,336	\$ 28,297	\$ 31,388	\$ 32,266
State	05213	Division III (Psychologist)	\$ 2,142	\$ 2,476	\$ 2,765	\$ 3,067	\$ 3,153
State	05213	Professional & Curriculum Development	\$ 8,821	\$ 10,194	\$ 11,386	\$ 12,630	\$ 12,983
State	05213	Student Transportation	\$ 840,766	\$ 961,220	\$ 1,081,673	\$ 1,202,127	\$ 1,242,278
State	50022	MCI/Annual Maintenance	\$ 132,705	\$ 139,341	\$ 146,308	\$ 153,623	\$ 161,304
State	05235	Technology Block Grant	\$ 16,288	\$ 18,824	\$ 21,024	\$ 23,320	\$ 23,972
State	05297	Education Opportunity Funding	\$ 105,850	\$ 105,850	\$ -	\$ -	\$ -
State	05289	Education Sustainment Fund	\$ 121,707	\$ 140,653	\$ 157,091	\$ 174,251	\$ 179,123
State	05309	SSBG - K-3	\$ 22,988	\$ 26,281	\$ 29,575	\$ 32,868	\$ 33,966
State	05310	SSBG Reading	\$ 71,809	\$ 82,096	\$ 92,384	\$ 102,672	\$ 106,101
State	05311	Opportunity Fund - Health & Reading Support	\$ 79,890	\$ 79,890	\$ -	\$ -	\$ -
State	05388	Contracted Sub Reimbursement - Parental Leave	\$ -	\$ -	\$ -	\$ -	\$ -
State	05389	Sub Reimbursement - Parental Leave	\$ -	\$ -	\$ -	\$ -	\$ -
State	08914	Opportunity Fund	\$ 105,850	\$ 105,850	\$ -	\$ -	\$ -
State	08915	Opportunity Fund - Health & Reading Support	\$ 79,890	\$ 79,890	\$ -	\$ -	\$ -
State	59970	School Safety & Security Grant	\$ -	\$ -	\$ -	\$ -	\$ -
		<b>Subtotal State</b>	<b>\$ 7,437,524</b>	<b>\$ 8,511,873</b>	<b>\$ 9,091,473</b>	<b>\$ 10,078,469</b>	<b>\$ 10,370,918</b>
Local	98000	School District Local Fund Transfers	\$ 3,639,252	\$ 4,160,635	\$ 4,682,018	\$ 5,203,401	\$ 5,377,195
Local	98000	Local (Other than School District)	\$ 226,435.69	\$ 268,476	\$ 311,719.99	\$ 356,033	\$ 377,524.22
Local	98060	ECDC	\$ 197,261	\$ 225,522	\$ 253,783	\$ 282,044	\$ 291,464
Local	98139	Before and After School Program	\$ 196,348	\$ 202,919	\$ 209,491	\$ 216,062	\$ 222,633
Local	98159	Donations	\$ 26,042	\$ 26,042	\$ 26,042	\$ 26,042	\$ 26,042
Local	98133	Construction Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Local	91100	Lunch Reimbursement & Purchases	\$ 499,264	\$ 570,791	\$ 642,319	\$ 713,847	\$ 737,689
Local	98205	Summer Camp	\$ 70,629	\$ 80,748	\$ 90,867	\$ 100,986	\$ 104,359
Local	98041	CSRP	\$ 864	\$ 988	\$ 1,112	\$ 1,236	\$ 1,277
Local	99150	FY17 CSD Settlement	\$ 127,906	\$ 146,231	\$ 164,556	\$ 182,880	\$ 188,989
		<b>Subtotal Local</b>	<b>\$ 4,984,002</b>	<b>\$ 5,682,353</b>	<b>\$ 6,381,907</b>	<b>\$ 7,082,529</b>	<b>\$ 7,327,172</b>
Federal	40554	Title I	\$ 184,519	\$ 210,954	\$ 237,390	\$ 263,825	\$ 272,637
Federal	40114	Title II	\$ 39,287	\$ 44,915	\$ 50,544	\$ 56,172	\$ 58,048
Federal	40564	IDEA	\$ 117,856	\$ 134,741	\$ 151,626	\$ 168,511	\$ 174,139
Federal	40565	IDEA Preschool	\$ 1,495	\$ 1,709	\$ 1,923	\$ 2,137	\$ 2,208
Federal	40560	Title III ELL	\$ 20,148	\$ 23,034	\$ 25,920	\$ 28,807	\$ 29,769
Federal	40532	Title IV	\$ 20,342	\$ 23,257	\$ 26,171	\$ 29,085	\$ 30,057
Federal	40954	Delaware Charter School Program Grant	\$ -	\$ -	\$ -	\$ -	\$ -
		<b>Subtotal Federal</b>	<b>\$ 383,646</b>	<b>\$ 439,610</b>	<b>\$ 493,674</b>	<b>\$ 548,538</b>	<b>\$ 566,859</b>
		<b>Total FSF Revenue</b>	<b>\$ 12,805,173</b>	<b>\$ 14,632,836</b>	<b>\$ 15,966,953</b>	<b>\$ 17,709,536</b>	<b>\$ 18,264,948</b>
		<b>Previous Year Carryover</b>	<b>\$ 1,532,100</b>	<b>\$ 1,266,938</b>	<b>\$ 1,578,173</b>	<b>\$ 2,062,302</b>	<b>\$ 2,981,809</b>
Other		Petty Cash (Not Reported in FSF - WSFS Account)	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
		<b>Total Revenues - All Categories including carryover</b>	<b>\$ 14,338,473</b>	<b>\$ 15,900,975</b>	<b>\$ 17,546,326</b>	<b>\$ 19,773,038</b>	<b>\$ 21,247,957</b>
510		Total Salaries/Other	\$ 5,280,995	\$ 5,989,811	\$ 6,524,738	\$ 7,150,048	\$ 7,322,463
520		Total Other Employment Costs	\$ 2,802,867	\$ 3,179,068	\$ 3,462,979	\$ 3,794,859	\$ 3,886,368
540		Total Travel	\$ 912,821	\$ 1,042,961	\$ 1,172,221	\$ 1,301,776	\$ 1,344,731
550		Total - Contracted Services	\$ 2,061,018	\$ 2,004,235	\$ 2,134,673	\$ 2,272,977	\$ 2,383,358
560		Total Supplies/Materials	\$ 686,219	\$ 778,274	\$ 863,573	\$ 949,278	\$ 983,956
570		Total Capital Outlay-Equipment	\$ 12,500	\$ 12,500	\$ 10,000	\$ 7,500	\$ 7,500
580		Total Capital Outlay-Property	\$ 1,313,915	\$ 1,314,853	\$ 1,314,640	\$ 1,313,590	\$ 1,317,215
		<b>Total Expenditures - All Categories</b>	<b>\$ 13,070,335</b>	<b>\$ 14,321,602</b>	<b>\$ 15,482,824</b>	<b>\$ 16,790,029</b>	<b>\$ 17,245,591</b>
		<b>Net Excess or (Deficit) for Year</b>	<b>\$ 1,268,138</b>	<b>\$ 1,579,373</b>	<b>\$ 2,063,502</b>	<b>\$ 2,983,009</b>	<b>\$ 4,002,367</b>
		Petty Cash (Not Reported in FSF - WSFS Account)	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
		Salary and OECs/Health Ins. Accrual (4 pay periods)	\$ 1,243,671	\$ 1,410,597	\$ 1,536,572	\$ 1,683,832	\$ 1,724,435
		<b>FSF Cash Balance Projected at End of FY</b>	<b>\$ 1,266,938</b>	<b>\$ 1,878,173</b>	<b>\$ 2,062,302</b>	<b>\$ 2,981,809</b>	<b>\$ 4,001,167</b>
		<b>Contingency Reserve (2%)</b>	<b>\$ (221,536)</b>	<b>\$ (253,450)</b>	<b>\$ (275,470)</b>	<b>\$ (305,637)</b>	<b>\$ (314,962)</b>
		<b>FSF Cash Balance Projected at End of FY (Less Contingency Reserve)</b>	<b>\$ 1,045,403</b>	<b>\$ 1,324,723</b>	<b>\$ 1,786,832</b>	<b>\$ 2,676,172</b>	<b>\$ 3,686,204</b>

Les Americas ASPIRA Academy Charter School  
Detailed Budgeted Expenditures - Cash Basis  
FY 21-25 Preliminary Operating Budget @ 80% Enrollment

Account Category	Account Code	Description	FY21	FY22	FY23	FY24	FY25
510	Various Salary - All Employees		5,280,995	5,989,811	6,524,738	7,150,048	7,322,463
	<b>Total Salaries/Other (510)</b>		<b>\$ 5,280,995</b>	<b>\$ 5,989,811</b>	<b>\$ 6,524,738</b>	<b>\$ 7,150,048</b>	<b>\$ 7,322,463</b>
520	52001	Pensions/Employer Share (23.02%)	\$ 1,215,685	\$ 1,378,854	\$ 1,501,995	\$ 1,645,941	\$ 1,685,631
520	52002	Health Insurance/Employer Share	\$ 1,095,521	\$ 1,242,562	\$ 1,353,531	\$ 1,483,249	\$ 1,519,016
520	52005	Workmen's Compensation (1.55%)	\$ 81,855	\$ 92,842	\$ 101,133	\$ 110,826	\$ 113,498
520	52006	Social Security/Employer Share (6.2%)	\$ 327,422	\$ 371,968	\$ 404,534	\$ 443,303	\$ 453,993
520	52009	Unemployment Insurance (0.11%)	\$ 5,809	\$ 6,589	\$ 7,177	\$ 7,865	\$ 8,055
520	52016	Medicare/Employer Share (1.45%)	\$ 76,574	\$ 86,852	\$ 94,609	\$ 103,676	\$ 106,176
	<b>Total Other Employment Costs (520) - 32.33%</b>		<b>\$ 2,802,867</b>	<b>\$ 3,179,068</b>	<b>\$ 3,462,979</b>	<b>\$ 3,794,859</b>	<b>\$ 3,886,368</b>
	<b>Total Salaries and OECs</b>		<b>\$ 8,083,862</b>	<b>\$ 9,168,879</b>	<b>\$ 9,987,717</b>	<b>\$ 10,944,908</b>	<b>\$ 11,208,831</b>
540	54001	Mileage/Pvt Car in state	\$ 2,530	\$ 2,924	\$ 3,266	\$ 3,622	\$ 3,724
540	54003	Meals - In State	\$ 1,745	\$ 2,016	\$ 2,252	\$ 2,498	\$ 2,568
540	54101	Mileage/Pvt Car out of state	\$ 2,617	\$ 3,025	\$ 3,378	\$ 3,747	\$ 3,852
540	54103	Meals - Out of State	\$ 4,362	\$ 5,041	\$ 5,630	\$ 6,245	\$ 6,420
540	54104	Lodging/Out of State	\$ 8,724	\$ 10,082	\$ 11,261	\$ 12,491	\$ 12,840
540	54105	Other Travel - Out of State	\$ 13,086	\$ 15,124	\$ 16,891	\$ 18,736	\$ 19,260
540	54107	Student Travel - Field Trips	\$ 12,396	\$ 14,172	\$ 15,948	\$ 17,723	\$ 18,315
550	55034	Athletic Travel - Sports	\$ 18,594	\$ 21,258	\$ 23,921	\$ 26,585	\$ 27,473
550	55036	Student Transportation - Bus Transportation Contract	\$ 848,766	\$ 969,220	\$ 1,089,673	\$ 1,210,127	\$ 1,250,278
	<b>Total Travel</b>		<b>\$ 912,821</b>	<b>\$ 1,042,861</b>	<b>\$ 1,172,221</b>	<b>\$ 1,301,776</b>	<b>\$ 1,344,731</b>
550	55003	Landscaping Services	\$ 20,625	\$ 25,781	\$ 27,070	\$ 28,424	\$ 29,845
550	55007	Construction / Building Services	\$ 263,079	\$ -	\$ -	\$ -	\$ -
550	55010	Medical Services (Contracted Nurse Services)	\$ 37,187	\$ 42,515	\$ 47,843	\$ 53,170	\$ 54,946
550	55020	Legal Services	\$ 8,500	\$ 9,000	\$ 9,500	\$ 10,000	\$ 10,000
550	55030	Instructional Services (Substitute Services)	\$ 49,729	\$ 57,470	\$ 64,187	\$ 71,198	\$ 73,189
550	55032	Related Services / Psych, PT, OT, Speech	\$ 116,874	\$ 133,619	\$ 150,363	\$ 167,107	\$ 172,688
550	55033	Instructional Support Services (C&C / Curriculum)	\$ -	\$ -	\$ -	\$ -	\$ -
550	55035	Central Admin Services / Auditing and DSC	\$ 50,400	\$ 52,920	\$ 55,566	\$ 58,344	\$ 61,262
550	55037	Food Service Operations / Equipment Maintenance	\$ 3,150	\$ 3,308	\$ 3,473	\$ 3,647	\$ 3,829
550	55101	Postage	\$ 5,000	\$ 6,000	\$ 7,000	\$ 8,000	\$ 8,000
550	55110	Security (monitoring, Installation & maintenance)	\$ 54,600	\$ 68,250	\$ 85,313	\$ 106,641	\$ 133,301
550	55125	Telephone Services (TLS Upgrade, Verizon, & Voice Shot)	\$ 21,000	\$ 26,250	\$ 27,563	\$ 28,941	\$ 30,388
550	55200	Water & Sewer	\$ 19,328	\$ 24,160	\$ 25,368	\$ 26,636	\$ 27,968
550	55205	Electricity	\$ 229,688	\$ 287,109	\$ 301,465	\$ 316,538	\$ 332,365
550	55206	Natural Gas	\$ 76,563	\$ 95,703	\$ 100,488	\$ 105,513	\$ 110,788
550	55371	Tuition Reimbursements	\$ 8,724	\$ 10,082	\$ 11,261	\$ 12,491	\$ 12,840
550	55400	Equipment Lease (Copiers & Chromebooks)	\$ 252,000	\$ 259,560	\$ 272,538	\$ 286,165	\$ 300,473
550	55402	Buildings - Office Space (High School)	\$ 490,800	\$ 501,924	\$ 513,382	\$ 525,183	\$ 537,339
550	55452	Insurance (Bldg & Contents)	\$ 75,000	\$ 93,750	\$ 98,438	\$ 103,359	\$ 108,527
550	55507	Maintenance (HVAC, Terminix, Fire Extinguishers & Snow Removal)	\$ 77,000	\$ 80,850	\$ 84,893	\$ 89,137	\$ 93,594
550	55509	Software (non-instructional)	\$ 7,875	\$ 8,269	\$ 8,682	\$ 9,116	\$ 9,572
550	55521	Data Storage/Back-up	\$ 18,900	\$ 19,845	\$ 20,837	\$ 21,879	\$ 22,973
550	55600	Printing & Binding	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
550	55610	Advertising	\$ 5,775	\$ 6,064	\$ 6,367	\$ 6,685	\$ 7,020
550	55631	Association Dues & Conference Fees	\$ 28,333	\$ 32,392	\$ 36,452	\$ 40,511	\$ 41,864
550	55647	Student Body Activity	\$ 49,583	\$ 56,687	\$ 63,790	\$ 70,894	\$ 73,262
550	55667	Training	\$ 56,708	\$ 65,536	\$ 73,195	\$ 81,191	\$ 83,461
550	55681	Employee Recognition/Team Building	\$ 9,597	\$ 11,091	\$ 12,387	\$ 13,740	\$ 14,124
550	55692	Trash Removal	\$ 22,000	\$ 23,100	\$ 24,255	\$ 25,468	\$ 26,741
	<b>Total - Contracted Services (550)</b>		<b>\$ 2,061,018</b>	<b>\$ 2,004,235</b>	<b>\$ 2,134,673</b>	<b>\$ 2,272,977</b>	<b>\$ 2,383,356</b>
560	56000	Office Supplies	\$ 76,000	\$ 79,800	\$ 83,790	\$ 87,980	\$ 92,378
560	56070	Institutional Supplies (maintenance)	\$ 31,500	\$ 33,075	\$ 34,729	\$ 36,465	\$ 38,288
560	56111	Food	\$ 189,478	\$ 216,624	\$ 243,770	\$ 270,916	\$ 279,964
560	56128	Medical Supplies/Medicines/Health Aids	\$ 7,969	\$ 9,110	\$ 10,252	\$ 11,394	\$ 11,774
560	56141	Custodial Supplies	\$ 38,825	\$ 44,388	\$ 49,950	\$ 55,512	\$ 57,367
560	56143	Cafeteria Supplies	\$ 30,989	\$ 35,429	\$ 39,869	\$ 44,309	\$ 45,789
560	56145	Computer Supplies (non-instructional)	\$ 5,312	\$ 6,074	\$ 6,835	\$ 7,596	\$ 7,849
560	56150	Instructional Supplies (mag, manuals, audio, music, band, art, etc.)	\$ 199,218	\$ 227,759	\$ 256,300	\$ 284,841	\$ 294,355
560	56157	Text Books/Library and Yearbooks	\$ 26,562	\$ 30,368	\$ 34,173	\$ 37,979	\$ 39,247
560	56220	Building Materials (Paint, Plumbing, Electrical, etc.)	\$ 40,000	\$ 49,500	\$ 51,975	\$ 54,574	\$ 57,302
560	56950	Institutional Equipment (included furniture)	\$ 20,000	\$ 22,865	\$ 25,731	\$ 28,596	\$ 29,551
560	56960	Athletic Supplies	\$ 20,364	\$ 23,282	\$ 26,200	\$ 29,117	\$ 30,090
	<b>Total Supplies/Materials (560)</b>		<b>\$ 686,219</b>	<b>\$ 778,274</b>	<b>\$ 863,573</b>	<b>\$ 949,278</b>	<b>\$ 983,956</b>
570	57210	Custodial/Maint Equipment	\$ 12,500	\$ 12,500	\$ 10,000	\$ 7,500	\$ 7,500
	<b>Total Capital Outlay-Equipment (570)</b>		<b>\$ 12,500</b>	<b>\$ 12,500</b>	<b>\$ 10,000</b>	<b>\$ 7,500</b>	<b>\$ 7,500</b>
580	58100	Land Improvements					
580	58300	Bond Debt Service	\$ 1,313,915	\$ 1,314,853	\$ 1,314,640	\$ 1,313,590	\$ 1,317,215
580	58300	Maj Bldg Alteration by Contract* (High School)	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>Total Capital Outlay-Property (580)</b>		<b>\$ 1,313,915</b>	<b>\$ 1,314,853</b>	<b>\$ 1,314,640</b>	<b>\$ 1,313,590</b>	<b>\$ 1,317,215</b>
	<b>Grand Totals - All Categories</b>		<b>\$ 13,070,335</b>	<b>\$ 14,321,602</b>	<b>\$ 15,482,824</b>	<b>\$ 16,790,029</b>	<b>\$ 17,245,591</b>





# **APPENDIX 18**

## **LAAA Academic Data & Comparisons**





# Las Américas ASPIRA Academy

Academic Update - August 2019

## Goals for Academic Outcomes\*

- ▶ **Goal 1:** 50% or greater of LAAA students will meet state proficiency in ELA and Math by Spring 2019.
- ▶ **Goal 2:** LAAA students' scores will be equal to or higher than the proficiency rate for the Christina and Colonial school districts (which equates to 85% of our students).
- ▶ **Goal 3:** Novice educators will continue to have a positive average rate of growth from Fall to Spring.
- ▶ **Goal 4:** Maintain or increase the number and/or participation level of curricular or extracurricular programs at LAAA to enhance student learning.

*\*As indicated in Longwood Foundation grant application (March 2018)*

# Goals for Academic Outcomes

- ▶ **Goal 1:** 50% or greater of LAAA students will meet state proficiency in ELA and Math by Spring 2019.
- ▶ **Outcomes:**
  - ▶ As of Spring 2019, LAAA students have achieved 50% or greater proficiency in five out of the twelve data points. This equates to a 42% success rate with an additional 17% (two data points) within five points of the 50% goal (see Table 1).
  - ▶ In addition to proficiency percentage, another important metric is Student Growth Target Achievement. This metric shows the percentage of students that achieved their individual growth target based on their expected growth from Spring 2018 to Spring 2019. This metric reveals an 80% success rate for a goal of 50% or greater of students meeting their growth target (see Table 2).

# Goals for Academic Outcomes

**Table 1: SBAC Proficiency**

Class of Students	Grade	ELA Proficiency	Math Proficiency
Class of 2027	3 <sup>rd</sup>	35%	45%
Class of 2026	4 <sup>th</sup>	31%	31%
Class of 2025	5 <sup>th</sup>	63%	50%
Class of 2024	6 <sup>th</sup>	56%	36%
Class of 2023	7 <sup>th</sup>	61%	32%
Class of 2022	8 <sup>th</sup>	75%	48%
<b>Total</b>		<b>50%</b>	<b>40%</b>

**Table 2: Student Growth Target Achievement**

Class of Students	Grade	ELA Student Growth Target Achievement	Math Student Growth Target Achievement
Class of 2027	3 <sup>rd</sup>	n/a	n/a
Class of 2026	4 <sup>th</sup>	36%	17%
Class of 2025	5 <sup>th</sup>	77%	78%
Class of 2024	6 <sup>th</sup>	72%	83%
Class of 2023	7 <sup>th</sup>	73%	69%
Class of 2022	8 <sup>th</sup>	51%	58%
<b>Total</b>		<b>62%</b>	<b>58%</b>

## Goals for Academic Outcomes

- ▶ **Goal 2:** LAAA students' scores will be equal to or higher than the proficiency rate for the Christina and Colonial school districts (which equates to 85% of our students).
- ▶ **Outcomes:**
  - ▶ As of Spring 2019, LAAA achieved 100% success rate with its proficiency rate being higher than both school districts (see Table 3 & Table 4).
  - ▶ In addition, LAAA students' proficiency scores have exceeded Christina and Colonial rates in 75% of the data points (18 out of 24).

# Goals for Academic Outcomes

Table 3: LAAA and Christina School District Comparison

Class of Students	Grade	LAAA ELA Proficiency	Christina ELA Proficiency	LAAA Math Proficiency	Christina Math Proficiency
Class of 2027	3 <sup>rd</sup>	35%	45%	45%	55%
Class of 2026	4 <sup>th</sup>	31%	42%	31%	44%
Class of 2025	5 <sup>th</sup>	63%	47%	50%	38%
Class of 2024	6 <sup>th</sup>	56%	35%	36%	24%
Class of 2023	7 <sup>th</sup>	61%	37%	32%	30%
Class of 2022	8 <sup>th</sup>	75%	30%	48%	20%
<b>Overall</b>		<b>50%</b>	<b>40%</b>	<b>40%</b>	<b>37%</b>

Table 4: LAAA and Colonial School District Comparison

Class of Students	Grade	LAAA ELA Proficiency	Colonial ELA Proficiency	LAAA Math Proficiency	Colonial Math Proficiency
Class of 2027	3 <sup>rd</sup>	35%	33%	45%	30%
Class of 2026	4 <sup>th</sup>	31%	39%	31%	32%
Class of 2025	5 <sup>th</sup>	63%	46%	50%	29%
Class of 2024	6 <sup>th</sup>	56%	45%	36%	22%
Class of 2023	7 <sup>th</sup>	61%	39%	32%	23%
Class of 2022	8 <sup>th</sup>	35%	33%	48%	22%
<b>Overall</b>		<b>50%</b>	<b>41%</b>	<b>40%</b>	<b>26%</b>



# Goals for Academic Outcomes

- ▶ **Goal 3:** Novice educators will continue to have a positive average rate of growth from Fall to Spring.
- ▶ **Outcomes:**
  - ▶ Our data below reveals 100% success rate with a positive average rate of growth for all Educators, as well as Novice and Experienced Educators as measured by our Educator Effectiveness Framework (EEF).

## 2018-2019 Historical Data

- Average rate of growth from Fall to Spring for all Educators = 0.28
- Experienced Educators = 0.27
- Novice Educators = 0.75

## Goals for Academic Outcomes

- ▶ **Goal 4:** Maintain or increase the number and/or participation level of curricular or extracurricular programs at LAAA to enhance student learning.
- ▶ **Outcomes:**
  - ▶ LAAA achieved 100% success rate in increasing the number of curricular/extracurricular programs from the 2017-2018 to the 2018-2019 school year, as well as the participation level overall.

School Year	# of Programs	Participation Level
2017-2018	16	37%
2018-2019	17	42%



# SBAC Results - Spring 2015 to 2019

SBAC Proficiency Results - MATH														
Class of Students	Spring 2015		Spring 2016		Spring 2017		Spring 2018		Spring 2019		% Change from 2015 to 2019	% Change from 2016 to 2019	% Change from 2017 to 2019	% Change from 2018 to 2019
	Grade	Proficiency %	Grade	Proficiency %	Grade	Proficiency %	Grade	Proficiency %	Grade	Proficiency %				
Class of 2028	n/a	n/a	n/a	n/a	n/a	n/a	2 <sup>nd</sup>	n/a	3 <sup>rd</sup>	45%	n/a	n/a	n/a	n/a
Class of 2027	K	n/a	1 <sup>st</sup>	n/a	2 <sup>nd</sup>	n/a	3 <sup>rd</sup>	48%	4 <sup>th</sup>	31%	n/a	n/a	n/a	-17
Class of 2026	1 <sup>st</sup>	n/a	2 <sup>nd</sup>	n/a	3 <sup>rd</sup>	50%	4 <sup>th</sup>	41%	5 <sup>th</sup>	50%	n/a	n/a	No Change	+9
Class of 2025	2 <sup>nd</sup>	n/a	3 <sup>rd</sup>	42%	4 <sup>th</sup>	38%	5 <sup>th</sup>	38%	6 <sup>th</sup>	36%	n/a	-6	-2	-2
Class of 2024	3 <sup>rd</sup>	51%	4 <sup>th</sup>	55%	5 <sup>th</sup>	26%	6 <sup>th</sup>	35%	7 <sup>th</sup>	32%	-19	-23	+6	-3
Class of 2023	4 <sup>th</sup>	42%	5 <sup>th</sup>	29%	6 <sup>th</sup>	53%	7 <sup>th</sup>	40%	8 <sup>th</sup>	45%	+3	+16	-8	+5
Class of 2022	5 <sup>th</sup>	31%	6 <sup>th</sup>	39%	7 <sup>th</sup>	50%	8 <sup>th</sup>	41%	n/a	n/a	n/a	n/a	n/a	n/a
Class of 2021	6 <sup>th</sup>	36%	7 <sup>th</sup>	43%	8 <sup>th</sup>	50%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	25% improvement
Class of 2020	7 <sup>th</sup>	41%	8 <sup>th</sup>	38%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	25% no change
Class of 2019	8 <sup>th</sup>	28%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	50% improvement	33% improvement	40% improvement	

## SBAC Results - Spring 2019

- ▶ LAAA results by subgroups as compared to the State and the three surrounding school districts, which equates to 95% of our students.
- ▶ All Students
- ▶ Hispanic
- ▶ Black/African American
- ▶ White/Caucasian
- ▶ English Learners
- ▶ Low Income
- ▶ Special Education

# SBAC Results - Spring 2019

## ▶ LAAA results compared to State - ALL STUDENTS

Organization	Summary Level	Content Area	SubGroup	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
State of Delaware	State	ELA	All Students	62761	2512.05	53.3%
Las Americas Aspira Academy	District	ELA	All Students	480	2498.07	50.4%
State of Delaware	State	MATH	All Students	63009	2505.54	44.1%
Las Americas Aspira Academy	District	MATH	All Students	483	2502.18	40.2%

-2.9

# SBAC Results - Spring 2019

## ▶ LAAA results compared to State - ALL STUDENTS

Organization	Summary Level	Content Area	SubGroup	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
State of Delaware	State	ELA	All Students	62761	2512.05	53.3%
Las Americas Aspira Academy	District	ELA	All Students	480	2498.07	50.4%
State of Delaware	State	MATH	All Students	63009	2505.54	44.1%
Las Americas Aspira Academy	District	MATH	All Students	483	2502.18	40.2%

-3.9

# All Students

1 out of 4

Organization	Summary Level	Content Area	SubGroup	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
Red Clay Consolidated School District	District	ELA	All Students	7765	2505.54	49.9%
Christina School District	District	ELA	All Students	6873	2474.97	39.9%
Colonial School District	District	ELA	All Students	5022	2484.53	40.6%
Las Americas Aspira Academy	District	ELA	All Students	480	2498.07	50.4%
Red Clay Consolidated School District	District	MATH	All Students	7814	2494.11	39.3%
Christina School District	District	MATH	All Students	6913	2479.68	36.5%
Colonial School District	District	MATH	All Students	5035	2467.25	26.4%
Las Americas Aspira Academy	District	MATH	All Students	483	2502.18	40.2%



# All Students

Organization	Summary Level	Content Area	SubGroup	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
Red Clay Consolidated School District	District	ELA	All Students	7765	2505.54	49.9%
Christina School District	District	ELA	All Students	6873	2474.97	39.9%
Colonial School District	District	ELA	All Students	5022	2484.53	40.6%
Las Americas Aspira Academy	District	ELA	All Students	480	2498.07	50.4%
Red Clay Consolidated School District	District	MATH	All Students	7814	2494.11	39.3%
Christina School District	District	MATH	All Students	6913	2479.68	36.5%
Colonial School District	District	MATH	All Students	5035	2467.25	26.4%
Las Americas Aspira Academy	District	MATH	All Students	483	2502.18	40.2%

1 out of 4

# SBAC Results - Spring 2019

## ► LAAA results compared to State - HISPANIC STUDENTS

Organization	Summary Level	Content Area	SubGroup	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
State of Delaware	State	ELA	Hispanic/Latino	11453	2487.17	42.9%
Las Americas Aspira Academy	District	ELA	Hispanic/Latino	310	2484.79	44.2%
State of Delaware	State	MATH	Hispanic/Latino	11670	2482	34.3%
Las Americas Aspira Academy	District	MATH	Hispanic/Latino	313	2491.48	33.2%

+1.3

# SBAC Results - Spring 2019

## ▶ LAAA results compared to State - HISPANIC STUDENTS

Organization	Summary Level	Content Area	SubGroup	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
State of Delaware	State	ELA	Hispanic/Latino	11453	2487.17	42.9%
Las Americas Aspira Academy	District	ELA	Hispanic/Latino	310	2484.79	44.2%
State of Delaware	State	MATH	Hispanic/Latino	11670	2482	34.3%
Las Americas Aspira Academy	District	MATH	Hispanic/Latino	313	2491.48	33.2%

-1.1

# Hispanic Students

1 out of 4

Organization	Summary Level	Content Area	SubGroup	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
Red Clay Consolidated School District	District	ELA	Hispanic/ Latino	2365	2469.13	34.9%
Christina School District	District	ELA	Hispanic/ Latino	1635	2461.86	32.8%
Colonial School District	District	ELA	Hispanic/ Latino	1051	2481.69	36.9%
Las Americas Aspira Academy	District	ELA	Hispanic/ Latino	310	2484.79	44.2%
Red Clay Consolidated School District	District	MATH	Hispanic/ Latino	2405	2456.2	23.7%
Christina School District	District	MATH	Hispanic/ Latino	1656	2466.39	30.0%
Colonial School District	District	MATH	Hispanic/ Latino	1062	2464.5	21.7%
Las Americas Aspira Academy	District	MATH	Hispanic/ Latino	313	2491.48	33.2%

# Hispanic Students

Organization	Summary Level	Content Area	SubGroup	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
Red Clay Consolidated School District	District	ELA	Hispanic/ Latino	2365	2469.13	34.9%
Christina School District	District	ELA	Hispanic/ Latino	1635	2461.86	32.8%
Colonial School District	District	ELA	Hispanic/ Latino	1051	2481.69	36.9%
Las Americas Aspira Academy	District	ELA	Hispanic/ Latino	310	2484.79	44.2%
Red Clay Consolidated School District	District	MATH	Hispanic/ Latino	2405	2456.2	23.7%
Christina School District	District	MATH	Hispanic/ Latino	1656	2466.39	30.0%
Colonial School District	District	MATH	Hispanic/ Latino	1062	2464.5	21.7%
Las Americas Aspira Academy	District	MATH	Hispanic/ Latino	313	2491.48	33.2%

1 out of 4

# SBAC Results - Spring 2019

## ▶ LAAA results compared to State - BLACK/AFRICAN AMERICAN STUDENTS

Organization	Summary Level	Content Area	SubGroup	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
State of Delaware	State	ELA	African American	19183	2474.31	36.8%
Las Americas Aspira Academy	District	ELA	African American	60	2511.28	58.3%
State of Delaware	State	MATH	African American	19183	2461.71	25.4%
Las Americas Aspira Academy	District	MATH	African American	60	2504.7	36.7%

+21.5

# SBAC Results - Spring 2019

## ▶ LAAA results compared to State - Black/African American Students

Organization	Summary Level	Content Area	SubGroup	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
State of Delaware	State	ELA	African American	19183	2474.31	36.8%
Las Americas Aspira Academy	District	ELA	African American	60	2511.28	58.3%
State of Delaware	State	MATH	African American	19183	2461.71	25.4%
Las Americas Aspira Academy	District	MATH	African American	60	2504.7	36.7%

+11.3

# Black/African American Students

1 out of 4

Organization	Summary Level	Content Area	SubGroup	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
Red Clay Consolidated School District	District	ELA	African American	1624	2448.56	25.7%
Christina School District	District	ELA	African American	2671	2445.78	28.8%
Colonial School District	District	ELA	African American	2249	2472.33	35.6%
Las Americas Aspira Academy	District	ELA	African American	60	2511.28	58.3%
Red Clay Consolidated School District	District	MATH	African American	1631	2430.11	14.6%
Christina School District	District	MATH	African American	2674	2445.95	23.8%
Colonial School District	District	MATH	African American	2246	2451.96	20.5%
Las Americas Aspira Academy	District	MATH	African American	60	2504.7	36.7%



## Black/African American Students

Organization	Summary Level	Content Area	SubGroup	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
Red Clay Consolidated School District	District	ELA	African American	1624	2448.56	25.7%
Christina School District	District	ELA	African American	2671	2445.78	28.8%
Colonial School District	District	ELA	African American	2249	2472.33	35.6%
Las Americas Aspira Academy	District	ELA	African American	60	2511.28	58.3%
Red Clay Consolidated School District	District	MATH	African American	1631	2430.11	14.6%
Christina School District	District	MATH	African American	2674	2445.95	23.8%
Colonial School District	District	MATH	African American	2246	2451.96	20.5%
Las Americas Aspira Academy	District	MATH	African American	60	2504.7	36.7%

1 out of 4

# SBAC Results - Spring 2019

## ▶ LAAA results compared to State - White/Caucasian Students

Organization	Summary Level	Content Area	SubGroup	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
State of Delaware	State	ELA	White	26685	2543.34	67.1%
Las Americas Aspira Academy	District	ELA	White	99	2532.34	65.7%
State of Delaware	State	MATH	White	26684	2538.82	58.6%
Las Americas Aspira Academy	District	MATH	White	99	2532.53	64.6%

-1.4

# SBAC Results - Spring 2019

## ▶ LAAA results compared to State - White/Caucasian Students

Organization	Summary Level	Content Area	SubGroup	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
State of Delaware	State	ELA	White	26685	2543.34	67.1%
Las Americas Aspira Academy	District	ELA	White	99	2532.34	65.7%
State of Delaware	State	MATH	White	26684	2538.82	58.6%
Las Americas Aspira Academy	District	MATH	White	99	2532.53	64.6%

+6.0

## White/Caucasian Students

Organization	Summary Level	Content Area	SubGroup	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
Red Clay Consolidated School District	District	ELA	White	3039	2547.32	67.9%
Christina School District	District	ELA	White	1828	2514.35	54.8%
Colonial School District	District	ELA	White	1400	2502.93	49.9%
Las Americas Aspira Academy	District	ELA	White	99	2532.34	65.7%
Red Clay Consolidated School District	District	MATH	White	3039	2536.38	56.7%
Christina School District	District	MATH	White	1833	2521.58	52.0%
Colonial School District	District	MATH	White	1404	2488.62	36.3%
Las Americas Aspira Academy	District	MATH	White	99	2532.53	64.6%

2 out of 4

## White/Caucasian Students

Organization	Summary Level	Content Area	SubGroup	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
Red Clay Consolidated School District	District	ELA	White	3039	2547.32	67.9%
Christina School District	District	ELA	White	1828	2514.35	54.8%
Colonial School District	District	ELA	White	1400	2502.93	49.9%
Las Americas Aspira Academy	District	ELA	White	99	2532.34	65.7%
Red Clay Consolidated School District	District	MATH	White	3039	2536.38	56.7%
Christina School District	District	MATH	White	1833	2521.58	52.0%
Colonial School District	District	MATH	White	1404	2488.62	36.3%
Las Americas Aspira Academy	District	MATH	White	99	2532.53	64.6%

1 out of 4

# SBAC Results - Spring 2019

## ▶ LAAA results compared to State - ENGLISH LEARNERS

Organization	Summary Level	Content Area	SubGroup	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
State of Delaware	State	ELA	English Learners	6428	2434.75	27.9%
Las Americas Aspira Academy	District	ELA	English Learners	164	2424.45	25.0%
State of Delaware	State	MATH	English Learners	6792	2442.26	27.2%
Las Americas Aspira Academy	District	MATH	English Learners	167	2449.02	22.2%

-2.7

# SBAC Results - Spring 2019

## ▶ LAAA results compared to State - ENGLISH LEARNERS

Organization	Summary Level	Content Area	SubGroup	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
State of Delaware	State	ELA	English Learners	6428	2434.75	27.9%
Las Americas Aspira Academy	District	ELA	English Learners	164	2424.45	25.0%
State of Delaware	State	MATH	English Learners	6792	2442.26	27.2%
Las Americas Aspira Academy	District	MATH	English Learners	167	2449.02	22.2%

-5.0

# English Learners

1 out of 4

Organization	Summary Level	Content Area	SubGroup	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
Red Clay Consolidated School District	District	ELA	English Learners	1311	2419.42	22.6%
Christina School District	District	ELA	English Learners	945	2424.34	23.0%
Colonial School District	District	ELA	English Learners	598	2431.84	20.7%
Las Americas Aspira Academy	District	ELA	English Learners	164	2424.45	25.0%
Red Clay Consolidated School District	District	MATH	English Learners	1362	2419.96	18.1%
Christina School District	District	MATH	English Learners	1013	2439.17	27.6%
Colonial School District	District	MATH	English Learners	616	2426.49	16.6%
Las Americas Aspira Academy	District	MATH	English Learners	167	2449.02	22.2%



## English Learners

Organization	Summary Level	Content Area	SubGroup	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
Red Clay Consolidated School District	District	ELA	English Learners	1311	2419.42	22.6%
Christina School District	District	ELA	English Learners	945	2424.34	23.0%
Colonial School District	District	ELA	English Learners	598	2431.84	20.7%
Las Americas Aspira Academy	District	ELA	English Learners	164	2424.45	25.0%
Red Clay Consolidated School District	District	MATH	English Learners	1362	2419.96	18.1%
Christina School District	District	MATH	English Learners	1013	2439.17	27.6%
Colonial School District	District	MATH	English Learners	616	2426.49	16.6%
Las Americas Aspira Academy	District	MATH	English Learners	167	2449.02	22.2%

2 out of 4

# SBAC Results - Spring 2019

## ▶ LAAA results compared to State - LOW INCOME

Organization	Summary Level	Content Area	SubGroup	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
State of Delaware	State	ELA	Low Income	21939	2471	36.3%
Las Americas Aspira Academy	District	ELA	Low Income	124	2466.69	33.9%
State of Delaware	State	MATH	Low Income	21946	2463.24	27.4%
Las Americas Aspira Academy	District	MATH	Low Income	124	2473.48	20.2%

-2.4

# SBAC Results - Spring 2019

## ▶ LAAA results compared to State - LOW INCOME

Organization	Summary Level	Content Area	SubGroup	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
State of Delaware	State	ELA	Low Income	21939	2471	36.3%
Las Americas Aspira Academy	District	ELA	Low Income	124	2466.69	33.9%
State of Delaware	State	MATH	Low Income	21946	2463.24	27.4%
Las Americas Aspira Academy	District	MATH	Low Income	124	2473.48	20.2%

-7.2

# Low Income

1 out of 4

Organization	Summary Level	Content Area	SubGroup	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
Red Clay Consolidated School District	District	ELA	Low Income	2825	2451.76	28.4%
Christina School District	District	ELA	Low Income	2993	2443.65	27.9%
Colonial School District	District	ELA	Low Income	2006	2459.38	30.6%
Las Americas Aspira Academy	District	ELA	Low Income	124	2466.69	33.9%
Red Clay Consolidated School District	District	MATH	Low Income	2838	2437.5	17.4%
Christina School District	District	MATH	Low Income	2990	2446.21	24.5%
Colonial School District	District	MATH	Low Income	2012	2444.06	18.6%
Las Americas Aspira Academy	District	MATH	Low Income	124	2473.48	20.2%

## Low Income

Organization	Summary Level	Content Area	SubGroup	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
Red Clay Consolidated School District	District	ELA	Low Income	2825	2451.76	28.4%
Christina School District	District	ELA	Low Income	2993	2443.65	27.9%
Colonial School District	District	ELA	Low Income	2006	2459.38	30.6%
Las Americas Aspira Academy	District	ELA	Low Income	124	2466.69	33.9%
Red Clay Consolidated School District	District	MATH	Low Income	2838	2437.5	17.4%
Christina School District	District	MATH	Low Income	2990	2446.21	24.5%
Colonial School District	District	MATH	Low Income	2012	2444.06	18.6%
Las Americas Aspira Academy	District	MATH	Low Income	124	2473.48	20.2%

2 out of 4

# SBAC Results - Spring 2019

## ▶ LAAA results compared to State - STUDENTS WITH DISABILITIES

Organization	Summary Level	Content Area	SubGroup	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
State of Delaware	State	ELA	Students with Disabilities	10085	2416.16	13.3%
Las Americas Aspira Academy	District	ELA	Students with Disabilities	62	2429.47	17.7%
State of Delaware	State	MATH	Students with Disabilities	10068	2407.57	9.5%
Las Americas Aspira Academy	District	MATH	Students with Disabilities	63	2442.95	11.1%

**+4.4**

# SBAC Results - Spring 2019

## ▶ LAAA results compared to State - STUDENTS WITH DISABILITIES

Organization	Summary Level	Content Area	SubGroup	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
State of Delaware	State	ELA	Students with Disabilities	10085	2416.16	13.3%
Las Americas Aspira Academy	District	ELA	Students with Disabilities	62	2429.47	17.7%
State of Delaware	State	MATH	Students with Disabilities	10068	2407.57	9.5%
Las Americas Aspira Academy	District	MATH	Students with Disabilities	63	2442.95	11.1%

+1.6

# Students with Disabilities

1 out of 4

Organization	Summary Level	Content Area	SubGroup	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
Red Clay Consolidated School District	District	ELA	Students with Disabilities	1164	2392.7	8.1%
Christina School District	District	ELA	Students with Disabilities	1332	2390.29	8.6%
Colonial School District	District	ELA	Students with Disabilities	891	2396.04	6.7%
Las Americas Aspira Academy	District	ELA	Students with Disabilities	62	2429.47	17.7%
Red Clay Consolidated School District	District	MATH	Students with Disabilities	1165	2378.56	4.4%
Christina School District	District	MATH	Students with Disabilities	1332	2394.73	8.4%
Colonial School District	District	MATH	Students with Disabilities	889	2379.25	4.2%
Las Americas Aspira Academy	District	MATH	Students with Disabilities	63	2442.95	11.1%



# Students with Disabilities

Organization	Summary Level	Content Area	SubGroup	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
Red Clay Consolidated School District	District	ELA	Students with Disabilities	1164	2392.7	8.1%
Christina School District	District	ELA	Students with Disabilities	1332	2390.29	8.6%
Colonial School District	District	ELA	Students with Disabilities	891	2396.04	6.7%
Las Americas Aspira Academy	District	ELA	Students with Disabilities	62	2429.47	17.7%
Red Clay Consolidated School District	District	MATH	Students with Disabilities	1165	2378.56	4.4%
Christina School District	District	MATH	Students with Disabilities	1332	2394.73	8.4%
Colonial School District	District	MATH	Students with Disabilities	889	2379.25	4.2%
Las Americas Aspira Academy	District	MATH	Students with Disabilities	63	2442.95	11.1%

## **SBAC Results - Spring 2019**

- ▶ **LAAA results by subgroups as compared to other Delaware charter schools.**
  - ▶ **All Students**
  - ▶ **Hispanic**
  - ▶ **Black/African American**
  - ▶ **White/Caucasian**
  - ▶ **English Learners**
  - ▶ **Low Income**
  - ▶ **Special Education**



## ELA All Students

Organization	Content Area	Sub Group	Tested	Scale Score Avg.	% Proficient (PL3 & PL4)
Sussex Academy	ELA	All Students	369	2655.79	95.4%
Newark Charter School	ELA	All Students	1120	2599.63	87.0%
MOT Charter School	ELA	All Students	461	2567.57	78.5%
Odyssey Charter School	ELA	All Students	1037	2543.18	68.5%
First State Montessori Academy	ELA	All Students	320	2519.91	65.6%
Campus Community School	ELA	All Students	274	2533.87	65.0%
Providence Creek Academy Charter School	ELA	All Students	442	2530.15	63.6%
Las Americas Aspira Academy	ELA	All Students	480	2498.07	50.4%
Charter School of New Castle	ELA	All Students	486	2483.63	40.3%
Academy of Dover Charter School	ELA	All Students	128	2441.28	38.3%
Kuumba Academy Charter School	ELA	All Students	385	2474.08	35.8%
Edison (Thomas A.) Charter School	ELA	All Students	441	2456.5	29.9%
Freire Charter School Wilmington	ELA	All Students	94	2524.35	28.3%
Great Oaks Charter School	ELA	All Students	303	2481.9	22.8%
Academia Antonia Alonso	ELA	All Students	221	2393.47	21.7%
Gateway Lab School	ELA	All Students	164	2441.34	9.9%

8 out of 16

# MATH All Students

Organization	Content Area	Sub Group	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
Newark Charter School	MATH	All Students	1120	2608.74	84.2%
Sussex Academy	MATH	All Students	369	2636.55	82.7%
MOT Charter School	MATH	All Students	461	2562.48	66.6%
Providence Creek Academy Charter School	MATH	All Students	441	2533.1	57.1%
Odyssey Charter School	MATH	All Students	1037	2531.69	56.5%
First State Montessori Academy	MATH	All Students	320	2504.51	51.3%
Campus Community School	MATH	All Students	275	2518.79	43.3%
Las Americas Aspira Academy	MATH	All Students	483	2502.18	40.2%
Charter School of New Castle	MATH	All Students	485	2484	39.2%
Kuumba Academy Charter School	MATH	All Students	385	2481.88	29.4%
Academy of Dover Charter School	MATH	All Students	128	2438.92	25.8%
Great Oaks Charter School	MATH	All Students	305	2475.19	16.4%
Edison (Thomas A.) Charter School	MATH	All Students	440	2429.46	10.7%
Freire Charter School Wilmington	MATH	All Students	94	2488.51	10.6%
Academia Antonia Alonso	MATH	All Students	226	2391.85	9.0%
Gateway Lab School	MATH	All Students	163	2413.12	3.7%

8 out of 16

# ELA Hispanic Students

Organization	Content Area	Sub Group	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
Edison (Thomas A.) Charter School	ELA	Hispanic/Latino	<15	2506.8	#DIV/0!
Freire Charter School Wilmington	ELA	Hispanic/Latino	<15	2557.38	#DIV/0!
Campus Community School	ELA	Hispanic/Latino	22	2542.64	100.0%
MOT Charter School	ELA	Hispanic/Latino	32	2560.06	100.0%
First State Montessori Academy	ELA	Hispanic/Latino	15	2528.93	100.0%
Sussex Academy	ELA	Hispanic/Latino	47	2632.89	84.8%
Newark Charter School	ELA	Hispanic/Latino	64	2541.41	76.6%
Odyssey Charter School	ELA	Hispanic/Latino	81	2537.31	65.4%
Charter School of New Castle	ELA	Hispanic/Latino	42	2512.14	50.0%
Kuumba Academy Charter School	ELA	Hispanic/Latino	26	2504.46	50.0%
Providence Creek Academy Charter School	ELA	Hispanic/Latino	20	2486.9	50.0%
Las Americas Aspira Academy	ELA	Hispanic/Latino	310	2484.79	44.2%
Great Oaks Charter School	ELA	Hispanic/Latino	50	2517.7	30.0%
Academy of Dover Charter School	ELA	Hispanic/Latino	18	2432.28	29.4%
Academia Antonia Monso	ELA	Hispanic/Latino	157	2387.56	18.5%
Gateway Lab School	ELA	Hispanic/Latino	18	2443.56	0.0%

10 out of 14

# MATH Hispanic Students

Organization	Content Area	Sub Group	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
Edison (Thomas A.) Charter School	MATH	Hispanic/Latino	<15	2449.4	#DIV/0!
First State Montessori Academy	MATH	Hispanic/Latino	15	2498.47	#DIV/0!
Freire Charter School Wilmington	MATH	Hispanic/Latino	<15	2525.62	#DIV/0!
Sussex Academy	MATH	Hispanic/Latino	47	2601.62	75.6%
Newark Charter School	MATH	Hispanic/Latino	64	2547.88	68.8%
Campus Community School	MATH	Hispanic/Latino	22	2538.91	57.1%
Charter School of New Castle	MATH	Hispanic/Latino	42	2527	54.8%
MOT Charter School	MATH	Hispanic/Latino	32	2537.03	50.0%
Odyssey Charter School	MATH	Hispanic/Latino	81	2511.2	44.4%
Providence Creek Academy Charter School	MATH	Hispanic/Latino	20	2509.9	37.5%
Kuumba Academy Charter School	MATH	Hispanic/Latino	26	2525.15	36.4%
Las Americas Aspira Academy	MATH	Hispanic/Latino	313	2491.48	33.2%
Great Oaks Charter School	MATH	Hispanic/Latino	50	2522.22	28.0%
Academia Antonia Alonso	MATH	Hispanic/Latino	161	2393.75	7.0%
Academy of Dover Charter School	MATH	Hispanic/Latino	18	2432.83	0.0%
Gateway Lab School	MATH	Hispanic/Latino	18	2406.39	0.0%

9 out of 13

# ELA Black/AA Students

5 out  
of 16

Organization	Content Area	Sub Group	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
Sussex Academy	ELA	African American	21	2582.05	100.0%
MOT Charter School	ELA	African American	70	2541.61	74.3%
Newark Charter School	ELA	African American	122	2543.7	70.5%
Providence Creek Academy Charter School	ELA	African American	106	2531.03	58.5%
Las Americas Aspira Academy	ELA	African American	60	2511.28	58.3%
Campus Community School	ELA	African American	148	2520.84	57.4%
First State Montessori Academy	ELA	African American	58	2475.22	46.6%
Odyssey Charter School	ELA	African American	246	2505.68	45.5%
Charter School of New Castle	ELA	African American	404	2481.5	38.6%
Academy of Dover Charter School	ELA	African American	93	2439.45	37.6%
Kuumba Academy Charter School	ELA	African American	350	2471.54	34.9%
Edison (Thomas A.) Charter School	ELA	African American	429	2455.4	29.1%
Academia Antonia Alonso	ELA	African American	52	2408.5	25.0%
Freire Charter School Wilmington	ELA	African American	59	2506.58	20.3%
Great Oaks Charter School	ELA	African American	230	2470.01	20.0%
Gateway Lab School	ELA	African American	77	2425.27	7.8%

# MATH Black/AA Students

6 out  
of 16

Organization	Content Area	Sub Group	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
Newark Charter School	MATH	African American	122	2543.25	63.9%
Sussex Academy	MATH	African American	21	2551.62	60.0%
MOT Charter School	MATH	African American	70	2529.94	55.7%
Providence Creek Academy Charter School	MATH	African American	106	2529.05	48.1%
Charter School of New Castle	MATH	African American	403	2480.78	37.7%
Las Americas Aspira Academy	MATH	African American	60	2504.7	36.7%
Campus Community School	MATH	African American	149	2499.46	33.6%
Odyssey Charter School	MATH	African American	246	2482.46	28.9%
Kuumba Academy Charter School	MATH	African American	350	2477.96	27.4%
Academy of Dover Charter School	MATH	African American	93	2435.2	22.6%
Great Oaks Charter School	MATH	African American	232	2459.09	12.1%
Edison (Thomas A.) Charter School	MATH	African American	428	2428.45	10.5%
Academia Antonia Alonso	MATH	African American	51	2377.69	9.8%
First State Montessori Academy	MATH	African American	58	2443.45	9.3%
Gateway Lab School	MATH	African American	77	2400.77	0.0%
Freire Charter School Wilmington	MATH	African American	59	2468.31	0.0%



# ELA White Students

Organization	Content Area	Sub Group	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
Edison (Thomas A.) Charter School	ELA	White	<15	2487.86	#DIV/0!
Kuumba Academy Charter School	ELA	White	<15	2559.33	#DIV/0!
Academia Antonia Alonso	ELA	White	<15	2405.58	#DIV/0!
Freire Charter School Wilmington	ELA	White	<15	2541.58	#DIV/0!
Academy of Dover Charter School	ELA	White	15	2469.73	100.0%
Sussex Academy	ELA	White	269	2665.23	98.1%
Newark Charter School	ELA	White	723	2607.43	89.5%
MOT Charter School	ELA	White	299	2569.19	78.3%
Campus Community School	ELA	White	72	2551.01	75.0%
Odyssey Charter School	ELA	White	548	2550.64	75.0%
First State Montessori Academy	ELA	White	218	2534.7	71.1%
Providence Creek Academy Charter School	ELA	White	286	2533.54	66.1%
Las Americas Aspira Academy	ELA	White	99	2532.34	65.7%
Charter School of New Castle	ELA	White	20	2483.35	38.5%
Gateway Lab School	ELA	White	61	2458.61	11.9%
Great Oaks Charter School	ELA	White	15	2526.93	0.0%

9 out of 12

# MATH White Students

Organization	Content Area	Sub Group	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
Edison (Thomas A.) Charter School	MATH	White	<15	2477	#DIV/0!
Kuumba Academy Charter School	MATH	White	<15	2586.67	#DIV/0!
Academia Antonia Alonso	MATH	White	<15	2421.5	#DIV/0!
Freire Charter School Wilmington	MATH	White	<15	2511.75	#DIV/0!
Sussex Academy	MATH	White	269	2647.89	87.6%
Newark Charter School	MATH	White	723	2613.77	87.3%
MOT Charter School	MATH	White	299	2563.55	67.6%
Odyssey Charter School	MATH	White	548	2543	65.0%
Las Americas Aspira Academy	MATH	White	99	2532.53	64.6%
Providence Creek Academy Charter School	MATH	White	285	2536.04	59.6%
First State Montessori Academy	MATH	White	218	2522.83	59.6%
Campus Community School	MATH	White	72	2538.36	56.9%
Academy of Dover Charter School	MATH	White	15	2481	45.5%
Charter School of New Castle	MATH	White	20	2481.85	0.0%
Gateway Lab School	MATH	White	60	2428.55	0.0%
Great Oaks Charter School	MATH	White	15	2534.8	0.0%

5 out of 12

# ELA English Learners

Organization	Content Area	Sub Group	Tested	Scale Score Avg.	% Proficient (PL3 & PL4)
Campus Community School	ELA	English Learners	<15	2490.6	#DIV/0!
Edison (Thomas A.) Charter School	ELA	English Learners	<15	2475.5	#DIV/0!
Sussex Academy	ELA	English Learners	<15	2493.33	#DIV/0!
Kuumba Academy Charter School	ELA	English Learners	<15	2424.67	#DIV/0!
Providence Creek Academy Charter School	ELA	English Learners	<15	2405	#DIV/0!
MOT Charter School	ELA	English Learners	<15	2463.4	#DIV/0!
Gateway Lab School	ELA	English Learners	<15	2402.78	#DIV/0!
First State Montessori Academy	ELA	English Learners	<15	2432.29	#DIV/0!
Freire Charter School Wilmington	ELA	English Learners	<15	2490.5	#DIV/0!
Newark Charter School	ELA	English Learners	34	2469	61.3%
Odyssey Charter School	ELA	English Learners	39	2473	53.8%
Academy of Dover Charter School	ELA	English Learners	15	2443.67	45.5%
Las Americas Aspira Academy	ELA	English Learners	164	2424.45	25.0%
Academia Antonia Alonso	ELA	English Learners	115	2374.97	10.6%
Charter School of New Castle	ELA	English Learners	19	2429.32	0.0%
Great Oaks Charter School	ELA	English Learners	18	2436.89	0.0%

4 out of 7

# MATH English Learners

Organization	Content Area	Sub Group	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
Campus Community School	MATH	English Learners	<15	2487.8	#DIV/0!
Edison (Thomas A.) Charter School	MATH	English Learners	<15	2428.75	#DIV/0!
Sussex Academy	MATH	English Learners	<15	2473.78	#DIV/0!
Kuumba Academy Charter School	MATH	English Learners	<15	2479	#DIV/0!
Providence Creek Academy Charter School	MATH	English Learners	<15	2417	#DIV/0!
MOT Charter School	MATH	English Learners	<15	2465.6	#DIV/0!
Gateway Lab School	MATH	English Learners	<15	2370.78	#DIV/0!
First State Montessori Academy	MATH	English Learners	<15	2442.29	#DIV/0!
Freire Charter School Wilmington	MATH	English Learners	<15	2385	#DIV/0!
Newark Charter School	MATH	English Learners	34	2486.97	73.3%
Odyssey Charter School	MATH	English Learners	39	2489.9	56.4%
Las Americas Aspira Academy	MATH	English Learners	167	2449.02	22.2%
Academia Antonia Alonso	MATH	English Learners	121	2387.61	4.2%
Charter School of New Castle	MATH	English Learners	19	2437.63	0.0%
Academy of Dover Charter School	MATH	English Learners	15	2424.53	0.0%
Great Oaks Charter School	MATH	English Learners	18	2456.94	0.0%

3 out of 7

# ELA Low Income

Organization	Content Area	Sub Group	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
MOT Charter School	ELA	Low Income	15	2543.93	100.0%
Sussex Academy	ELA	Low Income	34	2600.68	80.6%
Newark Charter School	ELA	Low Income	111	2551.66	75.7%
Campus Community School	ELA	Low Income	99	2521	61.6%
Odyssey Charter School	ELA	Low Income	142	2506.12	47.2%
Providence Creek Academy Charter School	ELA	Low Income	65	2491.29	44.6%
Academy of Dover Charter School	ELA	Low Income	81	2434.63	35.8%
First State Montessori Academy	ELA	Low Income	34	2470.97	35.5%
Las Americas Aspira Academy	ELA	Low Income	124	2466.69	33.9%
Kuumba Academy Charter School	ELA	Low Income	242	2460.2	31.0%
Freire Charter School Wilmington	ELA	Low Income	46	2509.91	30.4%
Charter School of New Castle	ELA	Low Income	220	2461.06	29.5%
Edison (Thomas A.) Charter School	ELA	Low Income	332	2450.26	28.6%
Academia Antonia Alonso	ELA	Low Income	130	2378.77	19.2%
Great Oaks Charter School	ELA	Low Income	192	2470.08	19.0%
Gateway Lab School	ELA	Low Income	62	2434.24	8.1%

9 out of 16

# MATH Low Income

8 out of 16

Organization	Content Area	Sub Group	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
Newark Charter School	MATH	Low Income	111	2558.55	75.7%
Sussex Academy	MATH	Low Income	34	2567.29	58.8%
Providence Creek Academy Charter School	MATH	Low Income	65	2490.82	40.0%
Campus Community School	MATH	Low Income	99	2494.56	33.3%
Charter School of New Castle	MATH	Low Income	221	2455.54	29.0%
Odyssey Charter School	MATH	Low Income	142	2480.9	28.9%
Kumba Academy Charter School	MATH	Low Income	242	2468.23	25.2%
Las Americas Aspira Academy	MATH	Low Income	124	2473.48	20.2%
Academy of Dover Charter School	MATH	Low Income	81	2430.74	18.2%
Great Oaks Charter School	MATH	Low Income	193	2461.37	11.1%
Edison (Thomas A.) Charter School	MATH	Low Income	331	2427.45	9.7%
Academia Antonia Alonso	MATH	Low Income	132	2381.86	5.3%
MOT Charter School	MATH	Low Income	15	2517.6	0.0%
Gateway Lab School	MATH	Low Income	62	2410.56	0.0%
First State Montessori Academy	MATH	Low Income	34	2429.03	0.0%
Freire Charter School Wilmington	MATH	Low Income	46	2477.48	0.0%

**ELA  
SWD**

**4 out  
of 13**

Organization	Content Area	Sub Group	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
Sussex Academy	ELA	Students with Disabilities	15	2545.47	#DIV/0!
Academia Antonia Alonso	ELA	Students with Disabilities	24	2336	#DIV/0!
Freire Charter School Wilmington	ELA	Students with Disabilities	<15	2471.15	#DIV/0!
Newark Charter School	ELA	Students with Disabilities	104	2477.61	36.5%
First State Montessori Academy	ELA	Students with Disabilities	49	2456.27	31.3%
MOT Charter School	ELA	Students with Disabilities	35	2442.83	21.2%
Las Americas Aspira Academy	ELA	Students with Disabilities	62	2429.47	17.7%
Kuumba Academy Charter School	ELA	Students with Disabilities	70	2408.11	12.9%
Odyssey Charter School	ELA	Students with Disabilities	90	2417.04	11.5%
Campus Community School	ELA	Students with Disabilities	35	2453.43	0.0%
Edison (Thomas A.) Charter School	ELA	Students with Disabilities	45	2380.09	0.0%
Charter School of New Castle	ELA	Students with Disabilities	60	2372.78	0.0%
Academy of Dover Charter School	ELA	Students with Disabilities	15	2386.6	0.0%
Providence Creek Academy Charter School	ELA	Students with Disabilities	32	2426.34	0.0%
Gateway Lab School	ELA	Students with Disabilities	91	2423.38	0.0%
Great Oaks Charter School	ELA	Students with Disabilities	71	2392.76	0.0%

# MATH SWD

3 out  
of 13

Organization	Content Area	Sub Group	Tested	Scale Score Avg	% Proficient (PL3 & PL4)
Edison (Thomas A.) Charter School	MATH	Students with Disabilities	45	2346.73	#DIV/0!
Academy of Dover Charter School	MATH	Students with Disabilities	15	2401.07	#DIV/0!
Freire Charter School Wilmington	MATH	Students with Disabilities	<15	2402.54	#DIV/0!
Newark Charter School	MATH	Students with Disabilities	104	2477.68	27.9%
MOT Charter School	Math	Students with Disabilities	35	2456.37	22.9%
Las Americas Aspira Academy	MATH	Students with Disabilities	63	2442.95	11.1%
Odyssey Charter School	MATH	Students with Disabilities	90	2407.49	5.7%
Campus Community School	MATH	Students with Disabilities	35	2436.51	0.0%
Sussex Academy	MATH	Students with Disabilities	15	2515.47	0.0%
Charter School of New Castle	MATH	Students with Disabilities	60	2372.95	0.0%
Kuumba Academy Charter School	MATH	Students with Disabilities	70	2402.3	0.0%
Providence Creek Academy Charter School	MATH	Students with Disabilities	32	2423.19	0.0%
Gateway Lab School	MATH	Students with Disabilities	90	2390.53	0.0%
Academia Antonia Alonso	MATH	Students with Disabilities	25	2343	0.0%
First State Montessori Academy	MATH	Students with Disabilities	49	2434.49	0.0%
Great Oaks Charter School	MATH	Students with Disabilities	72	2388.57	0.0%



## Comparative Growth Data - LAAA vs State

	ELA						MATH			
	Students	Avg % DSSF Target Met	% Students Meeting DSSF Target	% Students Meetings DPAS II Growth Target	Students	Avg % DSSF Target Met	% Students Meeting DSSF Target	% Students Meetings DPAS II Growth Target		
ALL	LAAA	376	65.65	47.61	384	60.50	42.97	59.38		
	State	49444	55.38	41.12	49496	53.16	37.77	50.78		
GR4	LAAA	92	53.28	29.35	93	37.05	15.05	17.20		
	State	9895	61.85	43.37	9925	65.45	43.09	50.56		
GR5	LAAA	100	75.52	53.00	100	76.93	63.00	77.00		
	State	10087	58.19	39.78	10100	57.94	41.66	53.40		
GR6	LAAA	51	68.15	58.82	54	76.30	53.70	83.33		
	State	9881	51.90	42.40	9899	43.83	31.73	45.26		
GR7	LAAA	90	73.23	55.56	93	58.91	43.01	68.82		
	State	9895	55.08	40.68	9892	48.74	34.63	52.94		
GR8	LAAA	42	50.64	45.24	43	56.26	44.19	58.14		
	State	9629	49.61	39.33	9624	49.50	37.65	51.75		

## Comparative Growth Data - LAAA vs State

		ELA				MATH			
	Students	Avg % DSSF Target Met	% Students Meeting DSSF Target	% Students Meetings DPAS II Growth Target	Students	Avg % DSSF Target Met	% Students Meeting DSSF Target	% Students Meetings DPAS II Growth Target	
ALL	LAAA	376	65.65	47.61	384	60.50	42.97	59.38	
	State	49444	55.38	41.12	49496	53.16	37.77	50.78	
GR4	LAAA	92	53.28	29.35	93	37.05	15.05	17.20	
	State	9895	61.85	43.37	9925	65.45	43.09	50.56	
GR5	LAAA	100	75.52	53.00	100	76.93	63.00	77.00	
	State	10087	58.19	39.78	10100	57.94	41.66	53.40	
GR6	LAAA	51	68.15	58.82	54	76.30	53.70	83.33	
	State	9881	51.90	42.40	9899	43.83	31.73	45.26	
GR7	LAAA	90	73.23	55.56	93	58.91	43.01	68.82	
	State	9895	55.08	40.68	9892	48.74	34.63	52.94	
GR8	LAAA	42	50.64	45.24	43	56.26	44.19	58.14	
	State	9629	49.61	39.33	9624	49.50	37.65	51.75	

## Comparative Growth Data - LAAA vs State

		ELA				MATH			
	Students	Avg % DSSF Target Met	% Students Meeting DSSF Target	% Students Meetings DPAS II Growth Target	Students	Avg % DSSF Target Met	% Students Meeting DSSF Target	% Students Meetings DPAS II Growth Target	
ALL	LAAA	376	65.65	47.61	384	60.50	42.97	59.38	
	State	49444	55.38	41.12	49496	53.16	37.77	50.78	
GR4	LAAA	92	53.28	29.35	93	37.05	15.05	17.20	
	State	9895	61.85	43.37	9925	65.45	43.09	50.56	
GR5	LAAA	100	75.52	53.00	100	76.93	63.00	77.00	
	State	10087	58.19	39.78	10100	57.94	41.66	53.40	
GR6	LAAA	51	68.15	58.82	54	76.30	53.70	83.33	
	State	9881	51.90	42.40	9899	43.83	31.73	45.26	
GR7	LAAA	90	73.23	55.56	93	58.91	43.01	68.82	
	State	9895	55.08	40.68	9892	48.74	34.63	52.94	
GR8	LAAA	42	50.64	45.24	43	56.26	44.19	58.14	
	State	9629	49.61	39.33	9624	49.50	37.65	51.75	

## Comparative Growth Data - LAAA vs State

		ELA				MATH			
	Students	Avg % DSSF Target Met	% Students Meeting DSSF Target	% Students Meetings DPAS II Growth Target	Students	Avg % DSSF Target Met	% Students Meeting DSSF Target	% Students Meetings DPAS II Growth Target	
ALL	LAAA	376	65.65	47.61	384	60.50	42.97	59.38	
	State	49444	55.38	41.12	49496	53.16	37.77	50.78	
GR4	LAAA	92	53.28	29.35	93	37.05	15.05	17.20	
	State	9895	61.85	43.37	9925	65.45	43.09	50.56	
GR5	LAAA	100	75.52	53.00	100	76.93	63.00	77.00	
	State	10087	58.19	39.78	10100	57.94	41.66	53.40	
GR6	LAAA	51	68.15	58.82	54	76.30	53.70	83.33	
	State	9881	51.90	42.40	9899	43.83	31.73	45.26	
GR7	LAAA	90	73.23	55.56	93	58.91	43.01	68.82	
	State	9895	55.08	40.68	9892	48.74	34.63	52.94	
GR8	LAAA	42	50.64	45.24	43	56.26	44.19	58.14	
	State	9629	49.61	39.33	9624	49.50	37.65	51.75	

## Comparative Growth Data - LAAA vs State

		ELA				MATH			
		Students	Avg % DSSF Target Met	% Students Meeting DSSF Target	% Students Meetings DPAS II Growth Target	Students	Avg % DSSF Target Met	% Students Meeting DSSF Target	% Students Meetings DPAS II Growth Target
ALL	LAAA	376	65.65	47.61	60.64	384	60.50	42.97	59.38
	State	49444	55.38	41.12	50.08	49496	53.16	37.77	50.78
GR4	LAAA	92	53.28	29.35	35.87	93	37.05	15.05	17.20
	State	9895	61.85	43.37	48.57	9925	65.45	43.09	50.56
GR5	LAAA	100	75.52	53.00	73.00	100	76.93	63.00	77.00
	State	10087	58.19	39.78	49.88	10100	57.94	41.66	53.40
GR6	LAAA	51	68.15	58.82	70.59	54	76.30	53.70	83.33
	State	9881	51.90	42.40	51.77	9899	43.83	31.73	45.26
GR7	LAAA	90	73.23	55.56	71.11	93	58.91	43.01	68.82
	State	9895	55.08	40.68	52.32	9892	48.74	34.63	52.94
GR8	LAAA	42	50.64	45.24	52.38	43	56.26	44.19	58.14
	State	9629	49.61	39.33	47.82	9624	49.50	37.65	51.75

## Comparative Growth Data - LAAA vs State

		ELA				MATH			
		Students	Avg % DSSF Target Met	% Students Meeting DSSF Target	% Students Meetings DPAS II Growth Target	Students	Avg % DSSF Target Met	% Students Meeting DSSF Target	% Students Meetings DPAS II Growth Target
ALL	LAAA	376	65.65	47.61	60.64	384	60.50	42.97	59.38
	State	49444	55.38	41.12	50.08	49496	53.16	37.77	50.78
GR4	LAAA	92	53.28	29.35	35.87	93	37.05	15.05	17.20
	State	9895	61.85	43.37	48.57	9925	65.45	43.09	50.56
GR5	LAAA	100	75.52	53.00	73.00	100	76.93	63.00	77.00
	State	10087	58.19	39.78	49.88	10100	57.94	41.66	53.40
GR6	LAAA	51	68.15	58.82	70.59	54	76.30	53.70	83.33
	State	9881	51.90	42.40	51.77	9899	43.83	31.73	45.26
GR7	LAAA	90	73.23	55.56	71.11	93	58.91	43.01	68.82
	State	9895	55.08	40.68	52.32	9892	48.74	34.63	52.94
GR8	LAAA	42	50.64	45.24	52.38	43	56.26	44.19	58.14
	State	9629	49.61	39.33	47.82	9624	49.50	37.65	51.75