

CHARTER SCHOOL APPLICATION FORM FOR MAJOR MODIFICATION TO AN APPROVED CHARTER

NEWARK CHARTER SCHOOL

December 2019



**DELAWARE DEPARTMENT OF EDUCATION
CHARTER SCHOOL APPLICATION FORM FOR
MODIFYING AN APPROVED CHARTER**

NEWARK CHARTER SCHOOL

Name of School

Mr. Adrian Soyer

Chair of the Board of Directors

200 McIntire Drive, Newark DE 19711

Mailing Address of the Chair of the
Board of Directors

302-602-0775

Telephone Number of the Chair of the
Board of Directors

adrian.soyer@ncs.k12.de.us

Email Address of the Chair of the
Board of Directors

December 19, 2019

Date Modification Application Submitted

TABLE OF CONTENTS

Modification Process Information..... Page 4

Application Narrative:

| | |
|------------------------------|-------------|
| Section A Questions..... | Page 5 |
| Question A-1..... | Page 5 |
| Question A-2..... | Page 6 |
| Question A-3..... | Page 6 |
| Question A-4..... | Page 6 |
| Question A-5..... | Page 7 |
| Question A-6..... | Page 12 |
| Section B Questions..... | Page 13 |
| Question B-1..... | Page 13 |
| Question B-2..... | Page 13 |
| Question B-3..... | Page 14 |
| Question B-4..... | Page 15 |
| Section H Questions..... | Page 16 |
| Question H-1..... | Page 16 |
| Question H-2..... | Page 16 |
| Question H-3..... | Page 17 |
| Question H-4..... | Page 17 |

Appendices:

Appendix A – Current and Projected Enrollment

Appendix B – Staffing Additions

Appendix C – Proposed Campus and Facilities

Appendix D – Modification Budget Worksheet 100% Projection

Appendix E – Modification Budget Worksheet 80% Projection

Appendix F – Newark Charter School Academic Framework

Appendix G – Newark Charter School Organizational Framework

Appendix H – Newark Charter School Financial Framework

Appendix I – Statement of Assurances

MODIFICATION PROCESS

Application Submission: A completed application must be emailed to the Department of Education’s Charter School Office via email at infocso@doe.k12.de.us between November 1 and December 31 if requesting an *increase or reduction of enrollment of between 5 and 15% OR more than 15% of the currently approved total enrollment*. Please note that all other modification requests do not have statutory deadlines, but the Charter School Office has provided *recommended* deadlines in order to facilitate a more efficient application process. Incomplete applications, or applications received after the deadline, will not be considered.

Applicants submitting a major modification shall answer the “Core Questions” *and any additional related questions*, including evidence of fiscal viability, as applicable to the modification request. These additional questions are identified in the Table below.

CHARTER SCHOOL MODIFICATION APPLICATION QUESTIONS

There are core questions that must be answered by the applicant, regardless of whether the modification is considered a minor or major modification. Additional questions are determined by the specific nature of the request, for example expansion or reduction by more than 15%, change of name, change of location, etc. Please provide clear, complete, and accurate information in response to each question.

Please indicate the type(s) of modification(s) you are requesting by checking all applicable boxes below:

Core and Related Questions Table

| Minor Modification (Section A Only) | | Major Modification (Section A AND additional questions identified below) | |
|-------------------------------------|--|---|---|
| | Enrollment change (increase or decrease) between 5 and 15% | | Performance Agreement Section A only |
| | Change agreement with EMO/CMO | X | Enrollment change (increase or decrease) of greater than 15% Section B |
| | Start date (one-time) delay | | Grade configuration (adding grade levels or reducing grade levels) Section C |
| | Name of charter school | | Educational Program (i.e. curriculum) Section D |
| | Existing or planned school facilities or structures (including any plan to use temporary or modular structures) | | Mission (includes At-Risk designation) Section E |
| | Change in terms to current site facility arrangement (i.e. lease to purchase) | | Replace, remove, or add EMO/CMO, or transfer of authorizer Section F |
| | Educator Evaluation Process | | Enrollment preferences Section G |
| | A change to the current authorized number of hours, either daily or annually, devoted to actual school sessions. | X | Location change Section H |
| | Other | | Goals for student performance Section I |

Section A Core Questions:

- 1. What modification does the school’s Board of Directors want to make to the term(s) of the charter? Identify the page number(s) on which the term(s) is/are stated in the currently approved charter. If the term(s) of the charter the school wants to modify is/are conditions placed on the charter by the Secretary of Education and members of the State Board of Education, state the condition(s) and the date(s) on which the condition(s) was/were placed on the school’s charter.**

Newark Charter School’s charter, approved through June 30, 2029, has a grade configuration of K-12 with a total per grade of 190 students and a maximum enrollment of 2,470. The terms of the 190/grade enrollment appears on page 3 of the major modification request submitted in December 2011 and subsequently approved by the State Board of Education on April 19, 2012.

- a) The Board of Directors is requesting a revision to increase the maximum per grade to 242 (K-3) and 243 (4-12) over a four year period beginning in the 2022-2023 school year (year 3). Expansion would begin with the additions in grades K-9. At the end of a four year phase in (2025-2026 SY), this would bring the total maximum enrollment to 3,155 as shown below.

| | | |
|-----------|-----------------------------|--------------------------------|
| Grade K: | 242 students | 11 sections of 22 students per |
| Grade 1: | 242 students | 11 sections of 22 students per |
| Grade 2: | 242 students | 11 sections of 22 students per |
| Grade 3: | 242 students | 11 sections of 22 students per |
| Grade 4: | 243 students | 9 sections of 27 students per |
| Grade 5: | 243 students | 9 sections of 27 students per |
| Grade 6: | 243 students | 9 sections of 27 students per |
| Grade 7: | 243 students | 9 sections of 27 students per |
| Grade 8: | 243 students | 9 sections of 27 students per |
| Grade 9: | 243 students | 9 sections of 27 students per |
| Grade 10: | 243 students | 9 sections of 27 students per |
| Grade 11: | 243 students | 9 sections of 27 students per |
| Grade 12: | 243 students | 9 sections of 27 students per |
| | <u>3,155 total students</u> | |

(See projected enrollment in the section B #4 below and Appendix A)

- b) Additionally, the Board of Directors requests to build a Junior High School on land currently owned, renovate our current Primary and Intermediate Schools with an addition, and renovate the physical activity and athletic field spaces on both campuses to meet the enhanced needs.

Newark Charter School’s present campuses are located at 2001 Patriot Way and 200 McIntire Drive in Newark. The school recently acquired a property parcel at 1089 Elkton

Road (adjacent to our Patriot Way Campus). This additional parcel will allow for the building of a distinct junior high school and for a shift of grades in the other buildings to accommodate the additional students. We will also be renovating our Primary and Intermediate school buildings adding an addition on to both buildings to connect them with common spaces serving all the students in both buildings. The resulting configuration would be Primary School (housing K-2); Intermediate School (housing 3-5); a Junior High School (housing 6-8) and a High School (housing 9-12). The outdoor physical activity and athletic spaces will also be reconfigured to meet the enhanced needs. [see “*Proposed Campus and Facilities*” in Appendix.]

The conditions given to Newark Charter School by the Secretary of Education or the State Board of Education membership during our last major modification process included implementing a school nutrition program and developing and utilizing an outreach committee. Newark Charter School has done both of those items and has included a cafeteria facility in the proposed Junior High School similar to the current Jr/Sr High School and we have a strong, vibrant and engaged outreach committee of parents and staff that has significantly assisted in our outreach efforts.

2. What is the effective date of the proposed modification?

The increases proposed would occur at the start of the 2022-2023 SY and continue until fully implemented in the 2025-2026 SY.

3. The authorizer will review your most recent Performance Review Reports as part of your application. Discuss the school’s academic performance, compliance with the terms of its charter, and financial viability as measured by the Performance Framework.

Newark Charter School has met or exceeded all metrics since our inaugural year, 2001. Our most recent documents demonstrating our excellent performance on all Academic, Financial and Organizational Performance Framework metrics is attached in the appendices. A review of those documents will demonstrate that: our students’ academic performance is exceptional; we are in full compliance with all terms of our charter; our management and staff are stable; and we have been and continue to be financially strong and well-managed.

4. Describe the rationale for the request(s). Discuss any relevant research base or evidence that supports this type of request. (*Attachments may be provided*).

As stated, Newark Charter School is one of the highest performing schools in the state of Delaware and is successful in all metrics. The Board of Directors has taken a thoughtful, measured and well-reasoned approach to expansion and enhancement of the school since the outset. This has allowed for deliberate choices about growth that were manageable both financially and pedagogically. The current request continues in that vein of intentional and well-structured growth.

The State of Delaware was awarded and has distributed funds from the \$10.4 million federal grant from the U.S. Department of Education's Charter School Program. The stated intention for these funds is to strengthen Delaware's charter school system, with specific support areas to increase seats in high performing charter schools and the planning, program design and initial implementation of new charter schools and *expansion and replication of highly effective existing charter schools*. Newark Charter School was awarded funding through this grant and seeks to increase the seats in our high performing school as set forth in the grant.

In addition to the reasons stated above, the expansion will fill a demonstrated need in the greater Newark community. Since its inception, Newark Charter School has always had more applicants than available spaces and has enrolled students through the open lottery process as specified in code. Throughout our time, we have consistently had several thousand students on the wait list following the lottery. At the completion of the lottery process for 2019-2020, we had more than 3,000 children on our waiting list. The extensive waitlist information was raised by CSAC during Newark Charter School's most recent charter renewal process in December 2018. At that time, the school's leaders were questioned as to what was being done to respond to the community needs demonstrated by the large number of students on the waitlist. The leaders indicated at that time that as we had done previously, where reasonable and intentional growth was warranted, it would be considered and proposed. This modification request is a response to the demonstrated need.

5. Describe how the proposed modification will impact the operation of the school. Include how student achievement, staffing, facilities, and financial viability of the school may be impacted in the current school year and for the remainder of the school's charter term.

Facilities and Location of Grades

The school will construct a junior high school building housing grades 6-8 on land that we currently own (1089 Elkton Road). A copy of the initial conceptual floor plan for the new Junior High School, prepared by Design Collaborative Incorporated, is included in the Appendix (*Proposed Campus and Facilities*). That plan shows a multi floor concept of the building. Note: At present, the architect is proposing some alternative layouts, but it includes all of the elements captured in the submitted plan, just in differing configuration. As is typical and prudent, cost will be a determining factor as to what the final design the school signs off on. The new facility will be outfitted using the same quality furnishings and equipment that we have on the existing campuses. We plan for high usage of technology, laboratory facilities for science instruction, music and arts spaces, as well as well-appointed classroom spaces. Additionally, the new facility will include a large cafeteria, gymnasium with bleachers and team rooms, computer/technology labs, a centrally-located Library, and band/orchestra/choral rooms.

The school also proposes renovation of our current Primary and Intermediate School buildings to connect the two buildings and serving our students with shared learning and support spaces. This initial renovation, including a conceptual floor plan, prepared by

Design Collaborative Incorporated, is also included in the Appendix (*Proposed Campus and Facilities*). This renovation will result in a one story shared commons that connects the two current facilities allowing more centralized services and support spaces for administration, student instruction and student success support.

The location of grades will then shift as follows beginning at the start of the 2022-2023 school year:

Eleven classes of students matriculating into Kindergarten will remain in the Primary School building.

Eleven classes of students matriculating into first grade will remain in the Primary School building.

Eleven classes of students matriculating into second grade will remain in the Primary School building.

Eleven classes of students matriculating into third grade will be relocated to the Intermediate School building.

Nine classes of students matriculating into fourth grade will remain in the Intermediate School building.

Nine classes of students matriculating into fifth grade will remain in the Intermediate School building.

Nine classes of students matriculating into sixth grade will be relocated to the new Junior High School building.

Nine classes of students matriculating into seventh grade will be relocated to the new Junior High School building.

Nine classes of students matriculating into eighth grade will be relocated to the new Junior High School building.

Nine classes of students entering ninth grade will remain in the Senior High School building.

The current six classes of students entering tenth grade will remain in the Senior High School building.

The current six classes of students entering eleventh grade will remain in the Senior High School building.

The current six classes of students entering twelfth grade will remain in the Senior High School building.

A renovation of the physical activity and athletic fields and practice fields are also planned to meet the increased demand and to maximize the usage of green space on our campuses. This is also included in the campus plan in the Appendix (*Proposed Campus and Facilities*).

Staffing Changes

A complete list of all proposed staffing additions are included in the Appendix. In addition to the new physical facilities, most of these changes simply reflect that the grade and enrollment expansion will require a proportionate increase in teachers, instructional aides, other success support staff, custodians, and clerical workers. To maximize staffing efficiencies some staff may have modified schedules (e.g., going from part-time to full-time, full-time to part-time, teaching different grades, etc.) These decisions regarding specific personnel have not yet been made.

It is anticipated that the current 6th, 7th and 8th grade teaching staff will make the move to the new Junior High School campus with additional staff added.

With the additional commons renovation, there will be economies of scale with some of our support staff, specials teachers and instructional aides serving students in both the primary and intermediate buildings. New staffing will be added as appropriate.

Newark Charter School values the culture we have established in our present school and wish to extend that to the new school building. In the aggregate, there will be a larger influx of new staff than we have typically had at one time. However, by adding only a few staff members at each grade level into the present staff across all buildings, we will continue the success and student focused culture throughout all of our buildings including the new Junior High School.

Although the specific staff member assignments have not been finalized, administrative and other staff changes may include the following scenario:

Year 1

- No significant staffing changes occur while construction continues on Commons building.

Year 2

- No significant staffing changes occur while construction continues on Junior High School building.

Year 3

- Additional teachers will be added across grades KN-9 in all buildings as appropriate.

- A Junior High School Principal will be added.
- One Assistant Principal from the Jr/Sr High School becomes Assistant Principal in the Junior High School.
- An Assistant Principal will be added to the primary/intermediate buildings so that there is an Assistant Principal in each building.
- An additional Dean of Instruction will be hired for 6-12.
- An Assistant Facilities Director will be added to support the facilities team with the additional buildings, facilities and fields.
- The school will move a part time nurse to a full-time nurse at the new Junior High School.
- An Assistant Director of Technology will be added to service the new Junior High School campus.
- An Assistant Director of Student Support coordinator will be hired to assist in all grades.
- An additional staff member will be added to the Finance team.

Year 4

- Additional teachers added to the high school as the larger classes move up to the 10th grade.
- Additional student support staff added.

Year 5

- Additional teachers added to the high school as the larger classes move up to the 11th grade.
- Additional student support staff added.

Qualifications of School Leader

Dr. Franklin A. Newton assumed the School Director position in July of 2019 following a national search. Dr. Newton has three decades of experience in education and both a Master of Arts in Education from Indiana University of Pennsylvania and a Doctoral Degree in Educational Leadership from the University of Delaware. Prior to assuming the School Director role, Dr. Newton spent 25 years at the University of Delaware in various leadership positions. Dr. Newton served on the NCS Board of Directors for six years and as its chair for three and a half. He worked with the former director and board on the school's last physical and enrollment expansion as well as the process that resulted in our charter being renewed for ten years.

Curriculum Changes and Student Achievement

Our K-8 curriculum, grounded in the Core Knowledge curriculum model, has been successfully in place since our founding in 2001. Our high school curriculum was developed and implemented in 2013 and has been successful since the opening of the high school that year.

Newark Charter School will continue utilizing the rigorous curriculum that is already successful at Newark Charter School. This model melds the Core Knowledge Sequence, the Common Core State Standards, and the Delaware Curriculum GLEs.

It is expected that our focus on high-quality teaching and curriculum, supported by a well-managed school culture - one that honors decorum, respect and collaboration - will continue to yield students who succeed and therefore we anticipate no change in the excellent academic achievement of our students.

Finances

The costs for building and renovation of the proposed facilities are:

| | |
|---|--------------|
| Construction Junior High School, renovations to Primary and Intermediate buildings, fields reconfiguration and site-work: | \$20,000,000 |
|---|--------------|

The school already owns the property in question and was successful in the rezoning application to the City of Newark. The school hired Design Collaboration Inc. (architects) to develop the renovation and building concept design plans and to produce the bidding documents used by the school to obtain construction estimates.

In assessing the financial viability of this project, Newark Charter School administration, financial staff, and Board of Directors will seek sufficient funding sources to offset as much of the capital and start-up costs as possible. In addition to monies received from the CSP grant, the school has applied for a Spark Opportunity grant. The school will also be submitting a grant application for funding from the Longwood Foundation and will seek other grants and funding sources as well as running a capital campaign. Our last capital campaign in 2012 raised over \$1.2 million.

As the school assumes no change in enrollment in years one and two, and plans a larger influx of students in year three with a staggering of its enrollment expansion over the following several years, it is expected that in the first two years of this plan, the school may need to reach into the Newark Charter School reserve accounts to ensure year-to-year that the budget remains in balance. The reserves will amply provide for this purpose, while maintaining reserves for future use as well. As Newark Charter School grows, there will be financial advantages, through economy of scale, in everything from staffing to purchasing supplies and services in greater volume.

6. Indicate the projected impact, if any, of the proposed modification on the school's present financial position, and its financial position going forward. If the modification promises to create financial challenges, indicate how those will be remedied.

Newark Charter School continues to be financially strong and the evaluation of financial consultants is positive and supports the school's ability to take on the costs of the proposed modification with no challenges.

Section B Questions:

1. Describe the nature and extent of the proposed changes to the school's current grade configuration, if applicable. Indicate whether you seek to add or cease offering a grade or grades, substantially increase or decrease current enrollment practices and/or projections for future enrollment, etc. *(Please make sure to indicate whether you seek an increase or reduction of enrollment of between 5 and 15% or more than 15% of the currently approved total enrollment and note that modification requests that fall into those ranges must be received by the Department of Education's Charter School Office between November 1 and December 31.)*

Newark Charter School proposes to continue offering all grades KN-12 with an increase in student enrollment of 52 in each grade KN-3 and 53 in each grade 4-12. At the end of year 6 there is an increase of 27.7% over current enrollment. Increased enrollment will begin in year 3 in grades KN-9 with a continued "rolling up" for the subsequent years 4, 5, and 6 with total enrollment of 3,155 reached in year 6.

2. If your proposed modification involves an expansion of greater than 15% of your currently approved enrollment and the change will be effective within 18 months of the date of this application, identify the impacts of this expansion on the surrounding school districts and community for consideration.

This proposed enrollment plan will not be in effect until 33 months after this application (August 2022)

****Please note:** In addition to meeting the approval criteria established in 14 Del. C. § 512, an authorizer considering a charter school's application for expansion by more than 15% occurring less than 18 months from the date of the modification application shall also consider impact of the proposed new school or expansion. "Impact" is the positive and negative effect that a new charter school or charter school expansion, if it should be approved, is projected to have upon the surrounding area and the education system of the state. Impact shall include educational, financial, and community information. In accordance with 14 Del. C. § 511(b)(4),

"Information regarding impact, as defined by regulations established by the Department with the approval of the State Board no later than October 31, 2014, shall be considered in conjunction with the factors in § 512 of this title but shall not alone provide the basis for disapproval of an application for a new charter application or an expansion. The information regarding impact may, however, be among the bases for disapproval of an application or expansion if at least 1 criteria in § 512 of this title is also deemed not satisfied by the authorizer. The information regarding impact may, by itself or in combination with other factors, form the basis for conditions being

placed on the approval. Those conditions may include but shall not be limited to restrictions or prohibitions on geographic location, programmatic offerings, academic focus or emphasis, and grade levels served. In no event shall the placement of conditions on approval, based solely or in part on considerations of impact, be considered disapproval of an application.”

For each application, members of the public will have the opportunity to submit public comments that describe the positive and negative impact that the proposed charter school will have on the surrounding area and the education system of the state. Based on the information submitted in these public comments, the Department of Education and the State Board of Education may propose conditions relating to impact. A charter applicant will have opportunities to respond to any proposed conditions at the CSAC Final Meeting, a public hearing, and in writing prior to the decision on whether the charter is approved.

3. Describe the projected impact of the enrollment modification on the school’s program, mission, culture and offerings (both academic and non-academic).

Newark Charter School anticipates no negative impact on our program, mission, culture or offerings academically and non-academically. In fact, the increase in students may allow for the potential increase in offerings based on a critical mass of students looking for additional or varied opportunities. However, these will not change the program, mission or culture of the school.

4. Please complete the “Projected Enrollment Table” below:

Projected Enrollment

- a. Provide a five-year enrollment chart by grade level, in the prescribed format below. Ensure that the chart allows for the natural progression of students from year-to-year.

Note: This will become the school’s authorized enrollment if the modification application is approved. See full 6 year enrollment projection in Appendix A

| Projected Enrollment | | | | | | |
|----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | 2019-20 Year 0 | 2020-21 Year 1 | 2021-22 Year 2 | 2022-23 Year 3 | 2023-24 Year 4 | 2024-25 Year 5 |
| K | 191 | 190 | 190 | 242 | 242 | 242 |
| Grade 1 | 187 | 190 | 190 | 242 | 242 | 242 |
| Grade 2 | 190 | 190 | 190 | 242 | 242 | 242 |
| Grade 3 | 190 | 190 | 190 | 242 | 242 | 242 |
| Grade 4 | 191 | 190 | 190 | 243 | 243 | 243 |
| Grade 5 | 193 | 190 | 190 | 243 | 243 | 243 |
| Grade 6 | 191 | 190 | 190 | 243 | 243 | 243 |
| Grade 7 | 192 | 190 | 190 | 243 | 243 | 243 |
| Grade 8 | 194 | 190 | 190 | 243 | 243 | 243 |
| Grade 9 | 190 | 190 | 190 | 243 | 243 | 243 |
| Grade 10 | 185 | 190 | 190 | 190 | 243 | 243 |
| Grade 11 | 169 | 190 | 190 | 190 | 190 | 243 |
| Grade 12 | 149 | 162 | 190 | 190 | 190 | 190 |
| Total | 2412 | 2442 | 2470 | 2996 | 3049 | 3102 |

Section H Questions:

- 1. Please describe any challenges that the current school facility presents. If the modification is approved, will it generate any new challenges and describe how you will address them.**

While the current facilities were sufficient as Newark Charter School increased its enrollment over the last 7 years, they have now gotten to some critical capacity and programmatic issues. First, the current High School facility houses both a junior and senior high school with students in grades 7-12. This puts students who are 12 years of age in the building with students who are 18 years of age. While the school is able to have students in separate spaces and programs, there are stresses on the physical facility and schedule as two distinct programs occur under one roof. As the school reaches the last two years of additional enrollments, the stresses will increase. From a programmatic, developmental and pedagogical standpoint, there is also a need for the proposed junior high school facility that will house grades 6-8. This way, the junior high school can establish its own identity and traditions as well as providing specific core facilities used for the junior high school academic and co-curricular programs. The commons is needed for both the additional space to accommodate the increase in enrollment, but to provide for amenities and services where we can achieve economies of scale by have common spaces that serve the needs of students in both buildings.

- 2. Please describe the proposed location of the school. Include information about siting, space available, costs to the school (and how they differ from the current facilities arrangement), safety, any co-located programs sharing the same facility, the quality of the instructional and non-instructional space and any other significant factors impacting the attractiveness and viability of the proposed facility.**

The commons will be a renovation to current facilities and the Junior High School building will be a newly constructed building on adjacent property owned by the school. The field renovations will occur on the current Patriot Way campus, the parcel at 1089 Elkton Road and the McIntire campus. The location of the renovations to our current Primary and Intermediate School Campus are at 2001 Patriot Way. The Junior High School building will be on land which the school owns adjacent to the Patriot Way campus at 1089 Elkton Road. Specifics on siting and space available, see the included plans in the appendices section (specifically the *Proposed Campus and Facilities appendix*). The new facilities will be outfitted using the same quality furnishings and equipment that we have on the existing campuses. We plan for high usage of technology, laboratory facilities for science instruction, music and arts spaces, as well as well-appointed classroom spaces. The new junior high facility will include a large cafeteria, gymnasium with bleachers and team rooms, computer/technology labs, a centrally-located Library, and band, orchestra, and choral rooms. The commons will be outfitted with the same quality furniture, finishes and equipment to seamlessly match the current primary and intermediate school buildings. This facility will be a one story building that connects the two current facilities allowing more centralized services and

support spaces for administration, student instruction and student success support.

The land and building are owned outright by the school and the project will be financed as outlined in the financials appendix.

There are no other programs sharing the facility, so co-location issues don't apply for this modification request.

3. Describe the projected impact of the location modification on the school's program, mission, culture and offerings (both academic and non-academic).

Newark Charter School anticipates no negative impact on our program, mission, culture or offerings academically and non-academically.

4. Articulate a facility usage plan for the school going forward. Will the proposed location solve space needs for a limited amount of time or permanently? Will further modifications be required?

Newark Charter School anticipates that this facility usage plan will meet our needs as proposed and there will be no negative impact on our program, mission, culture or offerings academically and non-academically.

APPENDIX A

Current and Projected Enrollment

Current (Year 0) and Projected (Year 1-6) Enrollment

The enrollment chart below indicates current enrollment (SY 19-20 “Year 0”) by grade level. The projection for the subsequent years allows for the systematic progression of students from grade-to-grade.

| | Current Enrollment | Projected Enrollment | | | | | |
|--------------|--------------------|----------------------|----------------|----------------|----------------|----------------|----------------|
| | 2019-20 Year 0 | 2020-21 Year 1 | 2021-22 Year 2 | 2022-23 Year 3 | 2023-24 Year 4 | 2024-25 Year 5 | 2024-25 Year 6 |
| K | 191 | 190 | 190 | 242 | 242 | 242 | 242 |
| Grade 1 | 187 | 190 | 190 | 242 | 242 | 242 | 242 |
| Grade 2 | 190 | 190 | 190 | 242 | 242 | 242 | 242 |
| Grade 3 | 190 | 190 | 190 | 242 | 242 | 242 | 242 |
| Grade 4 | 191 | 190 | 190 | 243 | 243 | 243 | 243 |
| Grade 5 | 193 | 190 | 190 | 243 | 243 | 243 | 243 |
| Grade 6 | 191 | 190 | 190 | 243 | 243 | 243 | 243 |
| Grade 7 | 192 | 190 | 190 | 243 | 243 | 243 | 243 |
| Grade 8 | 194 | 190 | 190 | 243 | 243 | 243 | 243 |
| Grade 9 | 190 | 190 | 190 | 243 | 243 | 243 | 243 |
| Grade 10 | 185 | 190 | 190 | 190 | 243 | 243 | 243 |
| Grade 11 | 169 | 190 | 190 | 190 | 190 | 243 | 243 |
| Grade 12 | 149 | 162 | 190 | 190 | 190 | 190 | 243 |
| Total | 2412 | 2442 | 2470 | 2996 | 3049 | 3102 | 3155 |

APPENDIX B

Staffing Projections 2022-2024

| School Staffing Projection | SY 2020-21 | SY 2021-22 | SY 2022-23 | SY 2023-24 | SY 2024-25 |
|---|-------------|------------|--------------|------------|------------|
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| K | 0 | 0 | 3 | 0 | 0 |
| 1 | 0 | 0 | 3 | 0 | 0 |
| 2 | 0 | 0 | 3 | 0 | 0 |
| 3 | 0 | 0 | 3 | 0 | 0 |
| 4 | 0 | 0 | 2.29 | 0 | 0 |
| 5 | 0 | 0 | 2.29 | 0 | 0 |
| 6 | 0 | 0 | 2.29 | 0 | 0 |
| 7 | 0 | 0 | 2.29 | 0 | 0 |
| 8 | 0 | 0 | 2.29 | 0 | 0 |
| 9 | 0 | 0 | 2.29 | 0 | 0 |
| 10 | 0 | 0 | 0 | 2 | 0 |
| 11 | 1 | 1.5 | 0 | 0 | 2 |
| 12 | 1.05 | 1 | 0 | 0 | 0 |
| Special Ed. Teacher | 1 | 0.2 | 2.8 | 1 | 1 |
| Guidance Counselor | | 0.2 | 2 | 0.5 | 0.5 |
| "Specials" (Phys Ed, Art, Music, World Lang, Tech) | 0 | 0 | 1.3 | 0 | 0 |
| Library/Media Specialist | 0 | 0 | 1 | 0 | 0 |
| Nurse (6-8) | 0 | 0 | 0.33 | 0 | 0 |
| TOTAL TEACHERS | 3.05 | 2.9 | 33.17 | 3.5 | 3.5 |

| | | | | | |
|---|----------|----------|----------|------------|------------|
| Instructional Aides | 0 | 0 | 3 | 0.5 | 0.5 |
| Reading intervention | 0 | 0 | 1 | 0 | 0 |
| math intervention | 0 | 0 | 1 | 0 | 0 |
| ED | 0 | 0 | 1 | 0 | 0 |
| OT | 0 | 0 | 0.5 | 0 | 0 |
| Speech | 0 | 0 | 0.5 | 0 | 0 |
| TOTAL AIDES AND INTERVENTIONISTS | 0 | 0 | 7 | 0.5 | 0.5 |

| | | | | | |
|-----------------------|----------|----------|----------|----------|----------|
| Clerical | 0 | 0 | 2 | 0 | 0 |
| TOTAL CLERICAL | 0 | 0 | 2 | 0 | 0 |

| | | | | | |
|-------------------------------|----------|----------|----------|----------|----------|
| School Nutrition | 0 | 0 | 2 | 0 | 0 |
| TOTAL SCHOOL NUTRITION | 0 | 0 | 2 | 0 | 0 |

| | | | | | |
|------------------------|----------|----------|----------|----------|----------|
| Custodians | 0 | 0 | 4 | 0 | 0 |
| TOTAL CUSTODIAL | 0 | 0 | 4 | 0 | 0 |

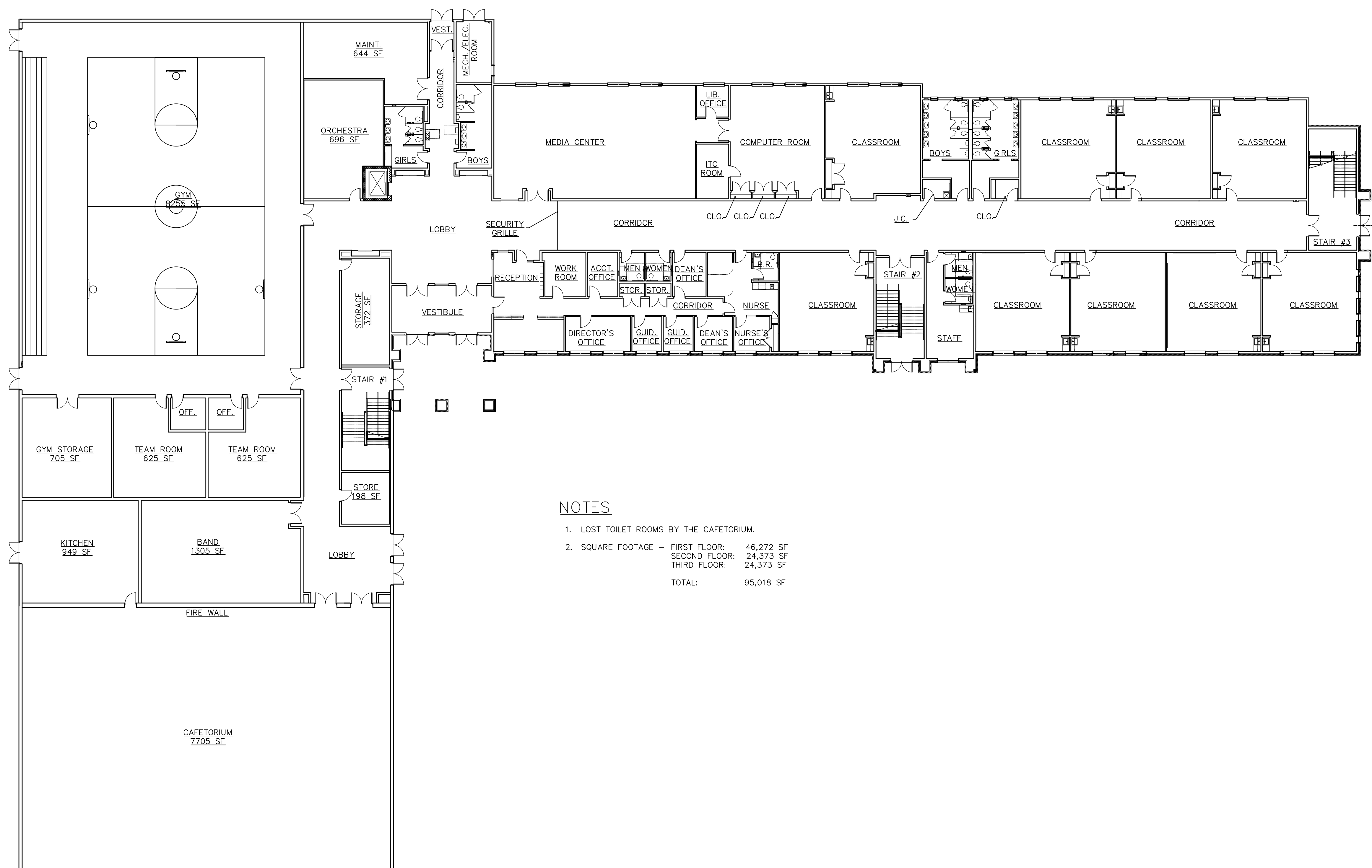
| | | | | | |
|-----------------------------|----------|----------|----------|----------|----------|
| Principal (jr high school) | 0 | 0 | 1 | 0 | 0 |
| Assistant Principal | 0 | 0 | 1 | 0 | 0 |
| Dean of Instruction(6-12) | 0 | 0 | 1 | 0 | 0 |
| Technology Help | 0 | 0 | 0 | 0 | 0 |
| Asst Spec Ed Coord (K-12) | 0 | 0 | 1 | 0 | 0 |
| TOTAL ADMINISTRATION | 0 | 0 | 4 | 0 | 0 |

APPENDIX C

Proposed Campus and Facilities

REVISIONS:

PRELIMINARY
NOT FOR
CONSTRUCTION



NOTES

1. LOST TOILET ROOMS BY THE CAFETERIUM.
2. SQUARE FOOTAGE - FIRST FLOOR: 46,272 SF
SECOND FLOOR: 24,373 SF
THIRD FLOOR: 24,373 SF
TOTAL: 95,018 SF

PROPOSED FIRST FLOOR PLAN
SCALE: 1/16" = 1'-0"

I
C
D

ARCHITECTS · DESIGN COLLABORATIVE, INC.
1211 DELAWARE AVE.
WILMINGTON, DE 19806
(302) 652-4221 FAX (302) 655-0397

THE CONTRACTOR IS RESPONSIBLE FOR CONFIRMING AND CORRELATING ALL QUANTITIES AND DIMENSIONS. CONTRACTOR SHALL UPON DISCOVERY, IMMEDIATELY NOTIFY ARCHITECT OF ANY DISCREPANCIES. THE CONTRACTOR IS RESPONSIBLE FOR SELECTING FABRICATION PROCESSES AND TECHNIQUES OF CONSTRUCTION, COORDINATING HIS WORK WITH THAT OF ALL OTHER TRADES AND PERFORMING HIS WORK IN A SAFE, SATISFACTORY AND WORKMANLIKE MANNER. CONTRACTOR AND SUBS SHALL BE AWARE OF ALL ON-SITE CONDITIONS PRIOR TO SUBMITTAL OF BIDS.

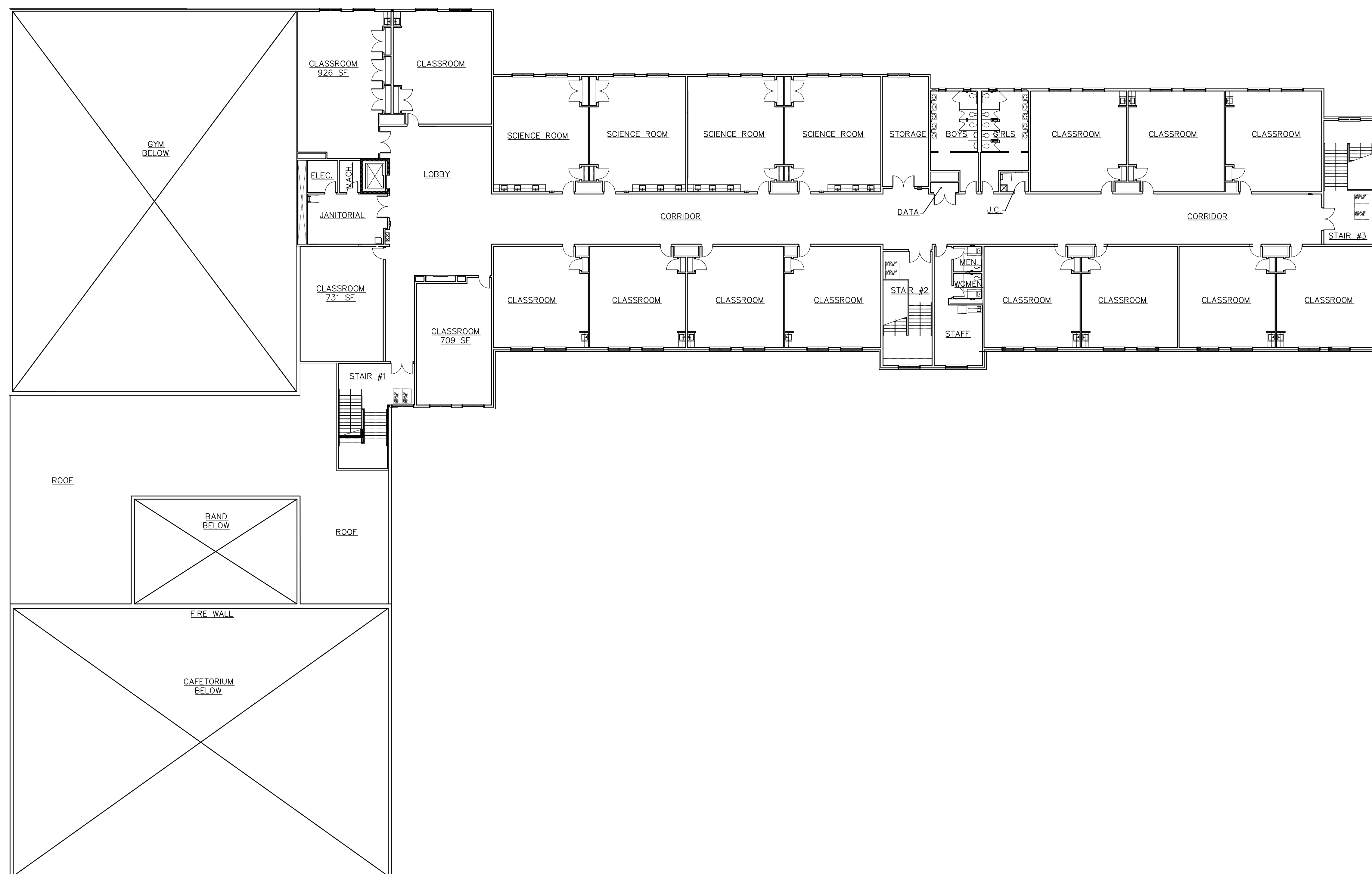
PROJECT TITLE:
NEWARK CHARTER SCHOOL
JR HIGH BUILDING
INTERCHANGE BUSINESS PARK
O ELKTON ROAD
NEWARK, DELAWARE 19711

SHEET TITLE:
PROPOSED FIRST
FLOOR PLAN

PROJECT NO. 1824.01
DATE: DECEMBER 3, 2019
SCALE: AS NOTED
DRAWN BY: DCH
DRAWING NO.

REVISIONS:

PRELIMINARY
NOT FOR
CONSTRUCTION



1 PROPOSED SECOND FLOOR PLAN
SK-2 SCALE: 1/16" = 1'-0"

I
C
D
ARCHITECTS · DESIGN COLLABORATIVE, INC.
1211 DELAWARE AVE.
WILMINGTON, DE 19806
(302) 652-4221 FAX (302) 655-0397

THE CONTRACTOR IS RESPONSIBLE FOR CONFIRMING AND CORRELATING ALL QUANTITIES AND DIMENSIONS. CONTRACTOR SHALL UPON DISCOVERY, IMMEDIATELY NOTIFY ARCHITECT OF ANY DISCREPANCIES. THE CONTRACTOR IS RESPONSIBLE FOR SELECTING FABRICATION PROCESSES AND TECHNIQUES OF CONSTRUCTION, COORDINATING HIS WORK WITH THAT OF ALL OTHER TRADES AND PERFORMING HIS WORK IN A SAFE, SATISFACTORY AND WORKMANLIKE MANNER. CONTRACTOR AND SUBS SHALL BE AWARE OF ALL ON-SITE CONDITIONS PRIOR TO SUBMITTAL OF BIDS.

PROJECT TITLE:
NEWARK CHARTER SCHOOL
JR HIGH BUILDING
INTERCHANGE BUSINESS PARK
O ELKTON ROAD
NEWARK, DELAWARE 19711

SHEET TITLE:
PROPOSED SECOND
FLOOR PLAN

PROJECT NO. 1824.01
DATE: DECEMBER 3, 2019
SCALE: AS NOTED
DRAWN BY: DCH
DRAWING NO.

REVISIONS:

PRELIMINARY
NOT FOR
CONSTRUCTION



PROPOSED THIRD FLOOR PLAN
 SCALE: 1/16" = 1'-0"

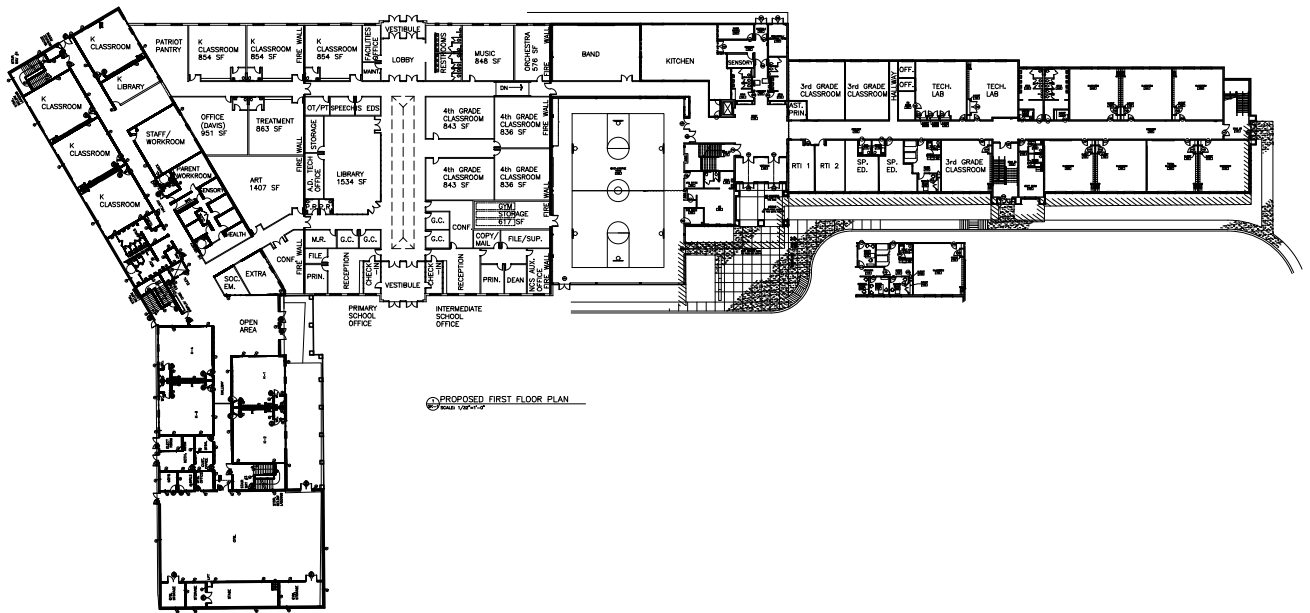
I
C
D
ARCHITECTS · DESIGN COLLABORATIVE, INC.
 1211 DELAWARE AVE.
 WILMINGTON, DE 19806
 (302) 652-4221 FAX (302) 655-0397

THE CONTRACTOR IS RESPONSIBLE FOR CONFIRMING AND CORRELATING ALL QUANTITIES AND DIMENSIONS. CONTRACTOR SHALL, UPON DISCOVERY, IMMEDIATELY NOTIFY ARCHITECT OF ANY DISCREPANCIES. THE CONTRACTOR IS RESPONSIBLE FOR SELECTING FABRICATION PROCESSES AND TECHNIQUES OF CONSTRUCTION, COORDINATING HIS WORK WITH THAT OF ALL OTHER TRADES AND PERFORMING HIS WORK IN A SAFE, SATISFACTORY AND WORKMANLIKE MANNER. CONTRACTOR AND SUBS SHALL BE AWARE OF ALL ON-SITE CONDITIONS PRIOR TO SUBMITTAL OF BIDS.

PROJECT TITLE:
 NEWARK CHARTER SCHOOL
JR HIGH BUILDING
 INTERCHANGE BUSINESS PARK
 0 ELKTON ROAD
 NEWARK, DELAWARE 19711

SHEET TITLE:
 PROPOSED THIRD
 FLOOR PLAN

PROJECT NO. 1824.01
DATE: DECEMBER 3, 2019
SCALE: AS NOTED
DRAWN BY: DCH
DRAWING NO.



PROPOSED FIRST FLOOR PLAN
 DATE: 12/05/19

REVISIONS:

D C I

ARCHITECTS • DESIGN COLLABORATIVE, INC.
 1211 DELAWARE AVE., 19th FL
 WILMINGTON, DE 19806
 (302) 685-4621 FAX (302) 685-0897

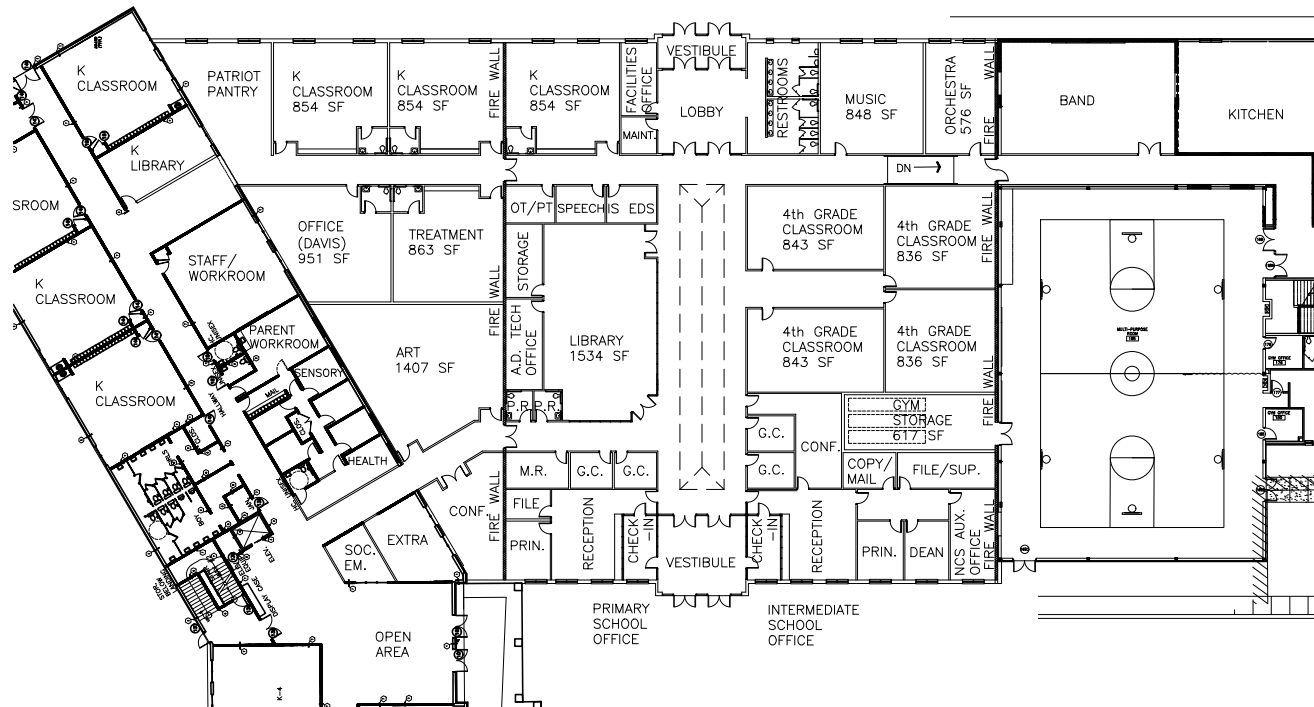
THE CONTRACTOR IS RESPONSIBLE FOR VERIFYING AND CORRECTING ALL QUANTITIES AND DIMENSIONS. CONTRACTOR SHALL, UPON RECEIPT, IMMEDIATELY NOTIFY ARCHITECT OF ANY DISCREPANCIES. THE CONTRACTOR IS RESPONSIBLE FOR SELECTING FABRICATION PROCESSES AND TECHNICALS OF CONSTRUCTION, COORDINATING HIS WORK WITH THAT OF ALL OTHER TRADES AND PERFORMING HIS WORK IN A SAFE, SATISFACTORY AND WORKMANLIKE MANNER. CONTRACTOR AND SURETY SHALL BE AWARE OF ALL ON-SITE CONDITIONS PRIOR TO SUBMITTAL OF BIDS.

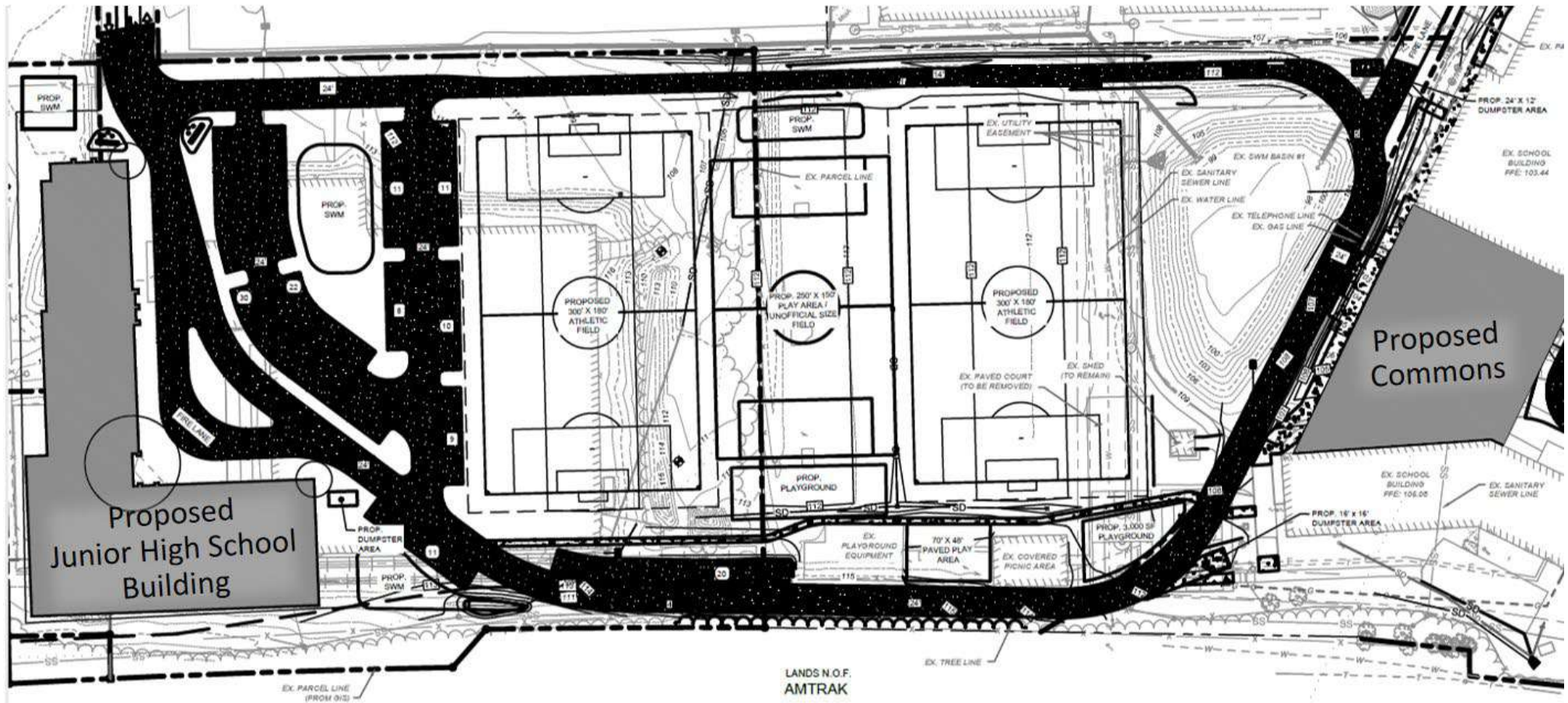
PROJECT TITLE:
 A BUILDING ADDITION FOR
COMMONS BUILDING
 NEWARK CHARTER SCHOOL
 2001 PATRIOT'S WAY
 NEWARK, DELAWARE 19711

SHEET TITLE:
 PROPOSED FIRST FLOOR PLAN

PROJECT No. 1824.01
 DATE: DECEMBER 5, 2019
 SCALE: AS NOTED
 DRAWN BY: DCH
 DRAWING No. DCH

SK-1

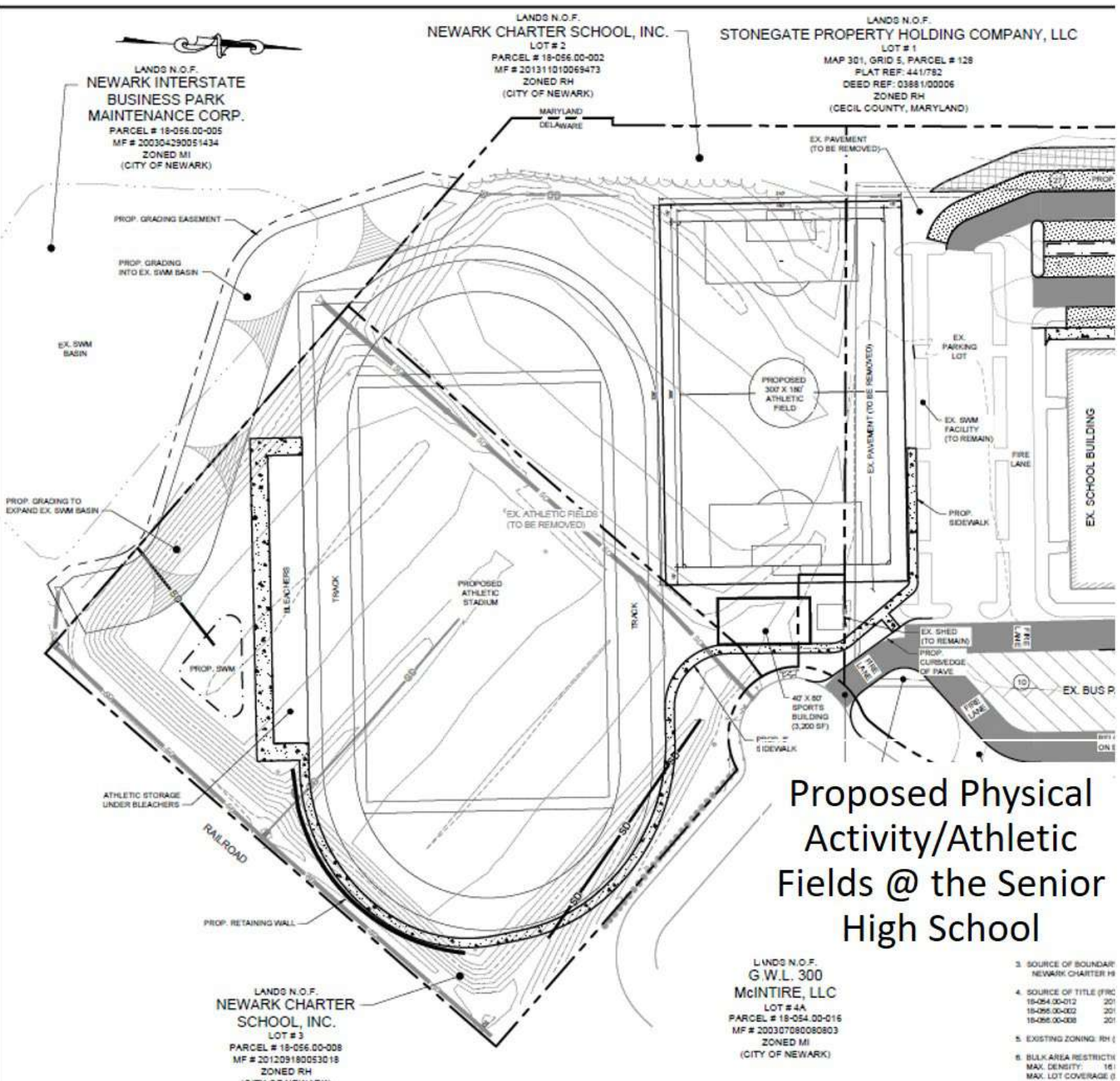




Proposed Physical Activity/Athletic Fields @ the Junior High School and Meece Campus

NOTE:
Plan enhanced to provide detail

| SHEET NO.: C-3 | LINES AND GRADES - PHASE 2: FULL BUILD OUT | DATE: 08/11/2014 | McCRONE ENGINEERS • SURVEYORS • PLANNERS ANAPOLIS • CENTREVILLE • ELKTON • SALISBURY • DELAWARE 117 COWBOY DRIVE, SUITE 104 SALISBURY, MD 21780-4209 Copyright © 2014 | REVISIONS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|-------------------|--|--|---|---|--------|------|-------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| | FOR: NEWARK CHARTER SCHOOL 2001 PATRIOT WAY NEWARK, DE 19711 PENACADER HUNDRED, NEW CASTLE COUNTY, DELAWARE PREPARED FOR: NEWARK CHARTER SCHOOL, INC. | AUTHORIZED: 08/08/14 DATE: 7/20/14 DRAWN BY: MK CHECKED BY: MK APPROVED BY: DSS PLOTTED BY: PENDING | | <table border="1"> <thead> <tr> <th>REV. #</th> <th>DATE</th> <th>DESCRIPTION</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td></tr> </tbody> </table> | REV. # | DATE | DESCRIPTION | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| REV. # | DATE | DESCRIPTION | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |



Proposed Physical Activity/Athletic Fields @ the Senior High School

NOTE:
Plan enhanced to provide detail

3. SOURCE OF BOUNDARY: NEWARK CHARTER #8
4. SOURCE OF TITLE (FRC): 18-054.00-012 201; 18-056.00-002 201; 18-056.00-008 201
5. EXISTING ZONING: RH (CITY OF NEWARK)
6. BULK AREA RESTRICTIONS: MAX. DENSITY: 181; MAX. LOT COVERAGE: 0; MAX. LOT AREA: 0

McCRONE
ENGINEERS ■ SURVEYORS ■ PLANNERS
ANNAPOLIS ■ CENTREVILLE ■ ELKTON ■ SALISBURY ■ DELAWARE

17 CHESAPEAKE BOULEVARD, SUITE 104
UPPER CHESAPEAKE CORPORATE CENTER
ELKTON, MARYLAND 21821
410.398.1293

Copyright ©2019

NEWARK CHARTER HIGH SCHOOL CONCEPT 2

NEWARK CHARTER HIGH SCHOOL

PENCADER HUNDRED, NEW CASTLE COUNTY, DELAWARE
PREPARED FOR: NEWARK CHARTER SCHOOL, INC.

| | |
|---------------------|-------------------|
| DATE | |
| DATE | DRAWN BY: MJK |
| MAY 2019 | DESIGNED BY: MJK |
| JOB NUMBER: D317001 | APPROVED BY: DSS |
| SCALE: 1" = 60' | FOLDER REFERENCE: |
| | SHEET NO.: |

APPENDIX D

Modification Budget Worksheet 100% Projection

| State & Local Revenue | | YEAR 0 | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 |
|--|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| 1 | State Appropriations | \$21,420,000 | \$20,923,056 | \$21,586,219 | \$26,617,063 | \$26,822,358 |
| 2 | School District Local Fund Transfers | \$12,750,000 | \$11,568,000 | \$12,915,000 | \$15,482,000 | \$15,720,500 |
| 3 | Prior Year Carryover Funds | \$11,666,330 | \$11,810,529 | \$11,251,026 | \$11,158,183 | \$11,667,608 |
| TOTAL STATE & LOCAL REVENUE | | \$45,836,330 | \$44,301,585 | \$45,752,245 | \$53,257,246 | \$54,210,466 |

| State & Local Expenses | | YEAR 0 | | YEAR 1 | | YEAR 2 | | YEAR 3 | | YEAR 4 | |
|--|---|---------------------|---------------|---------------------|---------------|---------------------|---------------|---------------------|---------------|---------------------|---------------|
| Personnel Salaries / Other Employer Costs | | | FTE | | FTE | | FTE | | FTE | | FTE |
| 4 | Classroom Teachers | \$8,223,441 | 110.45 | \$8,453,700 | 112.50 | \$8,727,120 | 115.00 | \$10,575,767 | 140.74 | \$10,726,055 | 142.74 |
| 5 | Special Education Teachers | \$1,774,592 | 24.80 | \$1,863,147 | 25.80 | \$1,896,180 | 26.00 | \$2,079,792 | 28.80 | \$2,152,007 | 29.80 |
| 6 | Special Teachers (Phys Ed, Art, Music) | \$1,238,351 | 17.30 | \$1,249,320 | 17.30 | \$1,261,689 | 17.30 | \$1,559,844 | 21.60 | \$1,559,844 | 21.60 |
| 7 | Counselors | \$624,703 | 7.80 | \$630,240 | 7.80 | \$652,800 | 8.00 | \$808,000 | 10.00 | \$848,400 | 10.50 |
| 8 | Principal/Administrative | \$1,483,689 | 13.00 | \$1,496,820 | 13.00 | \$1,511,640 | 13.00 | \$1,842,240 | 16.00 | \$1,860,480 | 16.00 |
| 9 | Nurse | \$257,576 | 3.67 | \$259,469 | 3.67 | \$262,038 | 3.67 | \$282,800 | 4.00 | \$285,600 | 4.00 |
| 10 | Clerical | \$269,176 | 6.00 | \$271,488 | 6.00 | \$274,176 | 6.00 | \$361,984 | 8.00 | \$365,568 | 8.00 |
| 11 | Custodial | \$938,561 | 20.00 | \$949,400 | 20.00 | \$958,800 | 20.00 | \$1,139,280 | 24.00 | \$1,150,560 | 24.00 |
| 12 | Substitutes | \$197,000 | 0.00 | \$198,000 | 0.00 | \$200,000 | 0.00 | \$225,000 | 0.00 | \$225,000 | 0.00 |
| 13 | Other | \$1,442,104 | 32.00 | \$1,454,400 | 32.00 | \$1,468,800 | 32.00 | \$1,772,550 | 39.00 | \$1,813,050 | 39.50 |
| 14 | Other Employer Costs (32.33% of Salaries) | \$5,318,024 | | \$5,439,840 | | \$5,565,041 | | \$6,675,258 | | \$6,784,956 | |
| 15 | Health Insurance | \$2,975,895 | | \$3,014,475 | | \$3,024,678 | | \$3,570,243 | | \$3,639,583 | |
| 16 | Other Benefits | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| SUBTOTAL SALARIES / OTHER EMPLOYER COSTS | | \$24,743,112 | 235.02 | \$25,280,299 | 238.07 | \$25,802,962 | 240.97 | \$30,892,758 | 292.14 | \$31,411,103 | 296.14 |

| | | | | | | | | | | | |
|---------------------------------|-----------------------------------|--------------------|--|--------------------|--|--------------------|--|--------------------|--|--------------------|--|
| Student Support | | | | | | | | | | | |
| 17 | Transportation | \$2,498,106 | | \$2,515,260 | | \$2,544,100 | | \$3,085,880 | | \$3,140,470 | |
| 18 | Extra Curricular Transportation | \$30,000 | | \$30,000 | | \$30,000 | | \$50,000 | | \$55,000 | |
| 19 | Cafeteria | \$159,583 | | \$162,000 | | \$163,000 | | \$185,000 | | \$186,000 | |
| 20 | Extra Curricular | \$540,000 | | \$540,000 | | \$540,000 | | \$625,000 | | \$630,000 | |
| 21 | Supplies and Materials | \$100,000 | | \$102,000 | | \$103,000 | | \$125,000 | | \$130,000 | |
| 22 | Textbooks | \$115,000 | | \$120,000 | | \$115,000 | | \$185,000 | | \$150,000 | |
| 23 | Curriculum | \$233,000 | | \$240,000 | | \$240,000 | | \$275,000 | | \$278,000 | |
| 24 | Professional Development | \$30,000 | | \$32,000 | | \$32,000 | | \$40,000 | | \$42,000 | |
| 25 | Assessments | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 26 | Other Educational Program | \$100,000 | | \$100,000 | | \$100,000 | | \$120,000 | | \$125,000 | |
| 27 | Therapists (Occupational, Speech) | \$40,000 | | \$45,000 | | \$45,000 | | \$55,000 | | \$65,000 | |
| 28 | Classroom Technology | \$130,000 | | \$125,000 | | \$125,000 | | \$250,000 | | \$175,000 | |
| 29 | School Climate | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 30 | Computers | \$155,000 | | \$155,000 | | \$150,000 | | \$200,000 | | \$200,000 | |
| 31 | Contracted Services | \$160,000 | | \$165,000 | | \$165,000 | | \$175,000 | | \$177,000 | |
| 32 | Other | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| SUBTOTAL STUDENT SUPPORT | | \$4,290,689 | | \$4,331,260 | | \$4,352,100 | | \$5,370,880 | | \$5,353,470 | |

| | | | | | | | | | | | |
|--|--------------------------------|--------------------|--|--------------------|--|--------------------|--|--------------------|--|--------------------|--|
| Operations and Maintenance of Facilities | | | | | | | | | | | |
| 33 | Insurance (Property/Liability) | \$50,000 | | \$50,000 | | \$50,000 | | \$70,000 | | \$70,000 | |
| 34 | Rent | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 35 | Mortgage | \$1,925,000 | | \$1,920,000 | | \$2,920,000 | | \$3,150,000 | | \$3,150,000 | |
| 36 | Utilities | \$549,000 | | \$560,000 | | \$560,000 | | \$750,000 | | \$760,000 | |
| 37 | Maintenance | \$543,000 | | \$555,000 | | \$555,000 | | \$725,000 | | \$725,000 | |
| 38 | Telephone/Communications | \$35,000 | | \$37,000 | | \$37,000 | | \$48,000 | | \$50,000 | |
| 39 | Construction | \$1,000,000 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 40 | Renovation | \$0 | | \$0 | | \$0 | | \$75,000 | | \$75,000 | |
| 41 | Other | \$475,000 | | \$50,000 | | \$50,000 | | \$40,000 | | \$50,000 | |
| SUBTOTAL OPERATIONS AND MAINTENANCE OF FACILITIES | | \$4,577,000 | | \$3,172,000 | | \$4,172,000 | | \$4,858,000 | | \$4,880,000 | |

| | | | | | | | | | | | |
|--|---------------------------------------|------------------|--|------------------|--|------------------|--|------------------|--|------------------|--|
| Administrative/Operations Support | | | | | | | | | | | |
| 42 | Equipment Lease/Maintenance | \$75,000 | | \$75,000 | | \$75,000 | | \$90,000 | | \$100,000 | |
| 43 | Equipment Purchase | \$250,000 | | \$100,000 | | \$100,000 | | \$275,000 | | \$300,000 | |
| 44 | Supplies and Materials | \$55,000 | | \$57,000 | | \$57,000 | | \$60,000 | | \$65,000 | |
| 45 | Printing and Copying | \$16,000 | | \$16,000 | | \$16,000 | | \$20,000 | | \$25,000 | |
| 46 | Postage and Shipping | \$12,000 | | \$12,000 | | \$12,000 | | \$15,000 | | \$20,000 | |
| 47 | Enrollment / Recruitment | \$7,000 | | \$7,000 | | \$7,000 | | \$8,000 | | \$10,000 | |
| 48 | Staffing (recruitment and assessment) | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 49 | Technology Plan | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 50 | Other | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| SUBTOTAL ADMINISTRATIVE/ OPERATIONS SUPPORT | | \$415,000 | | \$267,000 | | \$267,000 | | \$468,000 | | \$520,000 | |

| | | | | | | | | | | | |
|---------------------------------------|-------------------------------|---------------------|--|---------------------|--|---------------------|--|---------------------|--|---------------------|--|
| Management Company | | | | | | | | | | | |
| 51 | Fees | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 52 | Salaries/Other Employee Costs | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 53 | Curriculum | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 54 | Accounting and Payroll | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 55 | Other | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| SUBTOTAL MANAGEMENT COMPANY | | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| STATE & LOCAL EXPENDITURES | | \$34,025,801 | | \$33,050,559 | | \$34,594,062 | | \$41,589,638 | | \$42,164,573 | |

| | | | | | | |
|----------------------------------|-------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| 56 | # Students | 2,412 | 2,442 | 2,470 | 2,996 | 3,049 |
| REVENUE LESS EXPENDITURES | | \$11,810,529 | \$11,251,026 | \$11,158,183 | \$11,667,608 | \$12,045,894 |
| 2% CONTINGENCY CHECK | | \$916,726.60 | \$886,031.70 | \$915,044.90 | \$1,065,144.92 | \$1,084,209.32 |

| Federal Funds | | YEAR 0 | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 |
|------------------------------|----------------------|------------------|------------------|------------------|------------------|------------------|
| 1 | Entitlement Funding | \$575,000 | \$585,000 | \$590,000 | \$651,000 | \$665,000 |
| 2 | Other Federal Grants | \$125,000 | \$300,000 | \$125,000 | \$0 | \$0 |
| TOTAL FEDERAL REVENUE | | \$700,000 | \$885,000 | \$715,000 | \$651,000 | \$665,000 |

| Federal Expenses | | YEAR 0 | | YEAR 1 | | YEAR 2 | | YEAR 3 | | YEAR 4 | |
|--|---|------------------|-------------|------------------|-------------|------------------|-------------|------------------|-------------|------------------|-------------|
| | | | FTE | | FTE | | FTE | | FTE | | FTE |
| Personnel Salaries / Other Employer Costs | | | | | | | | | | | |
| 3 | Classroom Teachers | \$85,021 | 1.00 | \$86,021 | 1.00 | \$86,500 | 1.00 | \$86,799 | 1.00 | \$87,500 | 1.00 |
| 4 | Special Education Teachers | \$245,398 | 4.00 | \$250,402 | 4.00 | \$253,403 | 4.00 | \$297,982 | 5.00 | \$305,562 | 5.00 |
| 5 | Special Teachers (Phys Ed, Art, Music) | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 |
| 6 | Counselors | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 |
| 7 | Principal/Administrative | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 |
| 8 | Nurse | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 |
| 9 | Clerical | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 |
| 10 | Custodial | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 |
| 11 | Substitutes | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 |
| 12 | Other | \$75,582 | 1.00 | \$76,892 | 1.00 | \$76,950 | 1.00 | \$77,125 | 1.00 | \$78,001 | 1.00 |
| 13 | Other Employer Costs (32.33% of Salaries) | \$131,260 | | \$133,625 | | \$134,769 | | \$149,334 | | \$152,295 | |
| 14 | Health Insurance | \$37,700 | | \$38,050 | | \$38,050 | | \$39,221 | | \$41,628 | |
| 15 | Other Benefits | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| SUBTOTAL SALARIES / OTHER EMPLOYER COSTS | | \$574,961 | 6.00 | \$584,990 | 6.00 | \$589,672 | 6.00 | \$650,461 | 7.00 | \$664,986 | 7.00 |
| Student Support | | | | | | | | | | | |
| 16 | Transportation | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 17 | Extra Curricular Transportation | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 18 | Cafeteria | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 19 | Extra Curricular | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 20 | Supplies and Materials | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 21 | Textbooks | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 22 | Curriculum | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 23 | Professional Development | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 24 | Assessments | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 25 | Other Educational Program | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 26 | Therapists (Occupational, Speech) | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 27 | Classroom Technology | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 28 | School Climate | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 29 | Computers | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 30 | Contracted Services | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 31 | Other | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| SUBTOTAL STUDENT SUPPORT | | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| Operations and Maintenance of Facilities | | | | | | | | | | | |
| 32 | Insurance (Property/Liability) | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 33 | Rent | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 34 | Mortgage | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 35 | Utilities | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 36 | Maintenance | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 37 | Telephone/Communications | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 38 | Construction | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 39 | Renovation | \$125,000 | | \$300,000 | | \$125,000 | | \$0 | | \$0 | |
| 40 | Other | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| SUBTOTAL OPERATIONS AND MAINTENANCE OF FACILITIES | | \$125,000 | | \$300,000 | | \$125,000 | | \$0 | | \$0 | |
| Administrative/Operations Support | | | | | | | | | | | |
| 42 | Equipment Lease/Maintenance | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 41 | Equipment Purchase | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 42 | Supplies and Materials | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 43 | Printing and Copying | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 44 | Postage and Shipping | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 45 | Enrollment / Recruitment | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 46 | Staffing (recruitment and assessment) | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 47 | Technology Plan | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 48 | Other | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| SUBTOTAL ADMINISTRATIVE/ OPERATIONS SUPPORT | | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| Management Company | | | | | | | | | | | |
| 49 | Fees | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 50 | Salaries/Other Employee Costs | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 51 | Curriculum | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 52 | Accounting and Payroll | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 53 | Other | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| SUBTOTAL MANAGEMENT COMPANY | | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| FEDERAL EXPENDITURES | | \$699,961 | | \$884,990 | | \$714,672 | | \$650,461 | | \$664,986 | |
| 54 | # Students | 2,412 | | 2,442 | | 2,470 | | 2,996 | | 3,049 | |
| REVENUE LESS EXPENDITURES | | \$39 | | \$10 | | \$328 | | \$539 | | \$14 | |

| Other Funds | | YEAR 0 | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 |
|----------------------------|----------------------------|------------------|------------------|------------------|------------------|------------------|
| 1 | Non Profit Grants | \$0 | \$0 | \$0 | \$0 | \$0 |
| 2 | Foundation Funds | \$0 | \$0 | \$0 | \$0 | \$0 |
| 3 | Donations | \$0 | \$0 | \$0 | \$0 | \$0 |
| 4 | Construction / Bank Loans | \$0 | \$0 | \$0 | \$0 | \$0 |
| 5 | Cafeteria Funds | \$385,500 | \$390,500 | \$395,500 | \$484,500 | \$489,500 |
| 6 | Miscellaneous Revenue | \$0 | \$0 | \$0 | \$0 | \$0 |
| 7 | Prior Year Carryover Funds | \$0 | (\$0) | \$0 | \$0 | \$23 |
| TOTAL OTHER REVENUE | | \$385,500 | \$390,500 | \$395,500 | \$484,500 | \$489,523 |

| Other Expenses | | YEAR 0 | | YEAR 1 | | YEAR 2 | | YEAR 3 | | YEAR 4 | |
|--|---|------------------|-------------|------------------|-------------|------------------|-------------|------------------|-------------|------------------|-------------|
| | | | FTE | | FTE | | FTE | | FTE | | FTE |
| Personnel Salaries / Other Employer Costs | | | | | | | | | | | |
| 8 | Classroom Teachers | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 |
| 9 | Special Education Teachers | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 |
| 10 | Special Teachers (Phys Ed, Art, Music) | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 |
| 11 | Counselors | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 |
| 12 | Principal/Administrative | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 |
| 13 | Nurse | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 |
| 14 | Clerical | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 |
| 15 | Custodial | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 |
| 16 | Substitutes | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 |
| 17 | Other | \$114,300 | 4.75 | \$116,500 | 4.75 | \$120,400 | 4.75 | \$140,100 | 5.75 | \$144,100 | 5.75 |
| 18 | Other Employer Costs (32.33% of Salaries) | \$36,953 | | \$37,664 | | \$38,925 | | \$45,294 | | \$46,588 | |
| 19 | Health Insurance | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 20 | Other Benefits | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| SUBTOTAL SALARIES / OTHER EMPLOYER COSTS | | \$151,253 | 4.75 | \$154,164 | 4.75 | \$159,325 | 4.75 | \$185,394 | 5.75 | \$190,688 | 5.75 |
| Student Support | | | | | | | | | | | |
| 21 | Transportation | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 22 | Extra Curricular Transportation | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 23 | Cafeteria | \$234,247 | | \$236,335 | | \$236,175 | | \$299,083 | | \$298,746 | |
| 24 | Extra Curricular | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 25 | Supplies and Materials | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 26 | Textbooks | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 27 | Curriculum | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 28 | Professional Development | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 29 | Assessments | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 30 | Other Educational Program | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 31 | Therapists (Occupational, Speech) | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 32 | Classroom Technology | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 33 | School Climate | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 34 | Computers | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 35 | Contracted Services | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 36 | Other | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| SUBTOTAL STUDENT SUPPORT | | \$234,247 | | \$236,335 | | \$236,175 | | \$299,083 | | \$298,746 | |
| Operations and Maintenance of Facilities | | | | | | | | | | | |
| 37 | Insurance (Property/Liability) | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 38 | Rent | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 39 | Mortgage | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 40 | Utilities | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 41 | Maintenance | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 42 | Telephone/Communications | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 43 | Construction | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 44 | Renovation | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 45 | Other | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| SUBTOTAL OPERATIONS AND MAINTENANCE OF FACILITIES | | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| Administrative/Operations Support | | | | | | | | | | | |
| 46 | Equipment Lease/Maintenance | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 47 | Equipment Purchase | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 48 | Supplies and Materials | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 49 | Printing and Copying | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 50 | Postage and Shipping | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 51 | Enrollment / Recruitment | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 52 | Staffing (recruitment and assessment) | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 53 | Technology Plan | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 54 | Other | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| SUBTOTAL ADMINISTRATIVE/ OPERATIONS SUPPORT | | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| Management Company | | | | | | | | | | | |
| 55 | Fees | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 56 | Salaries/Other Employee Costs | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 57 | Curriculum | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 58 | Accounting and Payroll | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 59 | Other | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| SUBTOTAL MANAGEMENT COMPANY | | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| OTHER EXPENDITURES | | \$385,500 | | \$390,499 | | \$395,500 | | \$484,477 | | \$489,434 | |
| 60 | # Students | 2,412 | | 2,442 | | 2,470 | | 2,996 | | 3,049 | |
| REVENUE LESS EXPENDITURES | | (\$0) | | \$0 | | \$0 | | \$23 | | \$89 | |

| Newark Charter School | | | | | | | | | | | | | | |
|-------------------------------------|------------|--|------------------------------|---|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|-----------------------------------|------------------------------------|---|--|
| Budget Summary - Cash Basis | | | | | | | | | | | | | | |
| Christina Operating Tax Referendums | | | | | | | | | | | | | | |
| | | | 2005 | | | | | | | | | | | |
| | | | 2010 | NCS sees ref impact | | | | | NCS sees ref impact?? | | | | | |
| | | | 2016 | | | | | | | | | | | |
| Fund | Rev Apr # | Description | Actuals YTD June 30, 2012 | Actuals YTD June 30, 2013 | Actuals YTD June 30, 2014 | Actuals YTD June 30, 2015 | Actuals YTD June 30, 2016 | Actuals YTD June 30, 2017 | Actuals YTD June 30, 2018 | Actuals YTD June 30, 2019 | Estimated YTD June 30, 2020 | Average per pupil over 5 yrs | Average per pupil over last 3 yrs | |
| REVENUES | | | | | | | | | | | | | | |
| | | Number of Students | 1344 | 1347 | 1760 | 1948 | 2140 | 2322 | 2354 | 2386 | 2412 | | | |
| 189 - State | 5213 and c | State Funding - Based on Unit Formula | \$9,106,076 | \$9,579,692 | \$12,642,718 | \$14,166,661 | \$16,681,094 | \$18,771,394 | \$19,029,682 | \$20,294,854 | \$21,415,972 | | | |
| 089 - Local | 98000 | Local District Funding | \$3,768,056 | \$4,935,042 | \$6,604,413 | \$7,023,404 | \$7,816,925 | \$7,958,557 | \$9,258,492 | \$10,642,067 | \$10,716,114 | | | |
| | | 2003 Plus Settlement Funds | | | | | | \$561,080 | \$573,579 | \$580,196 | \$586,518 | | | |
| | | Blended State/Student | \$6,775.35 | \$7,111.87 | \$7,183.36 | \$7,272.41 | \$7,794.90 | \$8,084.15 | \$8,083.98 | \$8,505.81 | \$8,878.93 | \$8,269.55 | \$8,489.57 | |
| | | Blended Local/Student | \$2,803.61 | \$3,663.73 | \$3,752.51 | \$3,605.44 | \$3,652.77 | \$3,427.46 | \$3,927.17 | \$4,460.21 | \$4,442.83 | \$3,982.09 | \$4,276.74 | |
| | | | | | | | \$241.64 | \$242.05 | \$243.17 | \$243.17 | \$243.17 | \$242.51 | \$242.79 | |
| | | | | | | | \$3,669.09 | \$4,169.21 | \$4,703.38 | \$4,686.00 | \$4,686.00 | \$4,306.92 | \$4,519.53 | |
| | | | \$9,578.97 | \$10,775.60 | \$10,935.87 | \$10,877.86 | \$11,447.67 | \$11,753.24 | \$12,253.19 | \$13,209.19 | \$13,564.93 | \$12,576.47 | \$13,009.10 | |
| | | Average Used in DOE Financial Model | | | | | | | | | | | | |
| | | State* | \$8,400 | plus 2% or 1% Governor's increase in future years | | | | | | | | | | |
| | | Local | \$4,500 | except in FY 20 due to failed CSD referendum | | | | | | | | | | |

RATE
TERM

5.50%
30 Years

5%
30 Years

4.50%
30 Years

4%
30 Years

| | | | |
|--|---|--|---|
| Annual payment (\$1,169,691.62) Interest rate 0.055 Years 30 Principal 17000000 | Annual payment (\$1,105,874.40) Interest rate 0.05 Years 30 Principal 17000000 | Annual payment (\$1,043,656.23) Interest rate 0.045 Years 30 Principal 17000000 | Annual payment (\$983,111.69) Interest rate 0.04 Years 30 Principal 17000000 |
| Annual payment (\$1,238,497.01) Interest rate 0.055 Years 30 Principal 18000000 | Annual payment (\$1,170,925.83) Interest rate 0.05 Years 30 Principal 18000000 | Annual payment (\$1,105,047.77) Interest rate 0.045 Years 30 Principal 18000000 | Annual payment (\$1,040,941.78) Interest rate 0.04 Years 30 Principal 18000000 |
| Annual payment (\$1,307,302.40) Interest rate 0.055 Years 30 Principal 19000000 | Annual payment (\$1,235,977.27) Interest rate 0.05 Years 30 Principal 19000000 | Annual payment (\$1,166,439.32) Interest rate 0.045 Years 30 Principal 19000000 | Annual payment (\$1,098,771.88) Interest rate 0.04 Years 30 Principal 19000000 |
| Annual payment (\$1,376,107.79) Interest rate 0.055 Years 30 Principal 20000000 | Annual payment (\$1,301,028.70) Interest rate 0.05 Years 30 Principal 20000000 | Annual payment (\$1,227,830.86) Interest rate 0.045 Years 30 Principal 20000000 | Annual payment (\$1,156,601.98) Interest rate 0.04 Years 30 Principal 20000000 |
| Annual payment (\$1,444,913.18) Interest rate 0.055 Years 30 Principal 21000000 | Annual payment (\$1,366,080.14) Interest rate 0.05 Years 30 Principal 21000000 | Annual payment (\$1,289,222.40) Interest rate 0.045 Years 30 Principal 21000000 | Annual payment (\$1,214,432.08) Interest rate 0.04 Years 30 Principal 21000000 |
| Annual payment (\$1,513,718.57) Interest rate 0.055 Years 30 Principal 22000000 | Annual payment (\$1,431,131.57) Interest rate 0.05 Years 30 Principal 22000000 | Annual payment (\$1,350,613.94) Interest rate 0.045 Years 30 Principal 22000000 | Annual payment (\$1,272,262.18) Interest rate 0.04 Years 30 Principal 22000000 |

RATE
TERM

5.50%
40 Years

5%
40 Years

4.50%
40 Years

4%
40 Years

| | | | |
|---|--|---|--|
| Annual payment (\$1,059,445.84) Interest rate 0.055 Years 40 Principal 17000000 | Annual payment (\$990,728.74) Interest rate 0.05 Years 40 Principal 17000000 | Annual payment (\$923,833.49) Interest rate 0.045 Years 40 Principal 17000000 | Annual payment (\$858,899.32) Interest rate 0.04 Years 40 Principal 17000000 |
| Annual payment (\$1,121,766.18) Interest rate 0.055 Years 40 Principal 18000000 | Annual payment (\$1,049,006.90) Interest rate 0.05 Years 40 Principal 18000000 | Annual payment (\$978,176.64) Interest rate 0.045 Years 40 Principal 18000000 | Annual payment (\$909,422.81) Interest rate 0.04 Years 40 Principal 18000000 |
| Annual payment (\$1,184,086.52) Interest rate 0.055 Years 40 Principal 19000000 | Annual payment (\$1,107,285.06) Interest rate 0.05 Years 40 Principal 19000000 | Annual payment (\$1,032,519.79) Interest rate 0.045 Years 40 Principal 19000000 | Annual payment (\$959,946.30) Interest rate 0.04 Years 40 Principal 19000000 |
| Annual payment (\$1,246,406.87) Interest rate 0.055 Years 40 Principal 20000000 | Annual payment (\$1,165,563.22) Interest rate 0.05 Years 40 Principal 20000000 | Annual payment (\$1,086,862.93) Interest rate 0.045 Years 40 Principal 20000000 | Annual payment (\$1,010,469.79) Interest rate 0.04 Years 40 Principal 20000000 |
| Annual payment (\$1,308,727.21) Interest rate 0.055 Years 40 Principal 21000000 | Annual payment (\$1,223,841.38) Interest rate 0.05 Years 40 Principal 21000000 | Annual payment (\$1,141,206.08) Interest rate 0.045 Years 40 Principal 21000000 | Annual payment (\$1,060,993.28) Interest rate 0.04 Years 40 Principal 21000000 |
| Annual payment (\$1,371,047.55) Interest rate 0.055 Years 40 Principal 22000000 | Annual payment (\$1,282,119.55) Interest rate 0.05 Years 40 Principal 22000000 | Annual payment (\$1,195,549.23) Interest rate 0.045 Years 40 Principal 22000000 | Annual payment (\$1,111,516.77) Interest rate 0.04 Years 40 Principal 22000000 |

APPENDIX E

Modification Budget Worksheet 80% Projection

| State & Local Revenue | | YEAR 0 | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 |
|--|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| 1 | State Appropriations | \$21,420,000 | \$20,923,056 | \$21,586,219 | \$25,684,222 | \$25,801,894 |
| 2 | School District Local Fund Transfers | \$12,750,000 | \$11,568,000 | \$12,915,000 | \$15,009,500 | \$15,198,500 |
| 3 | Prior Year Carryover Funds | \$11,666,330 | \$11,810,529 | \$11,251,026 | \$11,158,183 | \$11,496,360 |
| TOTAL STATE & LOCAL REVENUE | | \$45,836,330 | \$44,301,585 | \$45,752,245 | \$51,851,905 | \$52,496,755 |

| State & Local Expenses | | YEAR 0 | | YEAR 1 | | YEAR 2 | | YEAR 3 | | YEAR 4 | |
|--|---|---------------------|---------------|---------------------|---------------|---------------------|---------------|---------------------|---------------|---------------------|---------------|
| Personnel Salaries / Other Employer Costs | | | FTE | | FTE | | FTE | | FTE | | FTE |
| 4 | Classroom Teachers | \$8,223,441 | 110.45 | \$8,453,700 | 112.50 | \$8,727,120 | 115.00 | \$10,275,191 | 136.74 | \$10,425,479 | 138.74 |
| 5 | Special Education Teachers | \$1,774,592 | 24.80 | \$1,863,147 | 25.80 | \$1,896,180 | 26.00 | \$2,079,792 | 28.80 | \$2,152,007 | 29.80 |
| 6 | Special Teachers (Phys Ed, Art, Music) | \$1,238,351 | 17.30 | \$1,249,320 | 17.30 | \$1,261,689 | 17.30 | \$1,415,414 | 19.60 | \$1,422,421 | 19.60 |
| 7 | Counselors | \$624,703 | 7.80 | \$630,240 | 7.80 | \$652,800 | 8.00 | \$727,200 | 9.00 | \$808,000 | 10.00 |
| 8 | Principal/Administrative | \$1,483,689 | 13.00 | \$1,496,820 | 13.00 | \$1,511,640 | 13.00 | \$1,842,240 | 16.00 | \$1,860,480 | 16.00 |
| 9 | Nurse | \$257,576 | 3.67 | \$259,469 | 3.67 | \$262,038 | 3.67 | \$282,800 | 4.00 | \$285,600 | 4.00 |
| 10 | Clerical | \$269,176 | 6.00 | \$271,488 | 6.00 | \$274,176 | 6.00 | \$361,984 | 8.00 | \$365,568 | 8.00 |
| 11 | Custodial | \$938,561 | 20.00 | \$949,400 | 20.00 | \$958,800 | 20.00 | \$1,139,280 | 24.00 | \$1,150,560 | 24.00 |
| 12 | Substitutes | \$197,000 | 0.00 | \$198,000 | 0.00 | \$200,000 | 0.00 | \$225,000 | 0.00 | \$225,000 | 0.00 |
| 13 | Other | \$1,442,104 | 32.00 | \$1,454,400 | 32.00 | \$1,468,800 | 32.00 | \$1,727,100 | 38.00 | \$1,744,200 | 38.00 |
| 14 | Other Employer Costs (32.33% of Salaries) | \$5,318,024 | | \$5,439,840 | | \$5,565,041 | | \$6,490,571 | | \$6,608,030 | |
| 15 | Health Insurance | \$2,975,895 | | \$3,014,475 | | \$3,024,678 | | \$3,470,243 | | \$3,501,583 | |
| 16 | Other Benefits | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| SUBTOTAL SALARIES / OTHER EMPLOYER COSTS | | \$24,743,112 | 235.02 | \$25,280,299 | 238.07 | \$25,802,962 | 240.97 | \$30,036,815 | 284.14 | \$30,548,928 | 288.14 |

| | | | | | | | | | | | |
|---------------------------------|-----------------------------------|--------------------|--|--------------------|--|--------------------|--|--------------------|--|--------------------|--|
| Student Support | | | | | | | | | | | |
| 17 | Transportation | \$2,498,106 | | \$2,515,260 | | \$2,544,100 | | \$2,977,730 | | \$3,020,990 | |
| 18 | Extra Curricular Transportation | \$30,000 | | \$30,000 | | \$30,000 | | \$50,000 | | \$55,000 | |
| 19 | Cafeteria | \$159,583 | | \$162,000 | | \$163,000 | | \$180,000 | | \$181,000 | |
| 20 | Extra Curricular | \$540,000 | | \$540,000 | | \$540,000 | | \$600,000 | | \$605,000 | |
| 21 | Supplies and Materials | \$100,000 | | \$102,000 | | \$103,000 | | \$120,000 | | \$125,000 | |
| 22 | Textbooks | \$115,000 | | \$120,000 | | \$115,000 | | \$165,000 | | \$130,000 | |
| 23 | Curriculum | \$233,000 | | \$240,000 | | \$240,000 | | \$270,000 | | \$273,000 | |
| 24 | Professional Development | \$30,000 | | \$32,000 | | \$32,000 | | \$40,000 | | \$42,000 | |
| 25 | Assessments | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 26 | Other Educational Program | \$100,000 | | \$100,000 | | \$100,000 | | \$110,000 | | \$115,000 | |
| 27 | Therapists (Occupational, Speech) | \$40,000 | | \$45,000 | | \$45,000 | | \$55,000 | | \$58,000 | |
| 28 | Classroom Technology | \$130,000 | | \$125,000 | | \$125,000 | | \$150,000 | | \$125,000 | |
| 29 | School Climate | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 30 | Computers | \$155,000 | | \$155,000 | | \$150,000 | | \$150,000 | | \$150,000 | |
| 31 | Contracted Services | \$160,000 | | \$165,000 | | \$165,000 | | \$175,000 | | \$177,000 | |
| 32 | Other | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| SUBTOTAL STUDENT SUPPORT | | \$4,290,689 | | \$4,331,260 | | \$4,352,100 | | \$5,042,730 | | \$5,056,990 | |

| | | | | | | | | | | | |
|--|--------------------------------|--------------------|--|--------------------|--|--------------------|--|--------------------|--|--------------------|--|
| Operations and Maintenance of Facilities | | | | | | | | | | | |
| 33 | Insurance (Property/Liability) | \$50,000 | | \$50,000 | | \$50,000 | | \$70,000 | | \$70,000 | |
| 34 | Rent | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 35 | Mortgage | \$1,925,000 | | \$1,920,000 | | \$2,920,000 | | \$3,150,000 | | \$3,150,000 | |
| 36 | Utilities | \$549,000 | | \$560,000 | | \$560,000 | | \$750,000 | | \$760,000 | |
| 37 | Maintenance | \$543,000 | | \$555,000 | | \$555,000 | | \$725,000 | | \$725,000 | |
| 38 | Telephone/Communications | \$35,000 | | \$37,000 | | \$37,000 | | \$48,000 | | \$50,000 | |
| 39 | Construction | \$1,000,000 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 40 | Renovation | \$0 | | \$0 | | \$0 | | \$50,000 | | \$50,000 | |
| 41 | Other | \$475,000 | | \$50,000 | | \$50,000 | | \$40,000 | | \$0 | |
| SUBTOTAL OPERATIONS AND MAINTENANCE OF FACILITIES | | \$4,577,000 | | \$3,172,000 | | \$4,172,000 | | \$4,833,000 | | \$4,805,000 | |

| | | | | | | | | | | | |
|--|---------------------------------------|------------------|--|------------------|--|------------------|--|------------------|--|------------------|--|
| Administrative/Operations Support | | | | | | | | | | | |
| 42 | Equipment Lease/Maintenance | \$75,000 | | \$75,000 | | \$75,000 | | \$90,000 | | \$90,000 | |
| 43 | Equipment Purchase | \$250,000 | | \$100,000 | | \$100,000 | | \$250,000 | | \$200,000 | |
| 44 | Supplies and Materials | \$55,000 | | \$57,000 | | \$57,000 | | \$60,000 | | \$65,000 | |
| 45 | Printing and Copying | \$16,000 | | \$16,000 | | \$16,000 | | \$20,000 | | \$22,000 | |
| 46 | Postage and Shipping | \$12,000 | | \$12,000 | | \$12,000 | | \$15,000 | | \$20,000 | |
| 47 | Enrollment / Recruitment | \$7,000 | | \$7,000 | | \$7,000 | | \$8,000 | | \$8,000 | |
| 48 | Staffing (recruitment and assessment) | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 49 | Technology Plan | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 50 | Other | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| SUBTOTAL ADMINISTRATIVE/ OPERATIONS SUPPORT | | \$415,000 | | \$267,000 | | \$267,000 | | \$443,000 | | \$405,000 | |

| | | | | | | | | | | | |
|------------------------------------|-------------------------------|------------|--|------------|--|------------|--|------------|--|------------|--|
| Management Company | | | | | | | | | | | |
| 51 | Fees | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 52 | Salaries/Other Employee Costs | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 53 | Curriculum | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 54 | Accounting and Payroll | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 55 | Other | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| SUBTOTAL MANAGEMENT COMPANY | | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |

| | | | | | | | | | | | |
|---------------------------------------|-------------------|---------------------|--|---------------------|--|---------------------|--|---------------------|--|---------------------|--|
| STATE & LOCAL EXPENDITURES | | \$34,025,801 | | \$33,050,559 | | \$34,594,062 | | \$40,355,545 | | \$40,815,918 | |
| 56 | # Students | 2,412 | | 2,442 | | 2,470 | | 2,891 | | 2,933 | |
| REVENUE LESS EXPENDITURES | | \$11,810,529 | | \$11,251,026 | | \$11,158,183 | | \$11,496,360 | | \$11,680,837 | |

| | | | | | |
|----------------------|--------------|--------------|--------------|----------------|----------------|
| 2% CONTINGENCY CHECK | \$916,726.60 | \$886,031.70 | \$915,044.90 | \$1,037,038.10 | \$1,049,935.09 |
|----------------------|--------------|--------------|--------------|----------------|----------------|

| Federal Funds | | YEAR 0 | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | | | | | |
|--|---|------------------|------------------|------------------|------------------|------------------|-------------|------------------|-------------|------------------|-------------|
| 1 | Entitlement Funding | \$575,000 | \$585,000 | \$590,000 | \$651,000 | \$665,000 | | | | | |
| 2 | Other Federal Grants | \$125,000 | \$300,000 | \$125,000 | \$0 | \$0 | | | | | |
| TOTAL FEDERAL REVENUE | | \$700,000 | \$885,000 | \$715,000 | \$651,000 | \$665,000 | | | | | |
| Federal Expenses | | YEAR 0 | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | | | | | |
| Personnel Salaries / Other Employer Costs | | | | | | | | | | | |
| | | | FTE | FTE | FTE | FTE | | | | | |
| 3 | Classroom Teachers | \$85,021 | 1.00 | \$86,021 | 1.00 | \$86,500 | 1.00 | \$86,799 | 1.00 | \$87,500 | 1.00 |
| 4 | Special Education Teachers | \$245,398 | 4.00 | \$250,402 | 4.00 | \$253,403 | 4.00 | \$297,982 | 5.00 | \$305,562 | 5.00 |
| 5 | Special Teachers (Phys Ed, Art, Music) | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 |
| 6 | Counselors | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 |
| 7 | Principal/Administrative | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 |
| 8 | Nurse | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 |
| 9 | Clerical | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 |
| 10 | Custodial | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 |
| 11 | Substitutes | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 |
| 12 | Other | \$75,582 | 1.00 | \$76,892 | 1.00 | \$76,950 | 1.00 | \$77,125 | 1.00 | \$78,001 | 1.00 |
| 13 | Other Employer Costs (32.33% of Salaries) | \$131,260 | | \$133,625 | | \$134,769 | | \$149,334 | | \$152,295 | |
| 14 | Health Insurance | \$37,700 | | \$38,050 | | \$38,050 | | \$39,221 | | \$41,628 | |
| 15 | Other Benefits | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| SUBTOTAL SALARIES / OTHER EMPLOYER COSTS | | \$574,961 | 6.00 | \$584,990 | 6.00 | \$589,672 | 6.00 | \$650,461 | 7.00 | \$664,986 | 7.00 |
| Student Support | | | | | | | | | | | |
| 16 | Transportation | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 17 | Extra Curricular Transportation | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 18 | Cafeteria | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 19 | Extra Curricular | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 20 | Supplies and Materials | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 21 | Textbooks | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 22 | Curriculum | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 23 | Professional Development | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 24 | Assessments | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 25 | Other Educational Program | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 26 | Therapists (Occupational, Speech) | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 27 | Classroom Technology | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 28 | School Climate | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 29 | Computers | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 30 | Contracted Services | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 31 | Other | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| SUBTOTAL STUDENT SUPPORT | | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| Operations and Maintenance of Facilities | | | | | | | | | | | |
| 32 | Insurance (Property/Liability) | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 33 | Rent | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 34 | Mortgage | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 35 | Utilities | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 36 | Maintenance | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 37 | Telephone/Communications | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 38 | Construction | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 39 | Renovation | \$125,000 | | \$300,000 | | \$125,000 | | \$0 | | \$0 | |
| 40 | Other | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| SUBTOTAL OPERATIONS AND MAINTENANCE OF FACILITIES | | \$125,000 | | \$300,000 | | \$125,000 | | \$0 | | \$0 | |
| Administrative/Operations Support | | | | | | | | | | | |
| 42 | Equipment Lease/Maintenance | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 41 | Equipment Purchase | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 42 | Supplies and Materials | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 43 | Printing and Copying | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 44 | Postage and Shipping | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 45 | Enrollment / Recruitment | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 46 | Staffing (recruitment and assessment) | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 47 | Technology Plan | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 48 | Other | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| SUBTOTAL ADMINISTRATIVE/ OPERATIONS SUPPORT | | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| Management Company | | | | | | | | | | | |
| 49 | Fees | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 50 | Salaries/Other Employee Costs | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 51 | Curriculum | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 52 | Accounting and Payroll | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 53 | Other | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| SUBTOTAL MANAGEMENT COMPANY | | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| FEDERAL EXPENDITURES | | \$699,961 | | \$884,990 | | \$714,672 | | \$650,461 | | \$664,986 | |
| 54 | # Students | 2,412 | | 2,442 | | 2,470 | | 2,891 | | 2,933 | |
| REVENUE LESS EXPENDITURES | | \$39 | | \$10 | | \$328 | | \$539 | | \$14 | |

| Other Funds | | YEAR 0 | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 |
|----------------------------|----------------------------|------------------|------------------|------------------|------------------|------------------|
| 1 | Non Profit Grants | \$0 | \$0 | \$0 | \$0 | \$0 |
| 2 | Foundation Funds | \$0 | \$0 | \$0 | \$0 | \$0 |
| 3 | Donations | \$0 | \$0 | \$0 | \$0 | \$0 |
| 4 | Construction / Bank Loans | \$0 | \$0 | \$0 | \$0 | \$0 |
| 5 | Cafeteria Funds | \$385,500 | \$390,500 | \$395,500 | \$484,500 | \$489,500 |
| 6 | Miscellaneous Revenue | \$0 | \$0 | \$0 | \$0 | \$0 |
| 7 | Prior Year Carryover Funds | \$0 | (\$0) | \$0 | \$0 | \$23 |
| TOTAL OTHER REVENUE | | \$385,500 | \$390,500 | \$395,500 | \$484,500 | \$489,523 |

| Other Expenses | | YEAR 0 | | YEAR 1 | | YEAR 2 | | YEAR 3 | | YEAR 4 | |
|--|---|------------------|-------------|------------------|-------------|------------------|-------------|------------------|-------------|------------------|-------------|
| | | | FTE | | FTE | | FTE | | FTE | | FTE |
| Personnel Salaries / Other Employer Costs | | | | | | | | | | | |
| 8 | Classroom Teachers | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 |
| 9 | Special Education Teachers | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 |
| 10 | Special Teachers (Phys Ed, Art, Music) | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 |
| 11 | Counselors | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 |
| 12 | Principal/Administrative | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 |
| 13 | Nurse | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 |
| 14 | Clerical | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 |
| 15 | Custodial | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 |
| 16 | Substitutes | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 | \$0 | 0.00 |
| 17 | Other | \$114,300 | 4.75 | \$116,500 | 4.75 | \$120,400 | 4.75 | \$140,100 | 5.75 | \$144,100 | 5.75 |
| 18 | Other Employer Costs (32.33% of Salaries) | \$36,953 | | \$37,664 | | \$38,925 | | \$45,294 | | \$46,588 | |
| 19 | Health Insurance | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 20 | Other Benefits | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| SUBTOTAL SALARIES / OTHER EMPLOYER COSTS | | \$151,253 | 4.75 | \$154,164 | 4.75 | \$159,325 | 4.75 | \$185,394 | 5.75 | \$190,688 | 5.75 |
| Student Support | | | | | | | | | | | |
| 21 | Transportation | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 22 | Extra Curricular Transportation | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 23 | Cafeteria | \$234,247 | | \$236,335 | | \$236,175 | | \$299,083 | | \$298,746 | |
| 24 | Extra Curricular | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 25 | Supplies and Materials | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 26 | Textbooks | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 27 | Curriculum | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 28 | Professional Development | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 29 | Assessments | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 30 | Other Educational Program | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 31 | Therapists (Occupational, Speech) | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 32 | Classroom Technology | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 33 | School Climate | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 34 | Computers | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 35 | Contracted Services | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 36 | Other | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| SUBTOTAL STUDENT SUPPORT | | \$234,247 | | \$236,335 | | \$236,175 | | \$299,083 | | \$298,746 | |
| Operations and Maintenance of Facilities | | | | | | | | | | | |
| 37 | Insurance (Property/Liability) | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 38 | Rent | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 39 | Mortgage | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 40 | Utilities | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 41 | Maintenance | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 42 | Telephone/Communications | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 43 | Construction | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 44 | Renovation | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 45 | Other | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| SUBTOTAL OPERATIONS AND MAINTENANCE OF FACILITIES | | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| Administrative/Operations Support | | | | | | | | | | | |
| 46 | Equipment Lease/Maintenance | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 47 | Equipment Purchase | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 48 | Supplies and Materials | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 49 | Printing and Copying | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 50 | Postage and Shipping | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 51 | Enrollment / Recruitment | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 52 | Staffing (recruitment and assessment) | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 53 | Technology Plan | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 54 | Other | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| SUBTOTAL ADMINISTRATIVE/ OPERATIONS SUPPORT | | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| Management Company | | | | | | | | | | | |
| 55 | Fees | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 56 | Salaries/Other Employee Costs | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 57 | Curriculum | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 58 | Accounting and Payroll | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| 59 | Other | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| SUBTOTAL MANAGEMENT COMPANY | | \$0 | | \$0 | | \$0 | | \$0 | | \$0 | |
| OTHER EXPENDITURES | | \$385,500 | | \$390,499 | | \$395,500 | | \$484,477 | | \$489,434 | |
| 60 | # Students | 2,412 | | 2,442 | | 2,470 | | 2,891 | | 2,933 | |
| REVENUE LESS EXPENDITURES | | (\$0) | | \$0 | | \$0 | | \$23 | | \$89 | |

| Newark Charter School | | | | | | | | | | | | | | |
|-------------------------------------|------------|--|------------------------------|---|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|-----------------------------------|------------------------------------|---|--|
| Budget Summary - Cash Basis | | | | | | | | | | | | | | |
| Christina Operating Tax Referendums | | | | | | | | | | | | | | |
| | | | 2005 | | | | | | | | | | | |
| | | | 2010 | NCS sees ref impact | | | | | NCS sees ref impact?? | | | | | |
| | | | 2016 | | | | | | | | | | | |
| Fund | Rev Apr # | Description | Actuals YTD June 30, 2012 | Actuals YTD June 30, 2013 | Actuals YTD June 30, 2014 | Actuals YTD June 30, 2015 | Actuals YTD June 30, 2016 | Actuals YTD June 30, 2017 | Actuals YTD June 30, 2018 | Actuals YTD June 30, 2019 | Estimated YTD June 30, 2020 | Average per pupil over 5 yrs | Average per pupil over last 3 yrs | |
| REVENUES | | | | | | | | | | | | | | |
| | | Number of Students | 1344 | 1347 | 1760 | 1948 | 2140 | 2322 | 2354 | 2386 | 2412 | | | |
| 189 - State | 5213 and c | State Funding - Based on Unit Formula | \$9,106,076 | \$9,579,692 | \$12,642,718 | \$14,166,661 | \$16,681,094 | \$18,771,394 | \$19,029,682 | \$20,294,854 | \$21,415,972 | | | |
| 089 - Local | 98000 | Local District Funding | \$3,768,056 | \$4,935,042 | \$6,604,413 | \$7,023,404 | \$7,816,925 | \$7,958,557 | \$9,258,492 | \$10,642,067 | \$10,716,114 | | | |
| | | 2003 Plus Settlement Funds | | | | | | \$561,080 | \$573,579 | \$580,196 | \$586,518 | | | |
| | | Blended State/Student | \$6,775.35 | \$7,111.87 | \$7,183.36 | \$7,272.41 | \$7,794.90 | \$8,084.15 | \$8,083.98 | \$8,505.81 | \$8,878.93 | \$8,269.55 | \$8,489.57 | |
| | | Blended Local/Student | \$2,803.61 | \$3,663.73 | \$3,752.51 | \$3,605.44 | \$3,652.77 | \$3,427.46 | \$3,927.17 | \$4,460.21 | \$4,442.83 | \$3,982.09 | \$4,276.74 | |
| | | | | | | | \$241.64 | \$242.05 | \$243.17 | \$243.17 | \$243.17 | \$242.51 | \$242.79 | |
| | | | | | | | \$3,669.09 | \$4,169.21 | \$4,703.38 | \$4,686.00 | \$4,686.00 | \$4,306.92 | \$4,519.53 | |
| | | | \$9,578.97 | \$10,775.60 | \$10,935.87 | \$10,877.86 | \$11,447.67 | \$11,753.24 | \$12,253.19 | \$13,209.19 | \$13,564.93 | \$12,576.47 | \$13,009.10 | |
| | | Average Used in DOE Financial Model | | | | | | | | | | | | |
| | | State* | \$8,400 | plus 2% or 1% Governor's increase in future years | | | | | | | | | | |
| | | Local | \$4,500 | except in FY 20 due to failed CSD referendum | | | | | | | | | | |

| <u>RATE</u> | 5.50% | 5% | 4.50% | 4% |
|------------------------------------|------------------------------------|------------------------------------|------------------------------------|----------|
| <u>TERM</u> | 30 Years | 30 Years | 30 Years | 30 Years |
| Annual payment (\$1,169,691.62) | Annual payment (\$1,105,874.40) | Annual payment (\$1,043,656.23) | Annual payment (\$983,111.69) | |
| Interest rate 0.055 | Interest rate 0.05 | Interest rate 0.045 | Interest rate 0.04 | |
| Years 30 | Years 30 | Years 30 | Years 30 | |
| Principal 17000000 | Principal 17000000 | Principal 17000000 | Principal 17000000 | |
| Annual payment (\$1,238,497.01) | Annual payment (\$1,170,925.83) | Annual payment (\$1,105,047.77) | Annual payment (\$1,040,941.78) | |
| Interest rate 0.055 | Interest rate 0.05 | Interest rate 0.045 | Interest rate 0.04 | |
| Years 30 | Years 30 | Years 30 | Years 30 | |
| Principal 18000000 | Principal 18000000 | Principal 18000000 | Principal 18000000 | |
| Annual payment (\$1,307,302.40) | Annual payment (\$1,235,977.27) | Annual payment (\$1,166,439.32) | Annual payment (\$1,098,771.88) | |
| Interest rate 0.055 | Interest rate 0.05 | Interest rate 0.045 | Interest rate 0.04 | |
| Years 30 | Years 30 | Years 30 | Years 30 | |
| Principal 19000000 | Principal 19000000 | Principal 19000000 | Principal 19000000 | |
| Annual payment (\$1,376,107.79) | Annual payment (\$1,301,028.70) | Annual payment (\$1,227,830.86) | Annual payment (\$1,156,601.98) | |
| Interest rate 0.055 | Interest rate 0.05 | Interest rate 0.045 | Interest rate 0.04 | |
| Years 30 | Years 30 | Years 30 | Years 30 | |
| Principal 20000000 | Principal 20000000 | Principal 20000000 | Principal 20000000 | |
| Annual payment (\$1,444,913.18) | Annual payment (\$1,366,080.14) | Annual payment (\$1,289,222.40) | Annual payment (\$1,214,432.08) | |
| Interest rate 0.055 | Interest rate 0.05 | Interest rate 0.045 | Interest rate 0.04 | |
| Years 30 | Years 30 | Years 30 | Years 30 | |
| Principal 21000000 | Principal 21000000 | Principal 21000000 | Principal 21000000 | |
| Annual payment (\$1,513,718.57) | Annual payment (\$1,431,131.57) | Annual payment (\$1,350,613.94) | Annual payment (\$1,272,262.18) | |
| Interest rate 0.055 | Interest rate 0.05 | Interest rate 0.045 | Interest rate 0.04 | |
| Years 30 | Years 30 | Years 30 | Years 30 | |
| Principal 22000000 | Principal 22000000 | Principal 22000000 | Principal 22000000 | |

| <u>RATE</u> | 5.50% | 5% | 4.50% | 4% |
|------------------------------------|------------------------------------|------------------------------------|------------------------------------|----------|
| <u>TERM</u> | 40 Years | 40 Years | 40 Years | 40 Years |
| Annual payment (\$1,059,445.84) | Annual payment (\$990,728.74) | Annual payment (\$923,833.49) | Annual payment (\$858,899.32) | |
| Interest rate 0.055 | Interest rate 0.05 | Interest rate 0.045 | Interest rate 0.04 | |
| Years 40 | Years 40 | Years 40 | Years 40 | |
| Principal 17000000 | Principal 17000000 | Principal 17000000 | Principal 17000000 | |
| Annual payment (\$1,121,766.18) | Annual payment (\$1,049,006.90) | Annual payment (\$978,176.64) | Annual payment (\$909,422.81) | |
| Interest rate 0.055 | Interest rate 0.05 | Interest rate 0.045 | Interest rate 0.04 | |
| Years 40 | Years 40 | Years 40 | Years 40 | |
| Principal 18000000 | Principal 18000000 | Principal 18000000 | Principal 18000000 | |
| Annual payment (\$1,184,086.52) | Annual payment (\$1,107,285.06) | Annual payment (\$1,032,519.79) | Annual payment (\$959,946.30) | |
| Interest rate 0.055 | Interest rate 0.05 | Interest rate 0.045 | Interest rate 0.04 | |
| Years 40 | Years 40 | Years 40 | Years 40 | |
| Principal 19000000 | Principal 19000000 | Principal 19000000 | Principal 19000000 | |
| Annual payment (\$1,246,406.87) | Annual payment (\$1,165,563.22) | Annual payment (\$1,086,862.93) | Annual payment (\$1,010,469.79) | |
| Interest rate 0.055 | Interest rate 0.05 | Interest rate 0.045 | Interest rate 0.04 | |
| Years 40 | Years 40 | Years 40 | Years 40 | |
| Principal 20000000 | Principal 20000000 | Principal 20000000 | Principal 20000000 | |
| Annual payment (\$1,308,727.21) | Annual payment (\$1,223,841.38) | Annual payment (\$1,141,206.08) | Annual payment (\$1,060,993.28) | |
| Interest rate 0.055 | Interest rate 0.05 | Interest rate 0.045 | Interest rate 0.04 | |
| Years 40 | Years 40 | Years 40 | Years 40 | |
| Principal 21000000 | Principal 21000000 | Principal 21000000 | Principal 21000000 | |
| Annual payment (\$1,371,047.55) | Annual payment (\$1,282,119.55) | Annual payment (\$1,195,549.23) | Annual payment (\$1,111,516.77) | |
| Interest rate 0.055 | Interest rate 0.05 | Interest rate 0.045 | Interest rate 0.04 | |
| Years 40 | Years 40 | Years 40 | Years 40 | |
| Principal 22000000 | Principal 22000000 | Principal 22000000 | Principal 22000000 | |

APPENDIX F

Newark Charter School Organizational Framework

Newark Charter School 2018-19
Organizational Framework

| Key Indicator | Sub-Indicator | Points Awarded | Possible Points | % Achieved | Indicator Weight | Sub Indicator % | Overall Rating |
|--------------------------|---|----------------|-----------------|------------|------------------|-----------------|----------------|
| Education Program | 1.a Mission Fidelity | 2 | 2 | 100% | 40% | 100% | 40.00% |
| | 1.b Applicable State and Federal Requirements | 10 | 10 | 100% | | | |
| | 1.c Students with Disabilities | 14 | 14 | 100% | | | |
| | 1.d English Learners | 16 | 16 | 100% | | | |
| Governance and Reporting | 2.a Governance and Public Stewardship | 10 | 10 | 100% | 30% | 100% | 30% |
| | 2.b Oversight of School Management | 4 | 4 | 100% | | | |
| | 2.c Reporting Requirements | 3 | 3 | 100% | | | |
| | 3.a Students Rights | 7 | 7 | 100% | | | 20.00% |

| | | | | | | | |
|--------------------|--|----|----|------|-----|------|-----|
| Students and Staff | 3.b Requirements on Teacher Certification and Hiring Staff | 2 | 2 | 100% | 20% | 100% | |
| | Facilities | 17 | 17 | 100% | 10% | 100% | 10% |
| Transportation | | | | | | | |
| Health and | | | | | | | |

| Overall Rating | Required Score in Overall Percent | Required Ratings in Measures |
|----------------------|-----------------------------------|--|
| Meets Standard | 95% to 100% | Score at an Approaching Standard or Meets Standard in all Measures Rating. A school is not permitted to receive an overall rating of Meets Standard if Standard' in any measure rating. |
| Approaching Standard | 87% to 94.4% | Score at an Approaching Standard or Meets Standard in the majority of the measures. A school is permitted to receive an overall rating of Approaching Standard or Far Below Standard' in any measure rating. |
| Far Below Standard | Less than 87% | Score an overall rating of 86.4% or less and/or Achieve more than one rating of 'Far Below Standard' in any measure rating. |

APPENDIX G

Newark Charter School Academic Framework

2019 Newark Charter School Delaware Student Success Framework Metric Results for the All Students Subgroup

| School | Organization | Area | Metric | Students | Value | Points Possible | Points Earned | Min Score | % Earned | Max Score | Designation |
|--------|-----------------------|--|--|----------|--------|-----------------|---------------|-----------|----------|-----------|----------------------|
| 0 | Newark Charter School | Academic Achievement | All Metrics | | | 100 | 85 | 0.69 | 0.85 | 1 | Exceeds Expectations |
| 0 | Newark Charter School | Academic Achievement | Proficiency - ELA | 1269.3 | 87.05 | 50 | 44 | | | | |
| 0 | Newark Charter School | Academic Achievement | Proficiency - Math | 1269.3 | 82.44 | 50 | 41 | | | | |
| 0 | Newark Charter School | Academic Progress | All Metrics | | | 125 | 91 | 0.65 | 0.728 | 1 | Exceeds Expectations |
| 0 | Newark Charter School | Academic Progress | Growth - ELA | 928 | 70.89 | 50 | 35 | | | | |
| 0 | Newark Charter School | Academic Progress | Growth - Math | 928 | 75.44 | 50 | 38 | | | | |
| 0 | Newark Charter School | Academic Progress | Growth of Highest Quartile - ELA | 597 | 69.57 | 6.25 | 4 | | | | |
| 0 | Newark Charter School | Academic Progress | Growth of Highest Quartile - Math | 587 | 75.57 | 6.25 | 5 | | | | |
| 0 | Newark Charter School | Academic Progress | Growth of Lowest Quartile - ELA | 227 | 70.81 | 6.25 | 4 | | | | |
| 0 | Newark Charter School | Academic Progress | Growth of Lowest Quartile - Math | 227 | 73.10 | 6.25 | 5 | | | | |
| 0 | Newark Charter School | Context Measures | Participation - ELA | 1295 | 98.22 | 0 | 0 | | | | |
| 0 | Newark Charter School | Context Measures | Participation - Math | 1295 | 98.22 | 0 | 0 | | | | |
| 0 | Newark Charter School | Context Measures | Participation - Science | 374 | 0.27 | 0 | 0 | | | | |
| 0 | Newark Charter School | Context Measures | Participation - Social Studies | | | 0 | -1 | | | | |
| 0 | Newark Charter School | Graduation Rate | All Metrics | | | 88 | 88 | 0.91 | 1 | 1 | Exceeds Expectations |
| 0 | Newark Charter School | Graduation Rate | ESEA Adjusted 4-Year Graduation Rate | 156 | 99.36 | 75 | 75 | | | | |
| 0 | Newark Charter School | Graduation Rate | ESEA Adjusted 5-Year Graduation Rate | 154 | 100.00 | 13 | 13 | | | | |
| 0 | Newark Charter School | Graduation Rate | ESEA Adjusted 6-Year Graduation Rate | | | 12 | -1 | | | | |
| 0 | Newark Charter School | Overall | All Metrics | | | 438 | 380 | 0.79 | 0.8676 | 1 | Exceeds Expectations |
| 0 | Newark Charter School | Overall | Overall School Quality/Student Success | | | 75 | 73 | | | | |
| 0 | Newark Charter School | Overall | Overall Academic Achievement | | | 100 | 85 | | | | |
| 0 | Newark Charter School | Overall | Overall Academic Progress | | | 125 | 91 | | | | |
| 0 | Newark Charter School | Overall | Overall Graduation Rate | | | 88 | 88 | | | | |
| 0 | Newark Charter School | Overall | Overall Progress Toward English Language Proficiency | | | 50 | 43 | | | | |
| 0 | Newark Charter School | Progress Toward English Language Proficiency | All Metrics | | | 50 | 43 | 0.64 | 0.86 | 1 | Exceeds Expectations |
| 0 | Newark Charter School | Progress Toward English Language Proficiency | Progress Toward English Language Proficiency | 58 | 85.02 | 50 | 43 | | | | |
| 0 | Newark Charter School | School Quality/Student Success | All Metrics | | | 75 | 73 | 0.9 | 0.9733 | 1 | Exceeds Expectations |
| 0 | Newark Charter School | School Quality/Student Success | Career and College Prep | 154 | 94.68 | 37.5 | 36 | | | | |
| 0 | Newark Charter School | School Quality/Student Success | On Track in 9th Grade | 190 | 99.84 | 25 | 25 | | | | |
| 0 | Newark Charter School | School Quality/Student Success | On-Track Attendance | 2364 | 96.19 | 12.5 | 12 | | | | |
| 0 | Newark Charter School | School Quality/Student Success | Proficiency - Science | 0 | 0.00 | 25 | -1 | | | | |

2019 Newark Charter School Delaware Student Success Framework Metric Results for the All Students Subgroup

| | | | | | | | | | | | |
|-----|-----------------------|--|--|--------|--------|------|-----|------|--------|---|----------------------|
| 0 | Newark Charter School | School Quality/Student Success | Proficiency - Social Studies | 0 | 0.00 | 25 | -1 | | | | |
| 588 | Newark Charter School | Academic Achievement | All Metrics | | | 100 | 85 | 0.69 | 0.85 | 1 | Exceeds Expectations |
| 588 | Newark Charter School | Academic Achievement | Proficiency - ELA | 1269.3 | 87.05 | 50 | 44 | | | | |
| 588 | Newark Charter School | Academic Achievement | Proficiency - Math | 1269.3 | 82.44 | 50 | 41 | | | | |
| 588 | Newark Charter School | Academic Progress | All Metrics | | | 125 | 91 | 0.65 | 0.728 | 1 | Exceeds Expectations |
| 588 | Newark Charter School | Academic Progress | Growth - ELA | 928 | 70.89 | 50 | 35 | | | | |
| 588 | Newark Charter School | Academic Progress | Growth - Math | 928 | 75.44 | 50 | 38 | | | | |
| 588 | Newark Charter School | Academic Progress | Growth of Highest Quartile - ELA | 597 | 69.57 | 6.25 | 4 | | | | |
| 588 | Newark Charter School | Academic Progress | Growth of Highest Quartile - Math | 587 | 75.57 | 6.25 | 5 | | | | |
| 588 | Newark Charter School | Academic Progress | Growth of Lowest Quartile - ELA | 227 | 70.81 | 6.25 | 4 | | | | |
| 588 | Newark Charter School | Academic Progress | Growth of Lowest Quartile - Math | 227 | 73.10 | 6.25 | 5 | | | | |
| 588 | Newark Charter School | Context Measures | Participation - ELA | 1295 | 98.22 | 0 | 0 | | | | |
| 588 | Newark Charter School | Context Measures | Participation - Math | 1295 | 98.22 | 0 | 0 | | | | |
| 588 | Newark Charter School | Context Measures | Participation - Science | 374 | 0.27 | 0 | 0 | | | | |
| 588 | Newark Charter School | Context Measures | Participation - Social Studies | | | 0 | -1 | | | | |
| 588 | Newark Charter School | Graduation Rate | All Metrics | | | 88 | 88 | 0.91 | 1 | 1 | Exceeds Expectations |
| 588 | Newark Charter School | Graduation Rate | ESEA Adjusted 4-Year Graduation Rate | 156 | 99.36 | 75 | 75 | | | | |
| 588 | Newark Charter School | Graduation Rate | ESEA Adjusted 5-Year Graduation Rate | 154 | 100.00 | 13 | 13 | | | | |
| 588 | Newark Charter School | Graduation Rate | ESEA Adjusted 6-Year Graduation Rate | | | 12 | -1 | | | | |
| 588 | Newark Charter School | Overall | All Metrics | | | 438 | 380 | 0.79 | 0.8676 | 1 | Exceeds Expectations |
| 588 | Newark Charter School | Overall | Overall School Quality/Student Success | | | 75 | 73 | | | | |
| 588 | Newark Charter School | Overall | Overall Academic Achievement | | | 100 | 85 | | | | |
| 588 | Newark Charter School | Overall | Overall Academic Progress | | | 125 | 91 | | | | |
| 588 | Newark Charter School | Overall | Overall Graduation Rate | | | 88 | 88 | | | | |
| 588 | Newark Charter School | Overall | Overall Progress Toward English Language Proficiency | | | 50 | 43 | | | | |
| 588 | Newark Charter School | Progress Toward English Language Proficiency | All Metrics | | | 50 | 43 | 0.64 | 0.86 | 1 | Exceeds Expectations |
| 588 | Newark Charter School | Progress Toward English Language Proficiency | Progress Toward English Language Proficiency | 58 | 85.02 | 50 | 43 | | | | |
| 588 | Newark Charter School | School Quality/Student Success | All Metrics | | | 75 | 73 | 0.9 | 0.9733 | 1 | Exceeds Expectations |
| 588 | Newark Charter School | School Quality/Student Success | Career and College Prep | 154 | 94.68 | 37.5 | 36 | | | | |
| 588 | Newark Charter School | School Quality/Student Success | On Track in 9th Grade | 190 | 99.84 | 25 | 25 | | | | |
| 588 | Newark Charter School | School Quality/Student Success | On-Track Attendance | 2364 | 96.19 | 12.5 | 12 | | | | |
| 588 | Newark Charter School | School Quality/Student Success | Proficiency - Science | 0 | 0.00 | 25 | -1 | | | | |
| 588 | Newark Charter School | School Quality/Student Success | Proficiency - Social Studies | 0 | 0.00 | 25 | -1 | | | | |

2019 Newark Charter School Delaware Student Success Framework Metric Results for the All Students Subgroup

Notes:

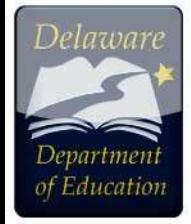
a) % Earned column values expressed as a decimal value between 0 and 1

b) Points reflected are the points an organization receives for ONLY those metrics for which they qualify. If an organization does not have enough students to qualify for a measure (e.g. Science) within an indicator (e.g. School Quality), those points were NOT redistributed to a different measure within the same indicator (e.g. On-Track Attendance)

c) A "-1" in the Points Earned column means that particular metric is a part of the organization's DSSF model, but the organization did NOT have enough students to meet the minimum N required to calculate the indicator (e.g. less than 15 EL students needed to calculate the EL indicator).

APPENDIX H

Newark Charter School Financial Framework



Financial Framework Report NEWARK CHARTER SCHOOL

Reporting Period: July 1, 2018 to June 30, 2019

Beginning in SY16/17 for each measure, a school receives one of three ratings:

| |
|----------------------|
| Meets Standard |
| Approaching Standard |
| Far Below Standard |

In the years prior to SY16/17 a school received one of the three ratings below:

| |
|------------------------|
| Meets Standard |
| Does Not Meet Standard |
| Far Below Standard |

Rating targets for each measure can be referenced on the Organizational Section of the [Delaware Performance Framework](#). Further clarifications for each measure’s data and methodology can be referenced in the [Financial Framework Guidance Document](#). School performance on each measure is presented below.

Each measure is weighted equally with discretion of the Authorizer incorporated to determine an overall rating.

The school has elected to submit a response to one or more measures to provide context of not meeting standard(s). The statements made therein are not made by or on behalf of Delaware Department of Education.

1. NEAR TERM INDICATORS

Measure 1a. Current Ratio:

Current Assets divided by Current Liabilities

| 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 |
|-----------|-----------|-----------|-----------|-----------|
| 3.69 | 3.08 | 3.08 | 3.03 | 3.22 |

The current ratio measures a school’s ability to pay its obligations over the next twelve months. The preferred result is more than 1.0, which indicates that the school’s current assets exceed its current liabilities.

School Response To Rating:(Max 1100 Characters)

Measure 1b. Days Cash:

Cash divided by (Total Expenses / 365)

| 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 |
|-----------|-----------|-----------|-----------|-----------|
| 181 | 168 | 174 | 181 | 189 |

The days cash on hand ratio indicates how many days a school can pay its expenses without another inflow of cash. The preferred result is more than 60 days cash.

School Response To Rating:(Max 1100 Characters)

Measure 1c. Enrollment Variance:

Actual Enrollment as of September 30 divided by Authorized Enrollment

| 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 |
|-----------|-----------|-----------|-----------|-----------|
| 100% | 100% | 100% | 99% | 100% |

The enrollment variance depicts actual versus authorized enrollment. A school budgets based on projected enrollment but is funded based on actual enrollment; therefore , a school that fails to meet its enrollment targets may not be able to meet its budgeted expenses. The preferred result is more than 95%.

School Response To Rating:(Max 1100 Characters)

Measure 1d. Default, Loan Covenants, & Debt Service Payments

| 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 |
|-----------|-----------|-----------|-----------|-----------|
| No | No | No | No | No |

This metric addresses whether or not a school is meeting its loan covenants and / or is delinquent with its debt service payment, as noted in the notes accompanying the audited financial statements. A school which cannot meet the terms of its loan may be in financial distress.

School Response To Rating:(Max 1100 Characters)

2. SUSTAINABILITY INDICATORS

Measure 2a. Total Margin:

Net Income divided by Total Revenue

| 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 |
|-------------|-------------|-------------|-------------|-------------|
| 1 YR: 6.9% | 1 YR: 0.81% | 1 YR: 0.33% | 1 YR: 4.74% | 1 YR: 4.89% |
| 3 YR: 6.67% | 3 YR: 3.54% | 3 YR: 2.46% | 3 YR: 2.04% | 3 YR: 3.42% |

Total margin measures the deficit or surplus a school yields out of its total revenues ; in other words, whether or not the school is living within its available resources. The preferred result is a positive margin for the past year and the past 3 years.

School Response To Rating:(Max 1100 Characters)

Measure 2b. Debt to Asset Ratio:

Total Liabilities divided by Total Assets

| 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 |
|-----------|-----------|-----------|-----------|-----------|
| 0.78 | 0.79 | 0.78 | 0.75 | 0.73 |

The debt to asset ratio compares the school's liabilities to its assets, or what a school owes against what it owns. The preferred result is less than 0.90.

School Response To Rating:(Max 1100 Characters)

Measure 2c. Cash Flow

| 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 |
|-----------------|-----------------|-----------------|-----------------|-----------------|
| 1 YR: \$1630163 | 1 YR: \$1172598 | 1 YR: \$1517170 | 1 YR: \$629048 | 1 YR: \$2071695 |
| 3 YR: \$3277549 | 3 YR: \$2802761 | 3 YR: \$2689768 | 3 YR: \$2146218 | 3 YR: \$2700743 |

Cash flow indicates the trend in the school’s cash balance over a period of time. This measure is similar to days cash on hand, but indicates long-term stability versus near-term. Since cash flow fluctuations from year-to-year can have a long-term impact on a school’s financial health, this metric assesses both three-year cumulative cash flow and annual cash flow. The preferred result is greater than zero.

School Response To Rating:(Max 1100 Characters)

Measure 2d. Debt Service Coverage Ratio:

$$(Net\ Income + Depreciation + Interest\ Expense) / (Principal\ and\ Interest\ Payments)$$

| 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 |
|-----------|-----------|-----------|-----------|-----------|
| 2.3 | 1.3 | 1.24 | 2.03 | 1.88 |

The debt service coverage ratio indicates a school’s ability to cover its debt obligations in the current year.

School Response To Rating:(Max 1100 Characters)

3. FINANCIAL MANAGEMENT AND OVERSIGHT

| 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2018-2019 |
|-----------|-----------|-----------|-----------|-----------|
| M | M | M | M | M |

This measures assesses the timeliness of reporting , the implementation of the Citizen Budget Oversight Committee, and the adherence to the policies and procedures of the First State Financial Management System.

School Response To Rating:(Max 1100 Characters)

SUMMARY AND OVERALL RATING

Newark Charter School

| Year | 1a | 1b | 1c | 1d | 2a | 2b | 2c | 2d | 3 | OVERALL RATING |
|-----------|----|----|----|----|----|----|----|----|---|----------------|
| 2014-2015 | M | M | M | M | M | M | M | M | M | Meets Standard |
| 2015-2016 | M | M | M | M | M | M | M | M | M | Meets Standard |
| 2016-2017 | M | M | M | M | M | M | M | M | M | Meets Standard |
| 2017-2018 | M | M | M | M | M | M | M | M | M | Meets Standard |
| 2018-2019 | M | M | M | M | M | M | M | M | M | Meets Standard |

Appendix I

Statement of Assurances

Assurances

The Board of Directors of this Charter School assures that the school will:

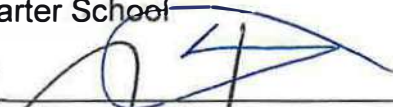




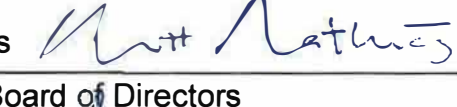
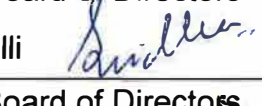
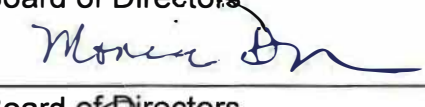
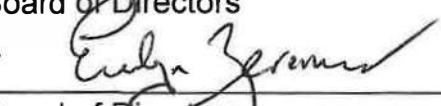
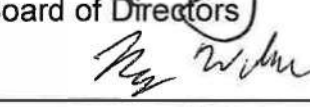
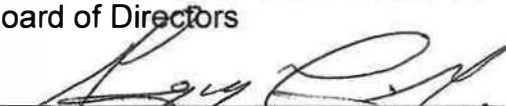
- 1) Be in full compliance with **14 Delaware Code, Chapter 5** and **14 DE Admin Code, Section 275 in the Regulations of the Department of Education.**
- 2) Not discriminate against any student in the admissions process because of race, creed, color, sex, handicap, or national origin or because a student's school district of residence has a per student local expenditure lower than another student seeking admission.
- 3) Not operate in a sectarian manner or include religious practices in its educational program.
- 4) Participate in the Delaware System of Student Assessment (DeSSA) and meet the requirements for school accountability as described in state law.
- 5) Manage the school within all State administrative and financial systems listed in **14 Delaware Code, Section 512(9).**
- 6) Initiate and maintain direct communication with other public and nonpublic schools to assure efficient notification and transfer and exchange of records.
- 7) The school's board of directors will not implement any modifications to the charter school program or operation without the express written consent of the Department of Education.
- 8) Notify the Department of Education in writing within 30 days when the school's administrative head or any member of the board of directors change.
- 9) Provide the Department of Education with copies of all the policies and by-laws of the school and the school's board of directors and inform the Department in a timely manner when by-laws change.
- 10) By September 1 of each school year, provide the Department of Education with evidence of the certification status of teachers employed at the school.
- 11) Employ only staff who have complied with the requirement of having a successful criminal background check and report to the Department of Education by September 1 of each school year that the school is in full compliance with state law related to this requirement.
- 12) Cooperate fully with Department of Education requests for reporting information and activities related to monitoring the school's compliance with the charter and applicable state and federal laws and regulations.
- 13) Comply with the provisions for a Performance Agreement, if applicable and as required by the Secretary of Education
- 14) Conduct all meetings of the board of directors in a manner consistent with the Freedom of Information Act, especially the legal requirements of **29 Delaware Code, Sections 10002, 10003 and 10004.**
- 15) The Board of Directors will include a member who is a certificated teacher employed by the school and a member who is a parent of a student currently enrolled in the school, consistent with **14 Delaware Code, Section 512(1).**
- 16) Comply with the requirements for reporting school crimes as described in **14 Delaware Code, Section 4112.**

- 17) Maintain on file a written statement signed by the parent or guardian of each enrolled child acknowledging that the child will attend the charter school for at least one complete school year.
- 18) Advise any person or entity offering a loan to the school that debts of the school are not debts of the State of Delaware and that neither the State nor any other agency nor instrumentality of the State is responsible for the repayment of any indebtedness.

As members of the Board of Directors of the Charter Holder, we hereby agree to these assurances as a condition of the approval of the charter modification.

We have reviewed the Delaware Charter Law (14 Delaware Code, Chapter5) and 14 DE Admin Code, Section 275 in the Regulations of the Department of Education (Regulation 275), and have based the responses in this application on the review of these documents.

NEWARK CHARTER SCHOOL

| | | |
|---------------------------------------|---|-------------------|
| Name of the Charter School | | |
| Adrian Soyer |  | 12/17/19 |
| Chairperson of the Board of Directors | | Date of Signature |
| Jeff Lang |  | 12/17/19 |
| Member of the Board of Directors | | Date of Signature |
| Alexander Mackler |  | 12/17/19 |
| Member of the Board of Directors | | Date of Signature |
| Kelly Boulden |  | 12/17/19 |
| Member of the Board of Directors | | Date of Signature |
| Karen White |  | 12/17/19 |
| Member of the Board of Directors | | Date of Signature |
| Matthew Mathias |  | 12-17-19 |
| Member of the Board of Directors | | Date of Signature |
| Sridhar Mandavilli |  | 12-17-19 |
| Member of the Board of Directors | | Date of Signature |
| Monica Dunbar |  | 12-17-19 |
| Member of the Board of Directors | | Date of Signature |
| Evelyn Zerenner |  | 12-17-19 |
| Member of the Board of Directors | | Date of Signature |
| Rodney Wallace |  | 12-17-19 |
| Member of the Board of Directors | | Date of Signature |
| Gregory Gross |  | 12-17-19 |
| Member of the Board of Directors | | Date of Signature |
| Joseph Fitzgerald | Absent | |
| Member of the Board of Directors | | Date of Signature |