Utah Charter School Base Funding Study

Full Report, facilitated by the Utah State Board of Education

Historical context, funding structure, case studies, formula design, and recommendations

Recommended direction
Establish stable ongoing charter base funding, adjust for inflation and program growth, and distribute funding through a clear LEA-level formula with a distinct treatment for charter LEAs at or below 100 students.

September 2026

Table of Contents

Table of Contents 2
Executive Summary 4
Principal findings 4
Recommended model 5
Key abbreviations 6
2. Program Background and Historical Context 6
2.1 Current statutory structure 6
2.2 Appropriation history 6
3. School Finance Context for Revenue Comparisons 7
3.1 Charter Local Replacement 7
3.2 Grade-span WPU weighting 7
3.3 Transportation 7
3.4 Statewide Revenue and Expenditure Comparisons 8
FY25 per-pupil revenues by source, unfiltered: all LEAs 8
FY25 per-pupil revenues by source, filtered: all LEAs (Exclusions include study group consensus on programs not applicable for sector comparisons, including NESS, Transportation, Adult Education, Youth in Care, most federal revenue, etc.) 8
FY25 per-pupil expenditures by function, selected functions: all LEAs 9
FY25 per-pupil expenditures by function, selected functions: LEAs under 5,000 ADM 9
4. Administrative Cost Structure and LEA Choice 10
5. Adequacy and Distribution Structure of the Current Formula 13
5.1 Current formula distribution characteristics 13
5.2 Formula distribution and enrollment thresholds 13
5.3 Comparison of current and proposed distribution models 13
6. Administrative Requirements and Cost Comparability 15
7. Charter Efficiencies and Unique Challenges 16
8. Other State and Jurisdiction Approaches 17
9. Additional Factors Affecting Charter Costs 18
10. FY25 Case-Study Summary 19
11. Findings and Recommendations 20
Finding 1 20
Finding 2 20
Finding 3 20

Finding 4 20
Finding 5 20
Finding 6 20
Finding 7 20
Recommendations 21
12. Ongoing Adequacy and Performance Measures 22
13. Estimated Fiscal Impact 23
13.1 Proposed distribution at an $11 million appropriation 23
14. Proposed Implementation Timeline 24
Appendix A. SB186 Requirements Crosswalk 25
Appendix B. Case-Study Demographic Detail 26
Appendix C. All Charter LEA FY27-to-FY28 Base Funding Comparison 27
Appendix D. Full FY25 Per-Pupil Revenue Comparisons by Case-Study Pair 32
Case Study 1: Athenian eAcademy and Millard District — Per-Pupil Revenue, FY25 32
Case Study 2: Pinnacle Canyon Academy and Carbon District — Per-Pupil Revenue, FY25 35
Case Study 3: American Leadership Academy and Nebo District — Per-Pupil Revenue, FY25 37
Case Study 4: Ogden Preparatory Academy and Ogden City District — Per-Pupil Revenue, FY25 39
Case Study 5: Weilenmann School of Discovery and Park City District — Per-Pupil Revenue, FY25 41
Case Study 6: DaVinci Academy and Hawthorn Academy — Per-Pupil Revenue, FY25 43
Appendix E. Full FY25 Per-Pupil Expenditure Comparisons by Case-Study Pair 45
Case Study 1: Athenian eAcademy and Millard District — Per-Pupil Expenditures, FY25 45
Case Study 2: Pinnacle Canyon Academy and Carbon District — Per-Pupil Expenditures, FY25 46
Case Study 3: American Leadership Academy and Nebo District — Per-Pupil Expenditures, FY25 47
Case Study 4: Ogden Preparatory Academy and Ogden City District — Per-Pupil Expenditures, FY25 48
Case Study 5: Weilenmann School of Discovery and Park City District — Per-Pupil Expenditures, FY25 49
Case Study 6: DaVinci Academy and Hawthorn Academy — Per-Pupil Expenditures, FY25 50
Appendix F. FY25 Per-Pupil Revenue (PPR) All LEAs Total Revenue by ADM 51

SB186 directs a study of charter administrative and base funding costs, including school size, enrollment scale, operational models, fixed and variable costs, administrative requirements, charter-specific efficiencies and challenges, other-state approaches, and additional cost factors. The report provides findings, formula recommendations, ongoing adequacy measures, estimated fiscal impacts, and an implementation timeline.

The study group was constituted as directed by SB186, with technical assistance from the Office of the Legislative Fiscal Analyst. The study group used fiscal year 2025 data for the most current comparisons available with audited and reconciled data.

Executive Summary

This summary highlights the study group's central conclusions; the full report that follows provides supporting data, case studies, and detailed analysis.

Recommended model. The study group recommends converting charter base funding into a stable ongoing appropriation and simplifying its distribution. Under the proposed model, charter LEAs with 100 or fewer students would receive $50,000 each, and the remaining appropriation would be divided equally among all other operating charter LEAs. At an illustrative $11 million appropriation, this would provide $50,000 to two very small charter LEAs and approximately $96,460 to each of 113 other charter LEAs, eliminating the funding cliff that currently occurs above 2,000 students under the FY27 formula.

Fiscal impact. An $11 million ongoing appropriation is approximately $35,000 above the current FY27 total appropriation, but represents a more significant policy shift: converting reliance on approximately $3.1 million in temporary economic-stabilization funds into a predictable, ongoing commitment. Future costs will depend on enacted appropriations, inflationary adjustments, and the number of operating charter LEAs.

Key findings. Charter schools and school districts operate under different revenue structures, service responsibilities, enrollment scales, and capital arrangements, so sector-wide comparisons are most meaningful when broken down by category. Every charter LEA carries a baseline of governance, fiscal, audit, legal, compliance, and information-system responsibilities that do not disappear at low enrollment, and per-student administrative costs generally decline as enrollment grows. The study group did not identify a correlation between administrative spending and reporting or compliance performance. Once structural differences—such as Charter Local Replacement timing, grade-span weighting, transportation, and facilities—are accounted for, the study group found that LEA funding generally works as the Legislature intends it to.

Recommendations. The study group recommends the Legislature convert charter base funding to a stable ongoing appropriation, adopt the simplified $50,000/$96,460 distribution model described above, adjust the appropriation annually for inflation and net-new charter LEAs, preserve clear distinctions between charter base funding and other funding streams (Charter Local Replacement, student-weighted programs, transportation, facilities, and restricted programs), and review formula performance at least every five years. Full findings and recommendations are provided in Section 11.

Principal findings

- Charter schools and school districts operate under different revenue structures, service responsibilities, enrollment scales, student populations, grade configurations, and capital arrangements. Comparisons are most useful when major revenue and expenditure categories are separated and explained.
- Every charter LEA must maintain governance, fiscal administration, audit, legal, compliance, insurance, and information-system capacity. Some responsibilities exist at the LEA level rather than varying directly with enrollment.

- Administrative costs per student generally decline as enrollment grows. Charter LEAs retain wide discretion in how services are staffed, contracted, shared, or combined. No single statewide administrative-cost target is appropriate for every charter LEA.
- Differences in total per-pupil revenue and expenditures are often concentrated in local revenue, facilities, debt service, transportation, federal programs, student-support services, financing activity, grade-span weighting, and student demographics. When comparing charter schools to other charter schools or district schools, differences are rooted more in factors of choice rather than distributional irregularities.
- The current charter base funding structure contains multiple enrollment-based transitions. The current model produces varying effective funding rates and a substantial funding cliff above 2,000 students.
- The proposed FY28 model uses one small-school threshold and a common LEA-level award above that threshold, making the distribution easier to explain and forecast.
- An ongoing base-funding model should be transparent, predictable, operational-model neutral, and reviewed periodically using cost, compliance, timeliness, and service measures.

Recommended model

Provide $50,000 to operating charter LEAs with 100 or fewer students and divide the remaining annual appropriation equally among operating charter LEAs above 100 students. At an $11 million appropriation, two very small charter LEAs receive $50,000 each, and 113 other charter LEAs receive approximately $96,460.18 each.

Key abbreviations

Abbreviation	Meaning
ADM	Average Daily Membership
CLR	Charter Local Replacement
LEA	Local Education Agency
MSP	Minimum School Program
PPE	Per-Pupil Expenditures
PPR	Per-Pupil Revenue
PUES	Public Education Economic Stabilization
SB186	Senate Bill 186
UPEFS	Utah Public Education Financial System
USF	Uniform School Fund
WPU	Weighted Pupil Unit

2. Program Background and Historical Context

2.1 Current statutory structure

The current charter base funding statute provides, subject to appropriation, the greater of $40,000 or $115 per student to charter schools with 2,000 or fewer students using October 1 enrollment. The statute also permits one-time distributions regardless of size, subject to legislative appropriation and intent language. With varying levels of one-time funding appropriated each year, charters of all sizes have experienced fluctuations in funding levels and uncertainty surrounding the charter base funding line item. The purposes or intended outcomes of charter base funding are not currently well-defined in statute. Charter School Base Funding provides additional funding to charter schools to recognize operational cost differences between small and large schools, with small schools receiving more than larger schools. These funds support base operating functions such as data reporting, financial management and administration.

2.2 Appropriation history

Funding has combined ongoing Uniform School Fund resources, Uniform School Fund One-Time, and Public Education Economic Stabilization Restricted Account appropriations.

Period	USF ongoing	USF one-time	Economic stabilization	Total
2022 Actual	$3.100M	$5.000M	$0	$8.100M
2023 Actual	$3.015M	$0	$5.000M	$8.015M
2024 Actual	$7.865M	$0	$1.875M	$9.740M
2025 Actual	$7.865M	$0	$3.600M	$11.465M
2026 Appropriated	$7.865M	$0	$3.600M	$11.465M
2027 Appropriation	$7.865M	$0	$3.100M	$10.965M

3. School Finance Context for Revenue Comparisons

3.1 Charter Local Replacement

Charter Local Replacement is calculated using the most recent reconciled tax-collection and charter enrollment data. Because those data are finalized on different timelines, the calculation effectively operates with an approximately two-year lag.

The mechanism provides charter schools with state revenue intended to replace district local property tax resources, since charter schools do not levy or receive property tax directly. In financial reports, this amount appears as state revenue even though it functions as a local-revenue replacement.

The calculation identifies the qualifying local revenue base, converts it to an eligible charter amount, and applies it to charter enrollment using finalized historical data rather than same-year tax collections.

For comparisons, this means district local revenue and charter replacement revenue may differ because of timing, or tax-base structure, not simply current-year operating choices. Charter Local Replacement should therefore be considered with grade-span weighting, local revenue, facilities, transportation, restricted programs, and financing activity.

The Legislature has also provided about $4 million annually to mitigate the lag, reinforcing that Charter Local Replacement reflects reconciled historical data rather than current-year district collections.

3.2 Grade-span WPU weighting

District and charter students are weighted differently in the Minimum School Program to approximate differences in educational costs, including higher costs associated with secondary grades. Two LEAs with identical enrollment counts can generate different numbers of WPUs depending on grade configuration.

Student group	District WPU factor	Charter WPU factor
Half-day kindergarten	0.55	0.55
Full-day kindergarten	1.00	0.90
Grades 1-6	1.00	0.90
Grades 7-8	1.00	0.99
Grades 9-12	1.00	1.20

WPUs are based on prior-year ADM plus growth. The charter factors result in lower WPU generation for elementary students, near-parity for grades 7-8, and higher WPU generation for grades 9-12. Revenue comparisons should account for grade span as well as enrollment.

3.3 Transportation

Transportation represents a meaningful structural difference between districts and charter schools that should be considered when comparing total revenues and expenditures.

School districts provide transportation services to eligible students within their defined geographic boundaries. The state reimburses districts for eligible transportation costs at up to 85 percent, though recent appropriations have not fully funded that reimbursement rate. Transportation costs and the associated state reimbursement therefore appear in district revenue and expenditure data as a recurring program with material per-pupil amounts.

Charter schools are not required to provide transportation and do not receive state transportation funding. Charter schools also do not have defined geographic attendance boundaries; families choose to enroll and

are generally responsible for arranging their own transportation. Some charter schools choose to provide transportation voluntarily, and those costs would appear in their expenditure data, but such spending is not reimbursed through the state transportation program.

As a result, transportation-related revenue and expenditures are generally not comparable between districts and charter schools. When reviewing per-pupil spending comparisons, transportation should be identified and considered separately to avoid attributing funding differences to administrative or instructional factors when the underlying cause is a structural program difference.

3.4 Statewide Revenue and Expenditure Comparisons

These statewide figures provide context rather than a direct measure of adequacy or inequity. Several factors affect the comparison, including Charter Local Replacement timing (Section 3.1), grade-span weighting (Section 3.2), transportation (Section 3.3), local revenue, facilities, restricted programs, enrollment scale, and financing activity. School districts provide services such as Adult Education and Youth in Care and have structural differences from charter schools. The study group consensus was to exercise caution in drawing conclusions from any single figure in the tables that follow, particularly per-pupil revenue by source, since isolating one number can imply a disparity that the fuller data set does not support. Charter schools and school districts are fundamentally different types of LEAs, and, as reflected in the case studies (Section 10) and Findings 1 and 6 (Section 11), the study group found that once these structural differences are taken into account, LEA funding generally works as the Legislature intends it to. Local decision making, demographics, program participation, play a large part in determining the ultimate funding mix for an individual LEA.

FY25 per-pupil revenues by source, unfiltered: all LEAs

Revenue (main source)	Charter PPR $	District PPR $	PPR Variance ($)
Local	$748	$6,524	$-5,776
State	$11,823	$7,840	$3,983
Federal	$669	$847	$-179
Other Financing Sources(Uses)	$1,322	$1,177	$145
Special and Extraordinary	$-36	$9	$-45
Total	**$14,525**	**$16,397**	**$-1,872**

FY25 per-pupil revenues by source, filtered: all LEAs (Exclusions include study group consensus on programs not applicable for sector comparisons, including NESS, Transportation, Adult Education, Youth in Care, most federal revenue, etc.)

Revenue (main source)	Charter PPR $	District PPR $	PPR Variance ($)
Local	$626	$5,579	$-4,952
State	$11,627	$7,052	$4,576
Federal	$8	$13	$-5
Other Financing Sources(Uses)	$1,322	$890	$432
Total	**$13,583**	**$13,533**	**$50**

The revenue comparison provides broad context; the expenditure tables then isolate selected functions where statewide averages and size-adjusted comparisons tell different stories.

FY25 per-pupil expenditures by function, selected functions: all LEAs

Function	Charter PPE	District PPE	Variance	Charter share	District share
1xxx - Instruction	$6,871	$7,860	($989)	49.7%	48.7%
23xx - LEA Administration	$236	$143	$93	1.7%	0.9%
25xx - Central Business Services	$526	$407	$119	3.8%	2.5%
24xx - School Administration	$1,070	$801	$269	7.7%	5.0%
Total	**$13,817**	**$16,148**	**($2,331)**	**100.0%**	**100.0%**

FY25 per-pupil expenditures by function, selected functions: LEAs under 5,000 ADM

Function	Charter PPE	District PPE	Variance	Charter share	District share
1xxx - Instruction	$7,018	$10,161	($3,143)	50.4%	43.6%
23xx - LEA Administration	$153	$378	($225)	1.1%	1.6%
25xx - Central Business Services	$536	$703	($167)	3.9%	3.0%
24xx - School Administration	$1,098	$978	$120	7.9%	4.2%
Total	**$13,912**	**$23,305**	**($9,393)**	**100.0%**	**100.0%**

Combined administration—functions 2300, 2400, and 2500—accounts for 12.5% of charter spending and 8.4% of district spending across all LEAs. Among LEAs under 5,000 ADM, the combined administration share is 12.8% for charters and 8.8% for districts.

The combined administration share is therefore fairly stable within each sector when moving from all LEAs to smaller LEAs: charters increase slightly from 12.5% to 12.8%, while districts increase from 8.4% to 8.8%. The more meaningful change is in the individual function pattern, especially 2300 and 2500.

Across all LEAs, charters report higher per-pupil costs than districts in 2300 and 2500. Among LEAs under 5,000 ADM, smaller districts report higher per-pupil costs in both functions. This shows that statewide averages can obscure scale effects: smaller districts carry higher per-pupil district-administration and business-service costs, while charters continue to show a higher overall administration share, largely because school administration makes up a larger portion of charter spending.

It is important to note that charter schools may vary in reporting between functions 2300 and 2400. For example, a charter school executive director who also functions as the school principal may be coded under 2300 at one LEA, and 2400 at another LEA. It is important to maintain contextual awareness of potential coding and reporting differences in addition to LEA governing board administrative decisions.

4. Administrative Cost Structure and LEA Choice

Charter LEAs have wide discretion in how they organize administrative services. Some employ staff directly, some contract for specialized services, some participate in shared-service arrangements, and some combine these approaches. The report addresses categories of cost and scale without establishing a statewide administrative-cost target. The table below addresses several cost categories as fixed, variable, or dependent on other factors.

Cost characteristic	Examples	Policy relevance
LEA-level or relatively fixed	Governance, audit, legal, insurance, core fiscal systems, minimum executive oversight	These responsibilities arise even at low enrollment.
Variable or allocable	Clerical support, per-student software, supplies, transaction volume, program administration	These costs may increase with students, staff, or programs.
Operational-model dependent	Management contracts, shared services, combined roles, multi-campus administration	Equivalent functions may appear in different accounts or service arrangements.
Facilities and financing	Rent, maintenance, acquisition, construction, debt service	These costs can dominate a single-year comparison and should be shown separately.

The below table details administrative costs or functions that are relatively fixed. The existence of fixed costs regardless of LEA size support the case for a funding structure that recognizes a fixed or minimum-cost component separate from enrollment-driven per student amounts.

Essential function	Required responsibilities and fixed-cost elements	Primary authority
1. Executive leadership & administration	Executive director or designated third-party staff; minimum administrative staffing; office operations; communications.	R277-552-3(4)
2. Governance & independent LEA oversight	Independent governing board; open-meetings compliance and training; board-member oath; audit committee; policies, agendas and minutes; charter amendments.	Utah Code §53G-5-404, 52-4-104, 53G-5-406.5, 53G-7-402
3. Financial management, auditing & internal controls	Business administration; budgeting; accounting; payroll; purchasing; cash management; independent audit; financial/statistical reporting; audit responses; internal controls; restricted-fund and grant accounting.	R277-553; Utah Code §53G-5-404, 53G-5-411

Essential function	Required responsibilities and fixed-cost elements	Primary authority
4. State & federal reporting / regulatory compliance	Student membership, attendance and data reporting; UTREx; accountability and financial reports; federal reporting and assurances; policy updates; records retention; FERPA, Title IX, civil-rights and other compliance.	R277-484; state/federal program requirements
5. Human resources & employment administration	Recruiting, hiring, onboarding, background checks, payroll and benefits administration, leave and personnel records, evaluations, training, employment-law compliance, substitutes and staffing systems.	Utah Code §53G-5-408, 53G-5-407
6. Special education LEA administration	LEA-level IDEA compliance; special education leadership; Child Find; IEP oversight; procedural safeguards; reporting; maintenance of effort; grant administration; monitoring, training and dispute resolution.	Utah Code §53G-5-407; 34 CFR Part 300
7. Technology, cybersecurity, privacy & data	Student information and financial systems; data governance; information security; privacy training; cybersecurity; backups; access controls; records security; internet filtering.	Utah Code §53E-9-303; R277-487; §53G-5-410
8. Facilities administration, safety & risk management	Facility administration and compliance, inspections, maintenance planning, emergency preparedness, required safety personnel/functions, risk and claims management.	Utah Code §53G-8-701.5, 53G-8-701.8, 53G-5-404
9. Procurement, contracting & records	Utah Procurement Code compliance, records officer and public-record compliance.	Utah Code Title 63G, Ch. 6a; §63G-2-108
10. Authorizer & charter accountability	Financial, academic, enrollment and governance review; charter agreements.	R277-553

A 2022 legislative audit found that administrative spending per student generally declined as enrollment increased and that management-company use was not a reliable indicator of higher administrative cost. Consistent functional classification is more useful than a prescribed staffing model when comparing

administrative costs. The study group was not able to identify a correlation between administrative costs, LEA size and LEA reporting performance.

5. Adequacy and Distribution Structure of the Current Formula

Charter base funding distributes resources to charter LEAs rather than directly funding instructional services on a per-student basis. Statute does not define which costs are covered by charter base funding and to what extent those costs should be covered. By comparison, smaller school districts not located in rural areas receive no administrative or base funding, while smaller school districts in rural areas receive Necessarily Existent Small Schools (NESS) funding.

Because charter LEAs retain substantial flexibility in staffing, contracting, management, and shared-service decisions, this analysis focuses on formula design and distribution characteristics, rather than a statewide cost target.

5.1 Current formula distribution characteristics

The FY27 structure combines minimum allocations, enrollment-based calculations, statutory eligibility provisions, one-time adjustments, and funding limitations. These components result in varying effective funding rates across enrollment levels.

Very small charter LEAs receive comparatively high funding per student because an LEA-level amount is spread across few students. Effective funding per student generally declines as enrollment increases. Additional changes occur at formula transition points, including the threshold above 2,000 students.

5.2 Formula distribution and enrollment thresholds

The FY27 structure contains multiple enrollment-sensitive transitions. In some cases a small enrollment change produces a disproportionately large funding change. The most visible discontinuity occurs above 2,000 students, where the modeled award falls from the maximum amount at 2,000 students to the separate amount for charter LEAs above that threshold.

Thresholds can be useful for targeting funding, but multiple transition points make the formula more difficult to explain and forecast.

5.3 Comparison of current and proposed distribution models

The comparison below shows the FY27 legislative-estimate model and the proposed FY28 model using effective charter base funding per student across enrollment levels up to 5,500 students.

Under the FY27 structure, minimum funding, enrollment-based calculations, one-time adjustments, and statutory thresholds produce varying effective funding rates. The structure creates funding cliffs and discontinuities that complicate planning and forecasting.

The proposed FY28 model provides a distinct allocation to charter LEAs with 100 or fewer students and a common LEA-level allocation to charter LEAs above 100 students. The proposal does not prescribe staffing, contracting, management, or shared-service decisions. Instead, it creates a simpler relationship between the legislative appropriation and each LEA's allocation.

By reducing the number of transition points, the proposed model is easier to administer and explain, improves predictability, and eliminates the FY27 cliff above 2,000 students. Above 2,000 students, the FY27 model continues to decline while the FY28 model holds a stable LEA-level award.

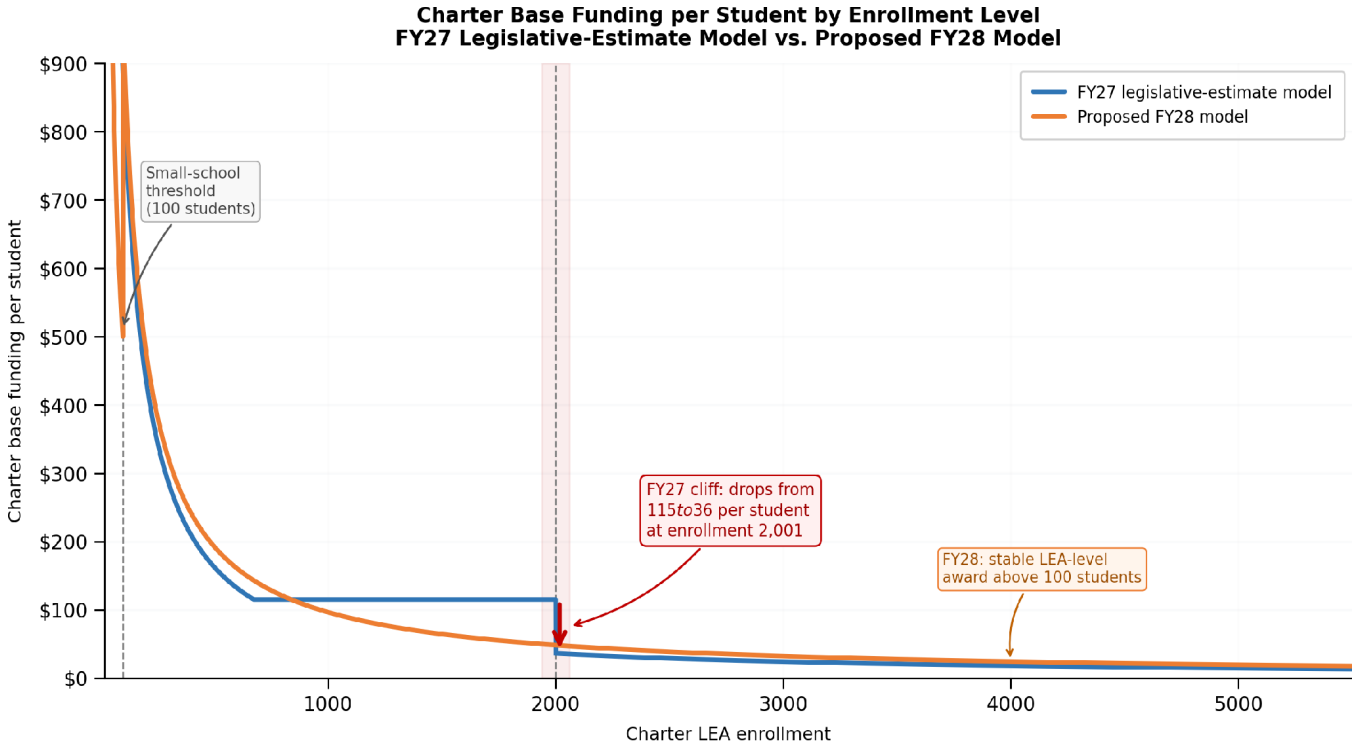


Figure 2. Charter base funding per student under the FY27 legislative-estimate structure and proposed FY28 model across enrollment levels from 20 to 5,500 students.

Interpretation

The proposed structure contains one explicit policy transition at 100 students. Above that threshold, the total LEA-level award remains stable as enrollment changes, so no additional enrollment cliffs are created.

6. Administrative Requirements and Cost Comparability

The study group identified administrative requirements such as:

- Governing board administration and public governance.
- Budgeting, accounting, internal controls, procurement, payroll, reporting, and annual independent audit.
- State and federal grant compliance and program accounting.
- Special education, student data, civil rights, privacy, safety, and other program administration.
- Insurance, legal support, records, information systems, and cybersecurity.

A recent USBE report identified that charter schools have 56 mandatory reports, compared to 63 mandatory reports for school districts. As mentioned previously, the study group did not identify a correlation between low administrative spending and poor reporting performance. Administrative costs are highly dependent on LEA governing board decisions and priorities.

The following table explores discussions held by the study group regarding cost comparability under different operational models.

Operational model	Potential efficiency	Comparability issue
Direct employment	Direct supervision and payroll visibility	Minimum staffing may be difficult at small scale.
Contracted services	Specialized capacity without multiple full-time positions	Invoice scope and allocation must be clear.
Shared services	Pooled expertise and purchasing	Savings depend on participation, quality, and displaced cost.
Single-site LEA	Combined leadership roles	LEA and school administration may be blended.
Multi-campus LEA	Fixed cost spread across more pupils	Additional coordination and site-level administration.

7. Charter Efficiencies and Unique Challenges

The following table identifies potential charter school efficiencies and unique challenges.

Factor	Potential efficiency	Potential challenge
Independent governance	Focused local decision-making	Each LEA carries board, records, and legal responsibilities.
Contracted services	Specialized services on demand	Procurement, monitoring, and allocation requirements.
Small scale	Short decision paths and combined roles	Higher per-student fixed costs and segregation-of-duties constraints.
Facilities	Flexible facility strategy	Lease, financing, maintenance, and capital timing. Higher financing costs compared to school districts.
Shared services	Potential cost pooling	Value depends on participation, pricing, and service quality.

The study group consensus is that the formula should remain operational-model neutral. Consistent functional reporting is more useful than assuming that any one model is always the least-cost approach.

8. Other State and Jurisdiction Approaches

Other states generally fund public education through student-based formulas. Some states separate a foundational amount from categorical weights that recognize specific student needs or program characteristics. Most states also use a mechanism similar in purpose to Utah's Charter Local Replacement to approximate the local property tax revenue that charter schools cannot generate directly. The study did not identify another state that provides direct, separate administrative funding to charter schools comparable to Utah's charter base funding program. Accordingly, other state approaches are most useful for understanding broad funding structures rather than identifying a direct counterpart to Utah's administrative funding model.

9. Additional Factors Affecting Charter Costs

- Facility occupancy, acquisition, financing, maintenance, and insurance.
- Number of campuses and grade span.
- Enrollment volatility, startup, expansion, and closure.
- Student needs, including special education and English learners.
- Transportation and geographic dispersion.
- Local revenue, philanthropy, investment income, and financing proceeds.
- Indirect cost recovery from restricted grants.
- Management contracts, shared personnel, and consistent functional coding.
- Cybersecurity, privacy, information systems, and compliance infrastructure.

These factors should remain separately identifiable when another funding stream already addresses them. Charter base funding should recognize common LEA-level capacity, rather than replace student weights, facilities policy, transportation funding, federal aid, Charter Local Replacement, or targeted programs.

Additionally, the study group identified recent examples of new legislation where charter schools are required to fulfill new requirements without the same level of funding provided to school districts, such as 2026's Senate Bill 241. This bill requires early literacy interventions. Charter schools were provided approximately $1 million; to be funded at the same level as school districts on a per student basis, charter schools should be provided $3.6 million.

10. FY25 Case-Study Summary

Comparison	Revenue per pupil	Spending per pupil	Interpretation
Athenian eAcademy / Millard District	$28,065.01 / $20,809.96	$24,645.20 / $29,180.74	Athenian revenue is affected by financing activity; Millard has different local, transportation, and district-wide responsibilities. Both serve students in rural areas and have multiple campus locations.
Pinnacle Canyon / Carbon	$17,953.16 / $18,711.98	$17,994.85 / $17,632.83	Located in the same county. Totals are comparatively close; demographics, transportation, program participation, and scale differ.
American Leadership / Nebo	$13,998.95 / $13,866.85	$14,296.23 / $15,021.39	Same county. Revenue is nearly equal; spending differences occur across instruction, business, facilities, transportation, and debt.
Ogden Prep / Ogden City	$14,427.08 / $17,587.79	$14,860.58 / $20,461.75	Same city. Instruction is relatively close; facilities, debt, support, and transportation explain much of the total difference.
Weilenmann / Park City	$15,067.98 / $45,928.55	$14,794.73 / $42,301.81	Same city. Local revenue capacity and capital activity illustrate the effects of charter local replacement to provide statewide averages for charters.
DaVinci / Hawthorn	$12,335.18 / $13,645.33	$11,501.20 / $12,488.13	The two charter LEAs have similar enrollment but differ in operational models and student demographics. They have similar total revenue and spending, but differ across local and state revenue sources and individual expenditure functions.

Case-study interpretation

Totals should be broken down by category. Local revenue, Charter Local Replacement timing, grade-span WPU factors, facilities, debt, transportation, restricted programs, financing activity, and demographics can each materially affect a single-year comparison. The SB186 requirements crosswalk is provided in Appendix A; demographic context is provided in Appendix B; the all-charter FY27-to-FY28 base funding comparison is provided in Appendix C; and full line-item revenue and expenditure tables for each case-study pair are provided in Appendices D and E.

11. Findings and Recommendations

Finding 1

Charter schools and districts have different organizational structures, revenue sources, service responsibilities, grade configurations, and capital arrangements. Sector-wide averages require category-level context.

Finding 2

A core set of governance, fiscal, audit, legal, compliance, insurance, and information-system responsibilities exists for every charter LEA, although the manner and cost of providing those functions vary. There was no identified correlation between administrative cost and administrative performance.

Finding 3

Enrollment scale affects per-student administrative cost, but scale interacts with student needs, campuses, facilities, grade span, and service-delivery choices.

Finding 4

Operational model alone does not determine efficiency. Direct staffing, contracted administration, and shared services should be compared using consistent functional definitions.

Finding 5

The current charter base funding structure contains multiple enrollment-based transition points that produce varying effective funding rates. A simplified model would improve transparency, predictability, and budget planning while preserving local operational flexibility.

Finding 6

Revenue and expenditure comparisons are most informative when recurring operating resources are distinguished from local revenue, Charter Local Replacement timing, grade-span weighting, restricted programs, transportation, facilities, debt service, financing activity, and LEA-level choices. Operational decisions—including governance priorities, management style, staffing structure, contracted services, shared services, facility strategy, and program design—can materially affect both costs and reported funding patterns. These differences should be considered as part of local management and policy context rather than treated solely as formula-driven funding differences.

Finding 7

Charter base funding should be evaluated through multiple measures, including formula predictability, comparable administrative costs, reporting timeliness, compliance results, enrollment change, and service outcomes.

Recommendations

- Convert temporary and ongoing support into a stable ongoing appropriation.
- Provide $50,000 to charter LEAs with 100 or fewer students and divide the remaining appropriation equally among charter LEAs above 100.
- Adjust the appropriation for inflation matching the current method for Educator Salary Adjustment and net-new charter LEAs.
- Preserve clear distinctions among charter base funding, Charter Local Replacement, student-weighted programs, transportation, facilities, and restricted programs.
- Review formula performance at least every five years.

12. Ongoing Adequacy and Performance Measures

The following table provides four potential performance measures related to charter base funding.

Measure	Definition	Use
Formula predictability	Year-to-year change attributable to appropriation, new LEAs, and policy thresholds.	Budget planning and stability.
Core administration per ADM	Comparable 2300, 2400, and 2500 costs with documented exclusions.	Scale and trend analysis.
Fixed and variable cost mix	LEA-level, enrollment-sensitive, and facility costs reported separately.	Formula alignment while preserving local flexibility.
Compliance results	Independent findings, repeat issues, and corrective actions.	Required performance.

13. Estimated Fiscal Impact

13.1 Proposed distribution at an $11 million appropriation

Category	LEAs	Award per LEA	Total
100 or fewer students	2	$50,000.00	$100,000
Above 100 students	113	$96,460.18	$10,900,000
Total	115	-	$11,000,000

The proposed $11 million example is $35,000 above the FY27 total appropriation. However, the more significant fiscal policy change is the composition of funding, not the total level. The FY27 appropriation combines $7.865 million in ongoing Uniform School Fund resources with $3.100 million in one-time economic stabilization funds. The one-time component is not guaranteed from year to year and has varied across fiscal years.

Converting the combined amount into a stable ongoing appropriation would replace the current reliance on temporary economic stabilization funds with a predictable annual commitment. At an $11 million ongoing appropriation, the state would be committing approximately $3.135 million more in ongoing funding than the current $7.865 million ongoing base, with the difference currently covered by temporary resources. Future fiscal impacts depend on enacted appropriations, inflationary increases, and the number of operating charter LEAs.

14. Proposed Implementation Timeline

Period	Action
By December 1, 2026	Submit the SB186 report to the Public Education Appropriations Subcommittee.
2027 General Session	Consider statutory formula changes, ongoing appropriation, eligibility, and growth mechanism.
FY28	Implement the modified formula if authorized and funded; publish awards and methodology.
By December 1, 2031	Complete the first five-year formula review and recommend any changes.
Every five years thereafter	Repeat the formal review, with annual monitoring between reviews.

Appendix A. SB186 Requirements Crosswalk

SB186	Requirement	Report location	Status
5(a)	Size, scale, and operational models	Sections 3, 4, 6, and 7	Addressed
5(b)	Adequacy and effectiveness of current formula	Section 5	Addressed
5(c)	Cost structures across charters and districts	Sections 4, 6, 7, and 10	Addressed
5(d)(i)	Fixed costs that do not scale proportionally	Section 4	Addressed
5(d)(ii)	State and federal administrative requirements	Section 6	Addressed
5(d)(iii)	Efficiencies and unique charter challenges	Section 7	Addressed
5(e)	Other state or jurisdiction models	Section 8	Addressed
5(f)	Additional operational cost factors	Section 9	Addressed
6(a)	Findings	Section 11	Addressed
6(b)	Formula recommendations	Section 11	Addressed
6(c)	Ongoing adequacy criteria and metrics	Section 12	Addressed
6(d)	Estimated fiscal impacts	Section 13	Addressed
6(e)	Implementation timeline	Section 14	Addressed

Appendix B. Case-Study Demographic Detail

LEA	FY25 ADM	SPED share	Economically disadvantaged	LEP share
Athenian eAcademy	579	21.6%	40.8%	0.0%
Millard District	3,016	15.7%	41.1%	7.4%
Pinnacle Canyon Academy	350	29.3%	75.1%	0.0%
Carbon District	3,155	15.9%	41.2%	2.8%
American Leadership Academy	1,577	14.7%	33.7%	6.4%
Nebo District	42,277	12.3%	19.4%	4.2%
Ogden Preparatory Academy	971	18.3%	66.5%	25.1%
Ogden City District	9,935	13.9%	61.8%	18.5%
Weilenmann School of Discovery	414	11.2%	1.4%	1.7%
Park City District	4,055	10.2%	11.5%	8.0%
DaVinci Academy	1,262	15.5%	27.0%	1.7%
Hawthorn Academy	1,351	14.4%	28.4%	10.4%

ADM is from the FY25 ADM export. SPED, economic disadvantage, and LEP counts are from the FY25 MY data table. Economic-disadvantage and LEP counts are October 1 counts and are shown as contextual percentages of FY25 ADM.

Appendix C. All Charter LEA FY27-to-FY28 Base Funding Comparison

Appendix C is organized into four compact tables by enrollment size. Dollar change equals proposed FY28 base funding minus FY27 base funding. Per-student change equals proposed FY28 per-student funding minus FY27 per-student funding. Enrollment is projected FY27 enrollment.

Appendix C-1. Charter LEAs above 1,000 students

LEA	Enroll.	FY27	FY28	$ Chg.	FY27/Stu.	FY28/Stu.	P/S Chg.
American Prep	5,764	$71,993	$96,460	$24,467	$12.49	$16.74	$4.25
Ascent Academies	3,040	$71,993	$96,460	$24,467	$23.68	$31.73	$8.05
Wallace Stegner Academy	3,009	$71,993	$96,460	$24,467	$23.93	$32.06	$8.13
Summit Academy	2,569	$71,993	$96,460	$24,467	$28.02	$37.55	$9.53
Gateway Preparatory	2,223	$71,993	$96,460	$24,467	$32.39	$43.39	$11.00
Freedom Academy	2,176	$71,993	$96,460	$24,467	$33.08	$44.33	$11.25
Syracuse Arts	2,162	$71,993	$96,460	$24,467	$33.30	$44.62	$11.32
Providence Hall	2,066	$71,993	$96,460	$24,467	$34.85	$46.69	$11.84
Utah Virtual Academy	1,892	$217,580	$96,460	($121,120)	$115.00	$50.98	($64.02)
American Leadership	1,639	$188,485	$96,460	($92,025)	$115.00	$58.85	($56.15)
Spectrum	1,577	$181,355	$96,460	($84,895)	$115.00	$61.17	($53.83)
John Hancock	1,519	$174,685	$96,460	($78,225)	$115.00	$63.50	($51.50)
Hawthorn Academy	1,439	$165,485	$96,460	($69,025)	$115.00	$67.03	($47.97)
Excelsior Academy	1,409	$162,035	$96,460	($65,575)	$115.00	$68.46	($46.54)
Quail Run Primary School	1,403	$161,345	$96,460	($64,885)	$115.00	$68.75	($46.25)
DaVinci Academy	1,286	$147,890	$96,460	($51,430)	$115.00	$75.01	($39.99)
Monticello	1,264	$145,360	$96,460	($48,900)	$115.00	$76.31	($38.69)
Utah Connections	1,240	$142,600	$96,460	($46,140)	$115.00	$77.79	($37.21)
Utah Military Academy	1,200	$138,000	$96,460	($41,540)	$115.00	$80.38	($34.62)
Lakeview	1,163	$133,745	$96,460	($37,285)	$115.00	$82.94	($32.06)
Thomas Edison - North	1,160	$133,400	$96,460	($36,940)	$115.00	$83.16	($31.84)
NUAMES	1,155	$132,825	$96,460	($36,365)	$115.00	$83.52	($31.48)
Vista at Entrada	1,115	$128,225	$96,460	($31,765)	$115.00	$86.51	($28.49)
Entheos Academy	1,091	$125,465	$96,460	($29,005)	$115.00	$88.41	($26.59)
The Early Light Academy	1,035	$119,025	$96,460	($22,565)	$115.00	$93.20	($21.80)
George Washington	1,031	$118,565	$96,460	($22,105)	$115.00	$93.56	($21.44)
Ogden Prep	1,018	$117,070	$96,460	($20,610)	$115.00	$94.75	($20.25)
Quest Academy	1,010	$116,150	$96,460	($19,690)	$115.00	$95.51	($19.49)

Appendix C-2. Charter LEAs with 500 to 1,000 students

LEA	Enroll.	FY27	FY28	$ Chg.	FY27/Stu.	FY28/Stu.	P/S Chg.
North Davis Prep	967	$111,205	$96,460	($14,745)	$115.00	$99.75	($15.25)

Appendix C-2. Charter LEAs with 500 to 1,000 students							
LEA	Enroll.	FY27	FY28	$ Chg.	FY27/Stu.	FY28/Stu.	P/S Chg.
Beehive Science & Tech	963	$110,745	$96,460	($14,285)	$115.00	$100.17	($14.83)
Legacy Preparatory	959	$110,285	$96,460	($13,825)	$115.00	$100.58	($14.42)
Salt Lake Academy High	939	$107,985	$96,460	($11,525)	$115.00	$102.73	($12.27)
Lincoln Academy	911	$104,765	$96,460	($8,305)	$115.00	$105.88	($9.12)
Leadership Learning	907	$104,305	$96,460	($7,845)	$115.00	$106.35	($8.65)
Open High School of UT	905	$104,075	$96,460	($7,615)	$115.00	$106.59	($8.41)
Vanguard Academy	836	$96,140	$96,460	$320	$115.00	$115.38	$0.38
Venture	824	$94,760	$96,460	$1,700	$115.00	$117.06	$2.06
Franklin Discovery Academy	791	$90,965	$96,460	$5,495	$115.00	$121.95	$6.95
Athenian eAcademy	786	$90,390	$96,460	$6,070	$115.00	$122.72	$7.72
Karl G. Maeser	780	$89,700	$96,460	$6,760	$115.00	$123.67	$8.67
Renaissance	760	$87,400	$96,460	$9,060	$115.00	$126.92	$11.92
Mountainville	700	$80,500	$96,460	$15,960	$115.00	$137.80	$22.80
Valley Academy	700	$80,500	$96,460	$15,960	$115.00	$137.80	$22.80
Scholar Academy	685	$78,775	$96,460	$17,685	$115.00	$140.82	$25.82
Reagan Academy	683	$78,545	$96,460	$17,915	$115.00	$141.23	$26.23
HighMark CS	671	$77,685	$96,460	$18,775	$115.77	$143.76	$27.98
Wasatch Waldorf Academy	643	$78,307	$96,460	$18,154	$121.78	$150.02	$28.23
Channing Hall	612	$78,995	$96,460	$17,465	$129.08	$157.61	$28.54
Terra Academy	596	$79,350	$96,460	$17,110	$133.14	$161.85	$28.71
Esperanza Elementary	581	$79,683	$96,460	$16,777	$137.15	$168.51	$28.88
Bridge Elementary	556	$80,238	$96,460	$16,222	$144.31	$173.49	$29.18
Voyage Academy	550	$80,372	$96,460	$16,088	$146.13	$179.14	$29.25
SUCCESS Academy	538	$80,638	$96,460	$15,822	$149.89	$179.29	$29.41
Noah Webster	529	$80,838	$96,460	$15,622	$152.81	$182.34	$29.53
Leadership Academy of Utah	526	$80,905	$96,460	$15,556	$153.81	$183.38	$29.57
Wasatch Peak	525	$80,927	$96,460	$15,533	$154.15	$183.73	$29.59
Canyon Rim	524	$80,949	$96,460	$15,511	$154.48	$184.08	$29.60
North Star Academy	523	$80,971	$96,460	$15,489	$154.82	$184.44	$29.61

Appendix C-3. Charter LEAs with 100 to 500 students							
LEA	Enroll.	FY27	FY28	$ Chg.	FY27/Stu.	FY28/Stu.	P/S Chg.
Jefferson Academy	502	$81,438	$96,460	$15,022	$162.23	$192.15	$29.92
UCAS	500	$81,482	$96,460	$14,978	$162.96	$192.92	$29.96
Mountain Sunrise Academy	493	$81,637	$96,460	$14,823	$165.59	$195.66	$30.07
Timpanogos Academy	491	$81,682	$96,460	$14,778	$166.36	$196.46	$30.10
Fast Forward	491	$81,682	$96,460	$14,778	$166.36	$196.46	$30.10
Paradigm High	485	$81,815	$96,460	$14,645	$168.69	$198.89	$30.20
Ignite Entrepreneurship Academy	470	$82,148	$96,460	$14,312	$174.78	$205.23	$30.45

Appendix C-3. Charter LEAs with 100 to 500 students							
LEA	Enroll.	FY27	FY28	$ Chg.	FY27/Stu.	FY28/Stu.	P/S Chg.
Mountain West Montessori	467	$82,215	$96,460	$14,245	$176.05	$206.55	$30.50
AMES	466	$82,237	$96,460	$14,223	$176.47	$206.99	$30.52
Lumen Scholar Institute	458	$82,415	$96,460	$14,045	$179.94	$210.61	$30.67
Odyssey	455	$82,481	$96,460	$13,979	$181.28	$212.00	$30.72
Good Foundations	443	$82,748	$96,460	$13,712	$186.79	$217.74	$30.95
Merit College Preparatory	428	$83,081	$96,460	$13,379	$194.11	$225.37	$31.26
Dual Immersion Academy	426	$83,125	$96,460	$13,335	$195.13	$226.43	$31.30
Salt Lake Arts	415	$83,369	$96,460	$13,091	$200.89	$232.43	$31.54
Promontory School	408	$83,525	$96,460	$12,935	$204.72	$236.42	$31.70
Maria Montessori	402	$83,658	$96,460	$12,802	$208.10	$239.95	$31.85
Walden School	401	$83,680	$96,460	$12,780	$208.68	$240.55	$31.87
Ivy Preparatory Academy	397	$83,769	$96,460	$12,691	$211.01	$242.97	$31.96
Elevated Charter School	386	$84,013	$96,460	$12,447	$217.65	$249.90	$32.25
Utah Arts Academy	385	$84,036	$96,460	$12,424	$218.27	$250.55	$32.28
Navigator Pointe	375	$84,258	$96,460	$12,202	$224.69	$257.23	$32.54
American Academy of Innovation	371	$84,346	$96,460	$12,114	$227.35	$260.00	$32.65
Itineris	370	$84,369	$96,460	$12,091	$228.02	$260.70	$32.68
Advantage Arts Academy	369	$84,391	$96,460	$12,069	$228.70	$261.41	$32.71
Greenwood	364	$84,502	$96,460	$11,958	$232.15	$265.00	$32.85
Ranches Academy	361	$84,568	$96,460	$11,892	$234.26	$267.20	$32.94
Pinnacle Canyon	358	$84,635	$96,460	$11,825	$236.41	$269.44	$33.03
Edith Bowen	358	$84,635	$96,460	$11,825	$236.41	$269.44	$33.03
Center for Science Ed.	356	$84,679	$96,460	$11,781	$237.86	$271.01	$33.15
Pacific Heritage Acad.	356	$84,679	$96,460	$11,781	$237.86	$271.01	$33.15
Weilenmann School	348	$84,857	$96,460	$11,603	$243.84	$277.18	$33.34
East Hollywood High	331	$85,235	$96,460	$11,225	$257.51	$291.42	$33.91
Soldier Hollow	330	$85,257	$96,460	$11,203	$258.35	$292.30	$33.95
Mana Academy	301	$85,901	$96,460	$10,559	$285.38	$320.47	$35.09
Bonneville Academy	299	$85,945	$96,460	$10,515	$287.44	$322.61	$35.17
Open Classroom	296	$86,012	$96,460	$10,448	$290.58	$325.88	$35.30
St. George Academy	292	$86,101	$96,460	$10,359	$294.87	$330.34	$35.47
Guadalupe Schools	280	$86,367	$96,460	$10,093	$308.45	$344.50	$36.05
Center for Creativity, Innov. & Discovery	279	$86,389	$96,460	$10,071	$309.64	$345.74	$36.10
Rockwell HS	265	$86,700	$96,460	$9,760	$327.17	$364.00	$36.83
Roots Charter HS	250	$87,033	$96,460	$9,427	$348.13	$385.84	$37.71
Mountain West Montessori Academy	235	$87,366	$96,460	$9,094	$371.77	$410.47	$38.70
Utah International Charter	233	$87,411	$96,460	$9,049	$375.15	$414.00	$38.85
C.S. Lewis Academy	224	$87,611	$96,460	$8,849	$391.12	$430.63	$39.51
Virtual Horizons Charter School	223	$87,633	$96,460	$8,827	$392.97	$432.56	$39.59
Custom Class Charter School	400	$83,702	$96,460	$12,758	$209.26	$241.15	$31.89

Appendix C-3. Charter LEAs with 100 to 500 students							
LEA	Enroll.	FY27	FY28	$ Chg.	FY27/Stu.	FY28/Stu.	P/S Chg.
Bear River CS	201	$88,121	$96,460	$8,339	$438.41	$479.90	$41.49
InTech Collegiate HS	196	$88,232	$96,460	$8,228	$450.16	$492.14	$41.98

Appendix C-4. Charter LEAs with 100 or fewer students							
LEA	Enroll.	FY27	FY28	$ Chg.	FY27/Stu.	FY28/Stu.	P/S Chg.
Winter Sports School	98	$40,000	$50,000	$10,000	$421.05	$526.32	$105.27
WSU Charter School	20	$40,000	$50,000	$10,000	$512.82	$641.03	$128.21
Note: Under the FY27 legislative-estimate structure, charter LEAs at or below 100 students received the statutory minimum of $40,000. Under the proposed FY28 model, this group receives a distinct $50,000 award, unrelated to the LEA-level award for charter LEAs above 100 students.							

Note: The appendix is structured into four grouped tables to keep the LEA-level comparison readable.

The FY28 proposed model shifts funding away from cliff-based and enrollment-sensitive variation and toward a common LEA-level award above 100 students.

Appendix D. Full FY25 Per-Pupil Revenue Comparisons by Case-Study Pair

All figures are per-pupil revenue (PPR) from FY25 UPEFS dashboard exports. Variance is calculated as charter minus district. A positive variance indicates the charter LEA reported more per-pupil revenue in that category. Revenue accounts are displayed at the individual line-item level as exported from the source data. State revenue code 3200 (Related to Basic Programs) includes Charter Local Replacement for charter LEAs.

Case Study 1: Athenian eAcademy and Millard District — Per-Pupil Revenue, FY25

FY25 ADM: Athenian eAcademy 578.9 | Millard District 3,016.0

Revenue line item	Athenian eAcademy	Millard District	Athenian eAcademy minus Millard District
LOCAL REVENUE	**$266.36**	**$10,774.04**	**($10,507.68)**
1110 Basic Rate (General Fund)	—	$1,673.05	($1,673.05)
1111 Tax Sales and Redemptions - Basic	—	$255.49	($255.49)
1112 Voted Local Levy	—	$135.33	($135.33)
1114 Board Local Levy	—	$2,431.27	($2,431.27)
1115 Tax Sales and Redemptions - Board Local	—	$52.02	($52.02)
1124 Capital Local Levy	—	$1,848.78	($1,848.78)
1125 Tax Sales and Redemptions - Capital Local	—	$39.62	($39.62)
1160 FILT - Basic Rate	—	$59.32	($59.32)
1162 FILT - Voted Local	—	$26.85	($26.85)
1164 FILT - Board Local	—	$83.58	($83.58)
1174 FILT - Capital Local Levy	—	$63.65	($63.65)
1199 Penalties on Taxes	—	$29.70	($29.70)
1310 Tuition From Pupils or Parents	—	$15.45	($15.45)
1330 Tuition From Other LEAs - Out of State	—	$101.35	($101.35)
1510 Interest on Investments	$137.96	$934.75	($796.79)
1610 Sales to Students	$3.01	$178.98	($175.97)
1620 Sales to Adults	—	$9.54	($9.54)
1690 Other Local Revenue	$12.09	$7.21	$4.88
1710 Admissions	—	$11.76	($11.76)
1720 Bookstore Sales	—	$1.93	($1.93)

Revenue line item	Athenian eAcademy	Millard District	Athenian eAcademy minus Millard District
1741 General Student Fees	—	$659.71	($659.71)
1743 Curricular Activity Fees	—	$37.58	($37.58)
1745 Co-Curricular Activity Fees	—	$30.94	($30.94)
1747 Extra-Curricular Activity Fees	—	$42.65	($42.65)
1750 School Vend & Stores	—	$2.30	($2.30)
1910 Rentals	—	$6.60	($6.60)
1920 Contributions and Donations	$3.85	—	$3.85
1960 Miscellaneous Revenue from Other Local Gov	—	$7.61	($7.61)
1990 Miscellaneous	$109.45	$2,030.33	($1,920.87)
STATE REVENUE	**$10,839.74**	**$8,956.25**	**$1,883.49**
3005 Kindergarten	$592.93	—	$592.93
3010 Regular School Programs K-12	$3,555.93	$3,315.84	$240.09
3015 Necessarily Existent Small Schools (NESS)	—	$611.28	($611.28)
3020 Professional Staff	$244.90	$448.33	($203.43)
3100 Restricted Basic School Program	$1,555.87	$1,943.69	($387.82)
3200 Related to Basic Programs (incl. CLR)	$3,509.42	$637.34	$2,872.08
3300 Focus Populations	—	$63.81	($63.81)
3400 Educator Supports	$475.63	$886.81	($411.19)
3500 Statewide Initiatives	$476.61	$757.40	($280.80)
3700 Capital Outlay Programs	—	$10.31	($10.31)
3800 Non-MSP State Revenue (via USBE)	$119.36	$281.41	($162.06)
3990 State Revenue From Non-USBE State Agencies	$309.09	—	$309.09
FEDERAL REVENUE	**$1,152.52**	**$1,079.67**	**$72.85**
OTHER FINANCING SOURCES (USES)	**$15,806.39**	**—**	**$15,806.39**
5110 Face Amount of Bonds Sold	$16,340.40	—	$16,340.40
5120 Premium / Discount on Issuance of Bonds	($534.01)	—	($534.01)
5200 Transfers In From Other Funds	($11,623.14)	—	($11,623.14)
5210 Transfers Out to Other Funds	$11,623.14	—	$11,623.14
GRAND TOTAL	**$28,065.01**	**$20,809.96**	**$7,255.05**

Athenian's higher total revenue ($28,065.01 vs. $20,809.96) is driven by $15,806.39 per pupil in other financing sources, primarily bond proceeds. Millard receives $611.28 per pupil in NESS, which is not available to charter schools. Property tax accounts for $2,742.61 per pupil for Millard with no corresponding amount for Athenian, which receives Charter Local Replacement instead. These LEAs both serve rural populations.

Case Study 2: Pinnacle Canyon Academy and Carbon District — Per-Pupil Revenue, FY25

FY25 ADM: Pinnacle Canyon Academy 350.2 | Carbon District 3,154.8

Revenue line item	Pinnacle Canyon Academy	Carbon District	Pinnacle Canyon Academy minus Carbon District
LOCAL REVENUE	**$482.06**	**$6,607.83**	**($6,125.77)**
1110 Basic Rate (General Fund)	—	$901.64	($901.64)
1111 Tax Sales and Redemptions - Basic	—	$107.02	($107.02)
1112 Voted Local Levy	—	$535.99	($535.99)
1113 Tax Sales and Redemptions - Voted Local	—	$64.07	($64.07)
1114 Board Local Levy	—	$1,433.14	($1,433.14)
1115 Tax Sales and Redemptions - Board Local	—	$157.73	($157.73)
1124 Capital Local Levy	—	$898.44	($898.44)
1125 Tax Sales and Redemptions - Capital Local	—	$105.66	($105.66)
1128 Debt Service	—	$657.66	($657.66)
1129 Tax Sales and Redemptions - Debt	—	$65.24	($65.24)
1160 FILT - Basic Rate	—	$134.74	($134.74)
1162 FILT - Voted Local	—	$80.10	($80.10)
1164 FILT - Board Local	—	$214.16	($214.16)
1174 FILT - Capital Local Levy	—	$134.26	($134.26)
1178 FILT - Debt Service	—	$98.28	($98.28)
1310 Tuition From Pupils or Parents	$5.73	—	$5.73
1510 Interest on Investments	$1.93	$380.28	($378.35)
1610 Sales to Students	—	$1.01	($1.01)
1620 Sales to Adults	$220.91	—	$220.91
1690 Other Local Revenue	$2.82	$128.50	($125.68)
1710 Admissions	—	$31.96	($31.96)
1720 Bookstore Sales	—	$12.43	($12.43)
1741 General Student Fees	—	$38.82	($38.82)
1743 Curricular Activity Fees	—	$38.93	($38.93)
1747 Extra-Curricular Activity Fees	$59.71	$106.50	($46.79)
1750 School Vend & Stores	$57.53	—	$57.53
1770 Fundraisers	—	$52.34	($52.34)
1920 Contributions and Donations	—	$38.56	($38.56)
1990 Miscellaneous	$133.44	$198.02	($64.58)

Revenue line item	Pinnacle Canyon Academy	Carbon District	Pinnacle Canyon Academy minus Carbon District
STATE REVENUE	**$15,263.53**	**$9,230.93**	**$6,032.60**
3005 Kindergarten	—	$334.93	($334.93)
3010 Regular School Programs K-12	$4,505.16	$2,917.71	$1,587.44
3013 Foreign Exchange Students	—	$7.12	($7.12)
3015 Necessarily Existent Small Schools (NESS)	—	$369.27	($369.27)
3020 Professional Staff	$324.87	$397.72	($72.85)
3100 Restricted Basic School Program	$2,930.29	$1,980.04	$950.24
3200 Related to Basic Programs (incl. CLR)	$4,166.15	$471.35	$3,694.80
3300 Focus Populations	—	$238.21	($238.21)
3400 Educator Supports	$960.36	$954.63	$5.73
3500 Statewide Initiatives	$863.34	$638.78	$224.55
3600 Local Guarantee (Voted & Board)	—	$622.42	($622.42)
3750 Capital Development Project Grants	—	$1.83	($1.83)
3800 Non-MSP State Revenue (via USBE)	$1,440.38	$296.51	$1,143.88
3990 State Revenue From Non-USBE State Agencies	$72.99	$0.38	$72.61
FEDERAL REVENUE	**$2,207.57**	**$1,278.81**	**$928.76**
OTHER FINANCING SOURCES (USES)	**—**	**$1,594.41**	**($1,594.41)**
GRAND TOTAL	**$17,953.16**	**$18,711.98**	**($758.82)**

Total revenue is comparatively close ($17,953.16 vs. $18,711.98). Pinnacle generates significantly more state revenue ($15,263.53 vs. $9,230.93), largely through the 3200 category including Charter Local Replacement. Carbon receives local property tax and NESS that are not available to Pinnacle. These LEAs are located in the same county.

Case Study 3: American Leadership Academy and Nebo District — Per-Pupil Revenue, FY25

FY25 ADM: American Leadership Academy 1,576.6 | Nebo District 42,277.1

Revenue line item	American Leadership Academy	Nebo District	American Leadership Academy minus Nebo District
LOCAL REVENUE	**$1,289.16**	**$4,667.51**	**($3,378.35)**
1110 Basic Rate (General Fund)	—	$617.01	($617.01)
1111 Tax Sales and Redemptions - Basic	—	$47.98	($47.98)
1112 Voted Local Levy	—	$569.68	($569.68)
1113 Tax Sales and Redemptions - Voted Local	—	$44.30	($44.30)
1114 Board Local Levy	—	$516.22	($516.22)
1115 Tax Sales and Redemptions - Board Local	—	$40.14	($40.14)
1124 Capital Local Levy	—	$478.09	($478.09)
1125 Tax Sales and Redemptions - Capital Local	—	$37.18	($37.18)
1128 Debt Service	—	$1,051.71	($1,051.71)
1129 Tax Sales and Redemptions - Debt	—	$81.78	($81.78)
1160 FILT - Basic Rate	—	$34.91	($34.91)
1162 FILT - Voted Local	—	$32.23	($32.23)
1164 FILT - Board Local	—	$29.20	($29.20)
1174 FILT - Capital Local Levy	—	$27.05	($27.05)
1178 FILT - Debt Service	—	$59.50	($59.50)
1310 Tuition From Pupils or Parents	$37.23	$8.76	$28.47
1510 Interest on Investments	$492.88	$445.30	$47.58
1610 Sales to Students	$128.31	$88.98	$39.33
1620 Sales to Adults	$3.56	$6.46	($2.90)
1690 Other Local Revenue	$0.40	$0.32	$0.08
1710 Admissions	—	$13.97	($13.97)
1741 General Student Fees	$47.81	$15.90	$31.91
1743 Curricular Activity Fees	$21.02	$31.60	($10.58)
1745 Co-Curricular Activity Fees	$146.07	$43.58	$102.48
1747 Extra-Curricular Activity Fees	$132.97	$50.63	$82.34
1750 School Vend & Stores	$8.60	—	$8.60
1760 Fines	$4.11	—	$4.11
1770 Fundraisers	$86.77	—	$86.77

Revenue line item	American Leadership Academy	Nebo District	American Leadership Academy minus Nebo District
1780 Non-Waivable Charges	$21.67	—	$21.67
1910 Rentals	$17.43	$0.30	$17.13
1920 Contributions and Donations	$9.38	$2.71	$6.67
1990 Miscellaneous	$116.92	$306.01	($189.09)
STATE REVENUE	**$11,844.53**	**$8,337.94**	**$3,506.60**
3005 Kindergarten	$296.22	—	$296.22
3010 Regular School Programs K-12	$4,214.90	$3,762.81	$452.09
3013 Foreign Exchange Students	$2.85	$1.49	$1.36
3020 Professional Staff	$289.81	$396.96	($107.15)
3100 Restricted Basic School Program	$1,451.15	$1,435.20	$15.95
3200 Related to Basic Programs (incl. CLR)	$3,586.98	$306.86	$3,280.12
3300 Focus Populations	$56.59	$92.34	($35.75)
3400 Educator Supports	$748.98	$580.44	$168.54
3500 Statewide Initiatives	$542.79	$590.55	($47.76)
3600 Local Guarantee (Voted & Board)	—	$811.21	($811.21)
3700 Capital Outlay Programs	—	$237.36	($237.36)
3800 Non-MSP State Revenue (via USBE)	$210.27	$111.61	$98.66
3990 State Revenue From Non-USBE State Agencies	$443.99	$11.11	$432.87
FEDERAL REVENUE	**$865.26**	**$482.18**	**$383.08**
OTHER FINANCING SOURCES (USES)	**—**	**$379.22**	**($379.22)**
5110 Face Amount of Bonds Sold	—	$330.68	($330.68)
5120 Premium / Discount on Issuance of Bonds	—	$32.52	($32.52)
5200 Transfers In From Other Funds	$1,247.97	$3,571.58	($2,323.61)
5210 Transfers Out to Other Funds	($1,247.97)	($3,571.58)	$2,323.61
5300 Sale of / Compensation for Loss of Fixed Assets	—	$16.03	($16.03)
GRAND TOTAL	**$13,998.95**	**$13,866.85**	**$132.10**

Revenue is nearly identical ($13,998.95 vs. $13,866.85, a difference of $132.10). ALA generates more state revenue, primarily through CLR and WPU-related programs. Nebo receives $4,667.51 per pupil in local revenue including property tax categories unavailable to charter schools. These LEAs are located in the same county and most ALA students reside in Nebo boundaries.

Case Study 4: Ogden Preparatory Academy and Ogden City District — Per-Pupil Revenue, FY25

FY25 ADM: Ogden Preparatory Academy 971.3 | Ogden City District 9,935.5

Revenue line item	Ogden Preparatory Academy	Ogden City District	Ogden Preparatory Academy minus Ogden City District
LOCAL REVENUE	**$1,060.13**	**$8,145.25**	**($7,085.11)**
1110 Basic Rate (General Fund)	—	$1,346.00	($1,346.00)
1111 Tax Sales and Redemptions - Basic	—	$35.08	($35.08)
1112 Voted Local Levy	—	$1,401.45	($1,401.45)
1113 Tax Sales and Redemptions - Voted Local	—	$36.53	($36.53)
1114 Board Local Levy	—	$1,147.16	($1,147.16)
1115 Tax Sales and Redemptions - Board Local	—	$29.90	($29.90)
1124 Capital Local Levy	—	$1,314.46	($1,314.46)
1125 Tax Sales and Redemptions - Capital Local	—	$34.26	($34.26)
1128 Debt Service	—	$1,362.25	($1,362.25)
1129 Tax Sales and Redemptions - Debt	—	$35.51	($35.51)
1160 FILT - Basic Rate	—	$49.98	($49.98)
1162 FILT - Voted Local	—	$52.03	($52.03)
1164 FILT - Board Local	—	$42.59	($42.59)
1174 FILT - Capital Local Levy	—	$48.80	($48.80)
1178 FILT - Debt Service	—	$50.58	($50.58)
1310 Tuition From Pupils or Parents	$236.95	$16.48	$220.47
1510 Interest on Investments	$499.52	$525.13	($25.61)
1610 Sales to Students	$85.20	$31.25	$53.95
1620 Sales to Adults	$9.33	$2.10	$7.23
1690 Other Local Revenue	—	$3.98	($3.98)
1743 Curricular Activity Fees	—	$36.51	($36.51)
1745 Co-Curricular Activity Fees	$65.83	—	$65.83
1747 Extra-Curricular Activity Fees	$6.19	$129.36	($123.17)
1760 Fines	$2.45	—	$2.45
1770 Fundraisers	$14.46	—	$14.46
1780 Non-Waivable Charges	$0.02	—	$0.02
1800 Revenue - Community Services Activities	$13.94	—	$13.94
1910 Rentals	$13.80	$18.16	($4.36)

Revenue line item	Ogden Preparatory Academy	Ogden City District	Ogden Preparatory Academy minus Ogden City District
1920 Contributions and Donations	$38.20	$12.95	$25.25
1990 Miscellaneous	$74.24	$388.03	($313.79)
STATE REVENUE	**$12,208.53**	**$7,681.64**	**$4,526.89**
3005 Kindergarten	$397.92	$352.70	$45.22
3010 Regular School Programs K-12	$3,864.98	$2,626.68	$1,238.30
3013 Foreign Exchange Students	—	$2.71	($2.71)
3020 Professional Staff	$277.80	$371.46	($93.67)
3100 Restricted Basic School Program	$1,966.63	$1,737.92	$228.71
3200 Related to Basic Programs (incl. CLR)	$3,490.21	$164.39	$3,325.82
3300 Focus Populations	$8.57	$566.32	($557.75)
3400 Educator Supports	$1,065.69	$972.35	$93.34
3500 Statewide Initiatives	$562.93	$632.78	($69.85)
3800 Non-MSP State Revenue (via USBE)	$573.82	$214.76	$359.06
3990 State Revenue From Non-USBE State Agencies	—	$39.56	($39.56)
FEDERAL REVENUE	**$1,158.41**	**$1,793.53**	**($635.12)**
OTHER FINANCING SOURCES (USES)	**—**	**($35.58)**	**$35.58**
SPECIAL AND EXTRAORDINARY ITEMS	**—**	**$2.96**	**($2.96)**
GRAND TOTAL	**$14,427.08**	**$17,587.79**	**($3,160.71)**

Ogden City District reports $3,160.71 more per pupil. The largest driver is local property tax — Ogden City generates $8,145.25 per pupil in local revenue compared to $1,060.13 for OPA. Federal revenue also differs by $635.12, reflecting Ogden City's higher economically disadvantaged and LEP population counts.

Case Study 5: Weilenmann School of Discovery and Park City District — Per-Pupil Revenue, FY25

FY25 ADM: Weilenmann School of Discovery 414.0 | Park City District 4,054.9

Revenue line item	Weilenmann School of Discovery	Park City District	Weilenmann School of Discovery minus Park City District
LOCAL REVENUE	**$2,125.97**	**$32,448.95**	**($30,322.98)**
1110 Basic Rate (General Fund)	—	$5,936.59	($5,936.59)
1111 Tax Sales and Redemptions - Basic	—	$227.75	($227.75)
1112 Voted Local Levy	—	$4,830.03	($4,830.03)
1113 Tax Sales and Redemptions - Voted Local	—	$296.62	($296.62)
1114 Board Local Levy	—	$11,990.56	($11,990.56)
1115 Tax Sales and Redemptions - Board Local	—	$736.36	($736.36)
1124 Capital Local Levy	—	$2,134.82	($2,134.82)
1125 Tax Sales and Redemptions - Capital Local	—	$131.10	($131.10)
1128 Debt Service	—	$1,245.31	($1,245.31)
1129 Tax Sales and Redemptions - Debt	—	$76.48	($76.48)
1160 FILT - Basic Rate	—	$175.54	($175.54)
1162 FILT - Voted Local	—	$85.51	($85.51)
1164 FILT - Board Local	—	$212.29	($212.29)
1174 FILT - Capital Local Levy	—	$37.80	($37.80)
1178 FILT - Debt Service	—	$22.05	($22.05)
1310 Tuition From Pupils or Parents	—	$447.12	($447.12)
1320 Tuition From Other LEAs - In-State	—	$46.06	($46.06)
1410 Transportation Fees - Pupils or Parents	$391.59	—	$391.59
1510 Interest on Investments	$29.38	$1,713.69	($1,684.30)
1610 Sales to Students	—	$221.87	($221.87)
1620 Sales to Adults	—	$2.11	($2.11)
1690 Other Local Revenue	—	$0.41	($0.41)
1710 Admissions	—	$8.33	($8.33)
1720 Bookstore Sales	$22.20	$65.35	($43.16)
1743 Curricular Activity Fees	$139.73	$1.31	$138.42
1745 Co-Curricular Activity Fees	$89.65	—	$89.65
1747 Extra-Curricular Activity Fees	—	$107.81	($107.81)
1750 School Vend & Stores	$16.11	—	$16.11

Revenue line item	Weilenmann School of Discovery	Park City District	Weilenmann School of Discovery minus Park City District
1760 Fines	$4.03	$9.87	($5.85)
1770 Fundraisers	$261.21	$65.48	$195.73
1800 Revenue - Community Services Activities	$0.51	$68.95	($68.45)
1910 Rentals	$601.77	$12.84	$588.93
1920 Contributions and Donations	$591.00	$1,226.17	($635.17)
1960 Misc. Revenue from Other Local Gov	—	$214.25	($214.25)
1990 Miscellaneous	($7.62)	$98.49	($106.11)
STATE REVENUE	**$12,541.52**	**$2,613.62**	**$9,927.90**
3005 Kindergarten	$432.16	—	$432.16
3010 Regular School Programs K-12	$4,160.13	($45.02)	$4,205.15
3020 Professional Staff	$426.76	—	$426.76
3100 Restricted Basic School Program	$1,325.88	—	$1,325.88
3200 Related to Basic Programs (incl. CLR)	$3,585.03	$512.72	$3,072.31
3300 Focus Populations	—	$113.17	($113.17)
3400 Educator Supports	$834.03	$1,102.99	($268.96)
3500 Statewide Initiatives	$742.00	$790.50	($48.50)
3800 Non-MSP State Revenue (via USBE)	$1,035.52	$133.48	$902.04
3990 State Revenue From Non-USBE State Agencies	—	$5.79	($5.79)
FEDERAL REVENUE	**$400.49**	**$556.91**	**($156.42)**
OTHER FINANCING SOURCES (USES)	**—**	**$10,309.06**	**($10,309.06)**
5110 Face Amount of Bonds Sold	—	$9,371.45	($9,371.45)
5120 Premium / Discount on Issuance of Bonds	—	$391.62	($391.62)
5200 Transfers In From Other Funds	$188.85	$939.73	($750.87)
5210 Transfers Out to Other Funds	($939.73)	—	($939.73)
5211 Transfers Out To Other Programs - Budgetary Flexibility	($188.85)	—	($188.85)
5300 Sale of / Compensation for Loss of Fixed Assets	—	$366.85	($366.85)
5500 Lease Proceeds	—	$179.15	($179.15)
GRAND TOTAL	**$15,067.98**	**$45,928.55**	**($30,860.57)**

Park City District generates $45,928.55 per pupil compared to $15,067.98 for Weilenmann — a $30,860.57 difference driven by Park City's high local property tax base ($32,448.95 per pupil) and $10,309.06 in other financing sources. This is a high-assessed-valuation boundary case.

Case Study 6: DaVinci Academy and Hawthorn Academy — Per-Pupil Revenue, FY25

FY25 ADM: DaVinci Academy 1,261.8 | Hawthorn Academy 1,351.0

Revenue line item	DaVinci Academy	Hawthorn Academy	DaVinci minus Hawthorn
LOCAL REVENUE	**$540.20**	**$1,129.47**	**($589.27)**
1410 Transportation Fees - Pupils or Parents	$2.59	—	$2.59
1510 - Interest on Investments	$277.56	$675.40	($397.84)
1610 - Sales to Students	$84.89	$198.76	($113.87)
1620 - Sales to Adults	$1.67	$1.37	$0.30
1690 - Other Local Revenue	—	$1.60	($1.60)
1710 Admissions	$17.38	—	$17.38
1720 Bookstore Sales	$19.56	—	$19.56
1741 General Student Fees	$35.79	—	$35.79
1743 - Curricular Activity Fees	$25.75	$7.66	$18.09
1744 - Curricular Activity Fee Waivers	—	($0.12)	$0.12
1745 Co-Curricular Activity Fees	$18.34	—	$18.34
1747 - Extra-Curricular Activity Fees	$8.27	$21.81	($13.54)
1748 - Extra-Curricular Activity Fee Waivers	—	($0.55)	$0.55
1760 - Fines	$0.95	$0.40	$0.55
1770 Fundraisers	$0.92	—	$0.92
1780 Non-Waivable Charges	$11.77	—	$11.77
1910 - Rentals	—	$72.47	($72.47)
1920 - Contributions and Donations From Private Sources	$1.18	$122.60	($121.42)
1990 - Miscellaneous	$67.29	$28.07	$39.22
STATE REVENUE	**$11,219.40**	**$11,869.91**	**($650.51)**
3005 - Kindergarten	$344.28	$600.52	($256.24)
3010 - Regular School Programs K-12	$4,112.53	$3,643.51	$469.02
3020 - Professional Staff	$328.60	$285.78	$42.82
3100 - Restricted Basic School Program	$1,392.89	$1,998.38	($605.49)
3200 Related to Basic Programs (incl. CLR)	$3,478.86	$3,467.78	$11.08
3300 - Focus Populations	—	$9.11	($9.11)
3400 - Educator Supports	$905.52	$937.84	($32.32)
3500 - Statewide Initiatives	$530.71	$640.80	($110.09)
3800 - Non-MSP State Revenue (via USBE)	$126.01	$256.02	($130.01)
3990 - State Revenue From Non-USBE State Agencies	—	$30.15	($30.15)

Revenue line item	DaVinci Academy	Hawthorn Academy	DaVinci minus Hawthorn
FEDERAL REVENUE	**$483.47**	**$629.34**	**($145.87)**
OTHER FINANCING SOURCES (USES)	**$92.11**	**—**	**$92.11**
5200 - Transfers in From Other Funds	$48.48	$148.03	($99.55)
5210 - Transfers out to Other Funds	—	($148.03)	$148.03
5211 Transfers Out To Other Programs - Budgetary Flexibility	($48.48)	—	($48.48)
5500 Lease Proceeds	$92.11	—	$92.11
SPECIAL AND EXTRAORDINARY ITEMS	**—**	**$16.62**	**($16.62)**
GRAND TOTAL	**$12,335.18**	**$13,645.33**	**($1,310.15)**

DaVinci Academy reported $12,335.18 per pupil in total revenue, compared with $13,645.33 for Hawthorn Academy, a difference of $1,310.15 per pupil. Hawthorn reported more local revenue, while DaVinci reported more state revenue. Category-level differences should be interpreted alongside grade span, student demographics, Charter Local Replacement, restricted programs, and other school-specific factors.

Appendix E. Full FY25 Per-Pupil Expenditure Comparisons by Case-Study Pair

All figures are per-pupil expenditures (PPE) from FY25 UPEFS dashboard exports. Expenditure functions follow USBE classification. Variance is calculated as charter minus district. A positive variance indicates the charter LEA reported more per-pupil spending in that function.

Case Study 1: Athenian eAcademy and Millard District — Per-Pupil Expenditures, FY25

FY25 ADM: Athenian eAcademy 578.9 | Millard District 3,016.0

Expenditure function	Athenian eAcademy	Millard District	Athenian eAcademy minus Millard District
1xxx Instruction	$5,206.25	$10,542.11	($5,335.86)
21xx Support Services - Students	$901.65	$451.43	$450.22
22xx Support Services - Instructional Staff	$412.62	$378.69	$33.93
23xx Support Services - District Administration	$434.66	$262.68	$171.98
24xx Support Services - School Administration	$746.88	$956.51	($209.64)
25xx Support Services - Central Business Services	$553.80	$337.22	$216.59
26xx Support Services - Operation & Maintenance of Plant	$722.85	$1,918.21	($1,195.36)
27xx Support Services - Student Transportation	$44.25	$949.43	($905.17)
31xx Food Services	$883.83	$781.22	$102.61
33xx Community Services	$17.29	—	$17.29
4xxx Facilities Acquisition and Construction	$12,530.66	$11,436.19	$1,094.47
5xxx Debt Service and Miscellaneous	$2,207.75	$1,149.75	$1,058.00
TOTAL	**$24,645.20**	**$29,180.74**	**($4,535.53)**

Athenian spends $24,645.20 per pupil compared to Millard's $29,180.74. Millard's higher spending is concentrated in transportation ($949.43 vs. $44.25 — Millard is required to provide transportation; Athenian is not) and operations and maintenance ($1,918.21 vs. $722.85).

Case Study 2: Pinnacle Canyon Academy and Carbon District — Per-Pupil Expenditures, FY25

FY25 ADM: Pinnacle Canyon Academy 350.2 | Carbon District 3,154.8

Expenditure function	Pinnacle Canyon Academy	Carbon District	Pinnacle Canyon Academy minus Carbon District
1xxx Instruction	$7,324.77	$8,892.52	($1,567.75)
21xx Support Services - Students	$2,247.46	$619.46	$1,628.00
22xx Support Services - Instructional Staff	$3,577.96	$276.74	$3,301.22
23xx Support Services - District Administration	$332.29	$318.62	$13.67
24xx Support Services - School Administration	$745.68	$1,002.50	($256.82)
25xx Support Services - Central Business Services	$344.01	$683.12	($339.11)
26xx Support Services - Operation & Maintenance of Plant	$1,112.36	$1,952.28	($839.92)
27xx Support Services - Student Transportation	$69.21	$789.82	($720.61)
31xx Food Services	$972.40	$676.41	$295.99
33xx Community Services	$220.40	—	$220.40
4xxx Facilities Acquisition and Construction	$1,466.28	—	$1,466.28
5xxx Debt Service and Miscellaneous	$1,268.72	$734.69	$534.03
TOTAL	**$17,994.85**	**$17,632.83**	**$362.02**

Total spending is within $362.02 per pupil ($17,994.85 vs. $17,632.83). Pinnacle reports higher student support and instructional staff support. Carbon spends more on transportation ($789.82 vs. $69.21 — district required, charter not required).

Case Study 3: American Leadership Academy and Nebo District — Per-Pupil Expenditures, FY25

FY25 ADM: American Leadership Academy 1,576.6 | Nebo District 42,277.1

Expenditure function	American Leadership Academy	Nebo District	American Leadership Academy minus Nebo District
1xxx Instruction	$6,932.04	$6,482.31	$449.72
21xx Support Services - Students	$1,056.27	$793.89	$262.38
22xx Support Services - Instructional Staff	$150.74	$670.81	($520.07)
23xx Support Services - District Administration	$204.74	$89.75	$114.99
24xx Support Services - School Administration	$649.80	$575.47	$74.33
25xx Support Services - Central Business Services	$739.52	$357.22	$382.30
26xx Support Services - Operation & Maintenance of Plant	$864.68	$746.96	$117.72
27xx Support Services - Student Transportation	$53.70	$383.11	($329.42)
31xx Food Services	$553.88	$361.38	$192.50
33xx Community Services	$0.76	—	$0.76
4xxx Facilities Acquisition and Construction	$2,120.08	$3,154.31	($1,034.23)
5xxx Debt Service and Miscellaneous	$970.78	$1,405.41	($434.64)
TOTAL	**$14,296.23**	**$15,021.39**	**($725.16)**

ALA spends $725.16 less per pupil overall ($14,296.23 vs. $15,021.39). The largest single difference is transportation ($383.11 for Nebo vs. $53.70 for ALA — Nebo is required to provide transportation; ALA is not). ALA spends more on central business services.

Case Study 4: Ogden Preparatory Academy and Ogden City District — Per-Pupil Expenditures, FY25

FY25 ADM: Ogden Preparatory Academy 971.3 | Ogden City District 9,935.5

Expenditure function	Ogden Preparatory Academy	Ogden City District	Ogden Preparatory Academy minus Ogden City District
1xxx Instruction	$7,544.32	$7,302.22	$242.10
21xx Support Services - Students	$825.02	$1,119.83	($294.81)
22xx Support Services - Instructional Staff	$376.60	$1,675.03	($1,298.43)
23xx Support Services - District Administration	$136.74	$153.51	($16.77)
24xx Support Services - School Administration	$1,124.99	$957.60	$167.39
25xx Support Services - Central Business Services	$296.94	$658.15	($361.21)
26xx Support Services - Operation & Maintenance of Plant	$1,841.87	$1,307.70	$534.17
27xx Support Services - Student Transportation	$40.14	$346.40	($306.26)
31xx Food Services	$1,133.29	$917.60	$215.69
33xx Community Services	$349.97	$169.26	$180.72
4xxx Facilities Acquisition and Construction	$3,227.26	—	$3,227.26
5xxx Debt Service and Miscellaneous	$1,190.71	$2,627.19	($1,436.48)
TOTAL	**$14,860.58**	**$20,461.75**	**($5,601.17)**

Ogden City District spends $5,601.17 more per pupil. Key differences: transportation ($346.40 vs. $40.14), debt service ($2,627.19 vs. $1,190.71), and instructional staff support ($1,675.03 vs. $376.60). Instruction per pupil is similar.

Case Study 5: Weilenmann School of Discovery and Park City District — Per-Pupil Expenditures, FY25

FY25 ADM: Weilenmann School of Discovery 414.0 | Park City District 4,054.9

Expenditure function	Weilenmann School of Discovery	Park City District	Weilenmann School of Discovery minus Park City District
1xxx Instruction	$7,387.47	$15,295.62	($7,908.15)
21xx Support Services - Students	$955.64	$2,732.13	($1,776.49)
22xx Support Services - Instructional Staff	$303.29	$1,214.04	($910.75)
23xx Support Services - District Administration	$234.50	$448.36	($213.86)
24xx Support Services - School Administration	$1,254.76	$1,334.67	($79.90)
25xx Support Services - Central Business Services	$786.58	$1,979.05	($1,192.47)
26xx Support Services - Operation & Maintenance of Plant	$1,776.05	$2,252.11	($476.06)
27xx Support Services - Student Transportation	$350.73	$934.98	($584.25)
31xx Food Services	$217.48	$700.08	($482.61)
33xx Community Services	$31.22	$1,540.45	($1,509.23)
4xxx Facilities Acquisition and Construction	$399.83	$11,928.65	($11,528.82)
5xxx Debt Service and Miscellaneous	$1,097.18	$1,941.68	($844.50)
TOTAL	**$14,794.73**	**$42,301.81**	**($27,507.08)**

Park City District spends $27,507.08 more per pupil. The difference is distributed across every function, with the largest gaps in facilities acquisition ($11,928.65 vs. $399.83) and instruction ($15,295.62 vs. $7,387.47). This reflects Park City's high-resource local revenue base.

Case Study 6: DaVinci Academy and Hawthorn Academy — Per-Pupil Expenditures, FY25

FY25 ADM: DaVinci Academy 1,261.8 | Hawthorn Academy 1,351.0

Expenditure function	DaVinci Academy	Hawthorn Academy	DaVinci minus Hawthorn
1xxx - Instruction	$7,279.39	—	$7,279.39
21xx - Support Services - Students	$335.52	—	$335.52
22xx - Support Services - Instructional Staff	$35.62	—	$35.62
23xx - Support Services - District Administration	$78.88	—	$78.88
24xx - Support Services - School Administration	$1,110.18	—	$1,110.18
25xx - Support Services - Central Business Services	$362.77	—	$362.77
26xx - Support Services - Operation & Maintenance of Plant	$779.48	—	$779.48
27xx - Support Services - Student Transportation	$268.69	—	$268.69
31xx - Food Services	$409.30	—	$409.30
4xxx - Facilities Acquisition and Construction	$136.02	—	$136.02
5xxx - Debt Service and Misc	$705.34	—	$705.34
Applied filters: institution_name is Davinci Academy YearId is 2025 YearId is 2023, 2024, or 2025	—	—	—
TOTAL	**$11,501.20**	**$12,488.13**	**($986.93)**

DaVinci Academy reported $11,501.20 per pupil in total expenditures, compared with $12,488.13 for Hawthorn Academy, a difference of $986.93 per pupil. Instruction spending was similar, while Hawthorn reported more spending in student support, central business services, and debt service; DaVinci reported more spending in school administration, operations and maintenance, transportation, food services, and facilities acquisition.

Appendix F. FY25 Per-Pupil Revenue (PPR) All LEAs Total Revenue by ADM

The table below summarizes the total revenue, FY25 ADM, and resulting per-pupil revenue (PPR) across all LEAs.

Section	LEA	FY25 ADM	FY25 Per-Pupil Revenue
District	Alpine District	83,660.106	$13,590.20
District	Beaver District	1,416.989	$20,853.46
District	Box Elder District	12,024.333	$14,172.60
District	Cache District	19,754.767	$13,901.19
District	Canyons District	31,835.772	$17,879.79
District	Carbon District	3,154.778	$18,711.98
District	Daggett District	157.722	$44,094.76
District	Davis District	68,576.311	$16,962.90
District	Duchesne District	4,932.944	$24,755.29
District	Emery District	1,933.572	$25,819.70
District	Garfield District	1,500.900	$18,013.58
District	Grand District	1,361.072	$26,834.17
District	Granite District	55,278.978	$15,714.85
District	Iron District	13,698.722	$14,208.28
District	Jordan District	56,339.372	$13,224.70
District	Juab District	2,608.139	$17,722.17
District	Kane District	1,392.728	$22,680.95
District	Logan City District	5,011.550	$17,151.02
District	Millard District	3,015.978	$20,809.96
District	Morgan District	3,109.372	$17,268.68
District	Murray District	5,455.472	$26,476.59
District	Nebo District	42,277.128	$13,866.85
District	North Sanpete District	2,457.728	$18,837.80
District	North Summit District	1,027.056	$19,995.75
District	Ogden City District	9,935.472	$17,587.79
District	Park City District	4,054.867	$45,928.55
District	Piute District	428.828	$27,267.75
District	Provo District	13,323.344	$15,715.57
District	Rich District	488.933	$30,691.71
District	Salt Lake District	18,220.450	$27,072.85
District	San Juan District	2,734.928	$34,657.83
District	Sevier District	4,383.411	$17,023.92
District	South Sanpete District	3,108.639	$19,868.69
District	South Summit District	1,571.094	$23,771.77
District	Tintic District	260.289	$29,103.03
District	Tooele District	15,462.733	$16,134.52
District	Uintah District	6,268.983	$16,199.23
District	Wasatch District	8,432.933	$20,797.32
District	Washington District	33,870.817	$14,866.20
District	Wayne District	407.228	$59,938.98
District	Weber District	31,602.611	$15,850.39
District Total	**District Total**	**576,537.050**	**$16,396.97**

Charter	Academy for Math Engineering & Science	458.544	$13,094.90
Charter	Advantage Arts Academy	349.833	$11,788.73
Charter	American Academy of Innovation	366.133	$15,004.05
Charter	American Leadership Academy	1,576.622	$13,998.95
Charter	American Preparatory Academy	5,106.067	$12,427.50
Charter	American Principles Academy	211.939	$51,556.31
Charter	Ascent Academies of Utah	2,846.206	$13,005.65
Charter	Athenian eAcademy	578.933	$28,065.01
Charter	Athlos Academy of Utah	448.622	$14,506.63
Charter	Bear River Charter School	161.256	$13,923.52
Charter	Beehive Science & Technology Academy	840.217	$13,503.52
Charter	Bonneville Academy	335.256	$12,708.35
Charter	Bridge Elementary School	552.761	$12,269.03
Charter	C.S. Lewis Academy	223.028	$13,945.84
Charter	Canyon Grove Academy	1,025.017	$11,232.59
Charter	Canyon Rim Academy	524.044	$11,339.76
Charter	Channing Hall	601.356	$12,157.82
Charter	City Academy	94.828	$30,334.22
Charter	Davinci Academy	1,261.761	$12,335.18
Charter	Dual Immersion Academy	419.989	$14,214.16
Charter	Early Light Academy at Daybreak	1,003.022	$12,217.36
Charter	East Hollywood High	320.156	$15,650.65
Charter	Edith Bowen Laboratory School	358.450	$16,549.54
Charter	Elevated Charter School	228.889	$12,118.22
Charter	Endeavor Hall	247.583	$14,145.13
Charter	Entheos Academy	1,050.233	$13,139.34
Charter	Esperanza School	581.822	$12,509.45
Charter	Excelsior Academy	1,391.267	$12,078.84
Charter	Fast Forward High	477.844	$13,091.17
Charter	Franklin Discovery Academy	709.800	$11,586.59
Charter	Freedom Preparatory Academy	2,133.133	$12,100.34
Charter	Gateway Preparatory Academy	727.094	$13,924.52
Charter	George Washington Academy	1,007.028	$11,683.10
Charter	Good Foundations Academy	431.833	$12,355.97
Charter	Greenwood Charter School	348.172	$13,633.16
Charter	Guadalupe School	280.728	$20,073.05
Charter	Hawthorn Academy	1,351.033	$13,645.33
Charter	Highmark Charter School	657.161	$11,631.17
Charter	Ignite Entrepreneurship Academy	473.522	$11,398.70
Charter	Intech Collegiate Academy	189.533	$25,539.04
Charter	Itineris Early College High	351.172	$15,596.85
Charter	Jefferson Academy	497.017	$12,175.06
Charter	John Hancock Charter School	1,023.072	$15,790.60
Charter	Karl G. Maeser Preparatory Academy	642.078	$14,508.50
Charter	Lakeview Academy	1,040.222	$31,780.46
Charter	Leadership Academy of Utah	487.667	$12,253.56
Charter	Leadership Learning Academy	885.044	$18,462.45
Charter	Legacy Preparatory Academy	1,004.561	$11,965.12
Charter	Lincoln Academy	905.311	$12,537.27
Charter	Lumen Scholar Institute	448.350	$12,708.42
Charter	Mana Academy Charter School	295.511	$13,413.84
Charter	Maria Montessori Academy	394.594	$12,523.08
Charter	Merit College Preparatory Academy	426.583	$16,446.27
Charter	Moab Charter School	70.533	$15,407.34
Charter	Monticello Academy	1,131.122	$12,918.11

Charter	Mountain Heights Academy	903.444	$14,772.44
Charter	Mountain Sunrise Academy	478.067	$11,494.60
Charter	Mountain View Montessori	209.383	$14,668.93
Charter	Mountain West Montessori Academy	443.100	$12,800.49
Charter	Mountainville Academy	661.950	$11,368.02
Charter	Navigator Pointe Academy	366.233	$11,855.64
Charter	No. UT. Acad. for Math Engineering & Science	1,117.250	$13,216.94
Charter	Noah Webster Academy	520.367	$12,487.39
Charter	North Davis Preparatory Academy	948.406	$11,694.58
Charter	North Star Academy	521.906	$11,650.56
Charter	Odyssey Charter School	414.278	$31,442.01
Charter	Ogden Preparatory Academy	971.328	$14,427.08
Charter	Open Classroom	279.428	$13,588.85
Charter	Pacific Heritage Academy	320.733	$13,121.28
Charter	Paradigm High School	352.044	$14,683.51
Charter	Pinnacle Canyon Academy	350.200	$17,953.16
Charter	Promontory School of Expeditionary Learning	437.328	$13,189.03
Charter	Providence Hall	2,023.172	$13,557.34
Charter	Quest Academy	1,000.994	$12,546.51
Charter	Ranches Academy	361.044	$10,973.59
Charter	Reagan Academy	674.356	$11,948.22
Charter	Renaissance Academy	740.294	$11,656.97
Charter	Rockwell Charter High School	273.894	$15,655.55
Charter	Roots Charter High School	218.861	$16,433.09
Charter	Salt Lake Academy High School	390.478	$13,114.85
Charter	Salt Lake Arts Academy	412.217	$12,550.90
Charter	Salt Lake Center for Science Education	356.772	$14,497.84
Charter	Scholar Academy	679.011	$12,138.74
Charter	Soldier Hollow Charter School	326.989	$13,557.38
Charter	Spectrum Academy	1,532.372	$24,485.24
Charter	St. George Academy	217.889	$16,177.81
Charter	Success Academy	522.811	$12,510.59
Charter	Summit Academy	2,548.939	$13,041.84
Charter	Syracuse Arts Academy	1,705.767	$13,069.24
Charter	Terra Academy	596.144	$12,709.04
Charter	The Center for Creativity Innovation and Discovery	312.956	$14,120.74
Charter	Thomas Edison	1,171.383	$11,746.90
Charter	Timpanogos Academy	486.928	$10,678.55
Charter	Treeside Charter School	431.550	$12,798.41
Charter	Uintah River High	81.761	$27,143.61
Charter	Utah Arts Academy	324.567	$12,729.82
Charter	Utah Career Path High School	143.233	$16,362.02
Charter	Utah Connections Academy	1,122.828	$11,370.27
Charter	Utah County Academy of Science	502.978	$13,560.64
Charter	Utah International Charter School	254.961	$15,989.97
Charter	Utah Military Academy	934.256	$15,424.11
Charter	Utah Virtual Academy	1,787.578	$15,369.09
Charter	Valley Academy	634.350	$20,594.07
Charter	Vanguard Academy	622.872	$24,823.12
Charter	Venture Academy	790.917	$12,488.82
Charter	Vista School	1,093.289	$12,577.16
Charter	Voyage Academy	526.594	$12,533.66
Charter	Walden School of Liberal Arts	378.861	$16,770.01
Charter	Wallace Stegner Academy	2,150.739	$25,916.53
Charter	Wasatch Peak Academy	511.183	$25,198.78

Charter	Wasatch Waldorf Charter School	623.583	$12,123.37
Charter	Weilenmann School of Discovery	413.978	$15,067.98
Charter	Winter Sports School	98.422	$17,599.56
Charter Total	**Charter Total**	**80,830.772**	**$14,525.45**
Statewide Total	**All LEAs Total**	**657,367.822**	**$16,166.84**

Per-pupil revenue (PPR) is calculated as Total Revenue divided by FY25 ADM for each LEA.