



Renewal Report Frederick Elementary School (260)

Baltimore City Public Schools
Office of New Initiatives, Room 319B
Office of Achievement and Accountability, Room 201
200 E. North Avenue
Baltimore, MD 21202
www.baltimorecityschools.org

REPORT INTRODUCTION

Purpose of the Report

The renewal report is a summary of findings and a resulting recommendation regarding renewal of the charter or contract for an operator-run school. To inform this recommendation, Baltimore City Public Schools collects and analyzes documentation including the school's renewal application, and an evaluation of the school's performance based on the renewal rubric, the School Effectiveness Review (SER) performed on site at each school and consideration of all other relevant information.

City Schools' renewal criteria are based on state law (§ 9-101, *et seq.*, MD. CODE ANN., EDUC.) and Baltimore City Board of School Commissioners' policy IHBJ and associated administrative regulations (IHBJ-RA and JFA-RA). The Board's policy requires that schools up for renewal be evaluated on multiple measures including, but not limited to, the following:

- **Student achievement**, constituting at least 50 percent of the renewal score and including measures such as schoolwide performance on state assessments, College and Career Readiness (for schools with high school grades), academic programming for special student populations, and a school's fidelity to its charter
- **School climate** (chronic absence, suspensions, enrollment trends, school choice data, and school survey results from parents, teachers, and students)
- **Financial management and governance** (annual audits, school budget submissions, grants management, board documentation; compliance/adherence with federal, state, and local laws, rules, and regulations)
- An overall finding of not effective in any of the key areas (Student Achievement, School Climate, or Financial Management/Governance) may be the basis of a non-renewal decision.

The renewal process is a component of City Schools' annual review of its schools, designed to ensure that students and families across the district have access to school options that meet their interests and needs. The framework was originally developed in 2011 by the Renewal Stakeholders Working Group (composed of school operators from a range of school types, Supporting Public Schools of Choice, and the Maryland Charter School Network) who worked to develop a methodology for evaluating the performance of operator-run schools. The result: a fair, transparent, and rigorous renewal framework that reflects schools' unique nature and innovative contributions to student achievement, used for the first time in the 2012-13 school year, and a process for reviewing and updating the framework each year.

At the conclusion of each year's renewal cycle, staff engages operators and other key stakeholders in a review of the process to identify areas for improvement that could be addressed while still maintaining a level of predictability for schools up for renewal in the following year.

The Process

Based on recommendation of staff and feedback from school operators and other stakeholders following the normal feedback and review cycle, the Baltimore City Board of School Commissioners approved a modified renewal process for school year 2021-22. This modified process was designed to take into considerations the lingering impacts of the Covid19 pandemic on student data while still holding operators accountable to delivering strong programs for students. This year's process takes a focused look at data in the key areas (Student Achievement, School Climate and Effective Financial Management and Governance). Since the scope of certain data items like state assessments is limited, the Board approved modifications so that the only terms schools will be eligible for are either a three-year renewal term or non-renewal¹. Non-renewal recommendations will be considered for schools where the evidence indicates serious financial sustainability concerns, or inability to comply with critical state, federal and local guidelines that places students, staff or the district at risk. Thus, schools that earn a "Not Effective" rating in any of the following metrics will be recommended for non-renewal by the Charter and Operator-Led Schools Advisory Board to the CEO:

- Effective Programming for Students with Disabilities,
- Audit Content, Internal Controls,
- Operator Capacity, or
- Strategic Leadership/Governance (All of Domain 4 from SER).

If a school is considered for non-renewal based on any of these four metrics, the Board will also consider the school's record of renewal and academic performance, as measured in the Academic Success section of the renewal rubric, in making its renewal decision.

In addition to determining the renewal or non-renewal of a school's contract, the renewal process informs the Board and the public on the efficacy of school performance and practices, as well as helping identify areas for growth in schools' planning for their next contract term.

The revised process continues to use the following components:

- Renewal Rubric (Updated to reflect the above changes)
- Application for Renewal
- Data Tables prepared by City Schools
- School Effectiveness Review (Streamlined to include fewer key actions in metrics used in the School Climate section of the renewal rubric)

¹ In the modified renewal process for 2021-22, schools will not be eligible for a 5-year term or 8-year "extended" term. However, the outcome of the 2021-22 renewal process will allow schools to earn progress towards an extended renewal term in the future. According to Board Policy IHBJ – Public Charter Schools, "A public charter school shall only be eligible for an extended renewal term if the school has two or more consecutive full renewals, including demonstrating quality programming for all student groups." For the 2021-22 renewal process, a school that receives "Meets Expectations", "Effective" or "Highly Effective" in each of the four metrics that could lead to non-renewal listed above, as well as "Effective" or "Highly Effective" in the overall Academics section, will be considered to have earned a full renewal for their progress towards an 8-year extended renewal in future renewal processes.

The process starts with a review by the Charter and Operator-led Schools Advisory Board, whose members represent foundations, nonprofit organizations, school choice advocates, school operators, and district representatives; and whose function is to provide advice to the CEO on renewal and other issues as they relate to operator-led schools. In performing its review, the Advisory Board looks at all data and information, both quantitative and qualitative, to make sound recommendations to the CEO. After its review of the components above, the Advisory Board makes recommendations to City Schools’ CEO on whether charters or contracts should be renewed. The CEO considers the recommendations and the quantitative and qualitative review, and then makes her own recommendation to the Board. In some instances, the nature or severity of an issue raised during the renewal process is serious enough to give it extra weight in formulating the renewal recommendation and, ultimately, the renewal decision, especially in instances where the issue affects the wellbeing of students, staff, or the district as a whole.

The ultimate decision on all operator renewals rests with the Board, which considers the recommendations and rationale of the CEO, the operator renewal report, testimony given at public Board meetings and work sessions, the contents of the official record and the factors listed in policy IHBJ and administrative regulation IHBJ-RA for charter schools, and policy FCA and administrative regulation FCA-RA for non-charter schools. This includes the Board’s ability to consider prior partial renewal terms afforded to operators who have had serious challenges in the prior renewal that remain issues that continue to affect the wellbeing of students, staff, or the district as a whole based on evidence in this renewal process. In particular, as Policy IHBJ states, “[t]he Board may decide that a public charter school is not eligible for two consecutive partial renewals.”

Actions	Timeline
Schools submit renewal applications	September 2, 2021
Charter and Operator-led Schools Advisory Board reviews renewal applications and makes recommendations to the CEO	September to October 2021
District presents recommendations to Board at public meeting	November 9, 2021
Work Session for operator to provide oral testimony to Board in a meeting open to the public	December 9, 2021
Board votes on renewal recommendations	January 11, 2022

Frederick Elementary School #260

Operator: Baltimore Curriculum Project
Configuration: Elementary²
Type: Charter
Enrollment: 311³

Recommendation

3-year renewal

Discussion

On January 11, 2022, the Baltimore City Board of School Commissioners voted to renew the contract with Baltimore Curriculum Project, Inc. to operate Frederick Elementary School for a three-year term running from July 1, 2022 to June 30, 2025.

The school was rated “Meets Expectations” in Audits/Internal Controls, “Developing” in Effective Programming for Students with Disabilities and in Operator Capacity, and “Highly Effective” in Strategic Leadership/Governance. The school was rated “Effective” in Academics overall.

Because of Frederick Elementary’s recent conversion to charter in 2017, and the modifications to the operator renewal process for 2021-22, the school has limited academic data available and does not have PARCC trend or growth ratings. For PARCC absolute performance which is based on the most recent year of state assessment data (2018-19), schools are compared to schools with similar levels of students considered economically disadvantaged (ED) because absolute performance on assessments is highly correlated to the relative wealth of student populations. In this measure, the school was rated “Highly Effective” in both ELA 3-5 (100th percentile in the ED comparison group) and math 3-5 (100th percentile).

Frederick Elementary School was rated “Effective” in Fidelity to Charter/Application Overall, indicating that *“school has implemented the mission expressed in its charter application and the mission is clear to most stakeholders. Evidence that the school has made a good to fair effort to gather data to assess its efficacy and has implemented effective strategies to address any challenges evident in the data, particularly in the areas of student performance, enrollment, student attendance, dropout rates, attrition and student choice data/school demand⁴.”* The school’s statement of purpose is “At Frederick Elementary School, we educate and develop future leaders to use wisdom in solving complex problems and leading change, for themselves and their communities.” This purpose is seen in the school through the extensive outreach to families and the community the school has done around the conversion of Frederick Elementary to charter in 2017, which

² Frederick Elementary School hosts a pre-k program. Pre-k programs at charter schools are overseen by City Schools and are not considered in the renewal review.

³ Total enrollment counts reflect the MSDE official enrollment file for grades k-12, which includes students enrolled on September 30 each year. This file is verified by MSDE prior to becoming the official enrollment count for the year.

⁴ Text in italics is quoted from the 2021-22 Operator Renewal Rubric

coincided with the school's welcoming of students from Samuel F.B. Morse Elementary, which had closed the previous year. Strategies such as strong messaging around the school's core values and expectations, along with successful implementation of the Maryland Turnaround Principles Model, which was adopted based on the school's School Improvement Grant from the Maryland State Department of Education, have allowed the school to successfully integrate two school communities and establish its school culture. The school also has strong data collection and analysis practices and has seen improvement in student performance as noted above, moving from being one of the worst performing schools at the time of its conversion to charter, to being the top performing school in its Economic Disadvantage comparison group in absolute PARCC performance. However, the school still has challenges to address in the areas of suspensions, attendance and Chronic Absence. While data in these areas have improved, further work is still needed.

Frederick Elementary was rated "Developing" in Effective Programming for Students with Disabilities. The school is *"working towards a trajectory of growth, is aware of its data and responsibilities to students with disabilities, and has implemented processes, interventions and strategies to support student outcomes including to address any gaps in the data as it relates to performance and climate metrics for students with disabilities."* An audit of school practices conducted by the Office of Special Education showed the school has strong practices in place that ensure students with disabilities are receiving appropriate instruction and services. Frederick has also taken proactive steps to enhance their data collection abilities and use of data to identify areas of need for further work. The school has utilized a staffing model to keep class sizes low in order to facilitate small group instruction and more intense focus on implementing student's individualized learning plans and the school uses general funds to supplement this approach. However, the school's outcome data is not yet reflective of the improvement anticipated from these practices.

Frederick Elementary was rated "Developing" in Operator Capacity. *"Evidence indicates that during the charter or contract term the school has increasingly operated effectively, the operator has met all state and federal reporting requirements."* While *"the school has demonstrated progress in the management of grants,"* it spent less than 80% of grant money allocated to it for Title I, Title II, Title IV or Concentrations of Poverty grants over the course of its contract. The school also received limited accountability notices over the course of the contract.

For more information on school practices, please also see the school's School Effectiveness Report available at www.baltimorecityschools.org.

Findings (Elementary school rubric)

Category 1. Has the school followed sufficient financial management and governance practices? Has the school had challenges with meeting critical district, state or federal guidelines? Has the school delivered strong academic programming for students with disabilities that demonstrates a trajectory of growth? Has the school provided strategic leadership and governance?

Sub-Category	Renewal Metric	City Schools Rating
1.1 Audit Content, Internal Controls	The extent to which the school's Independent Auditor's Reports offer unqualified opinions and no management points in each of the years of the charter term. The extent to which statements of cash flow and ratio of assets to liabilities indicate that the operator has strong performance on their short-term liquidity measure.	Meets Expectations
1.2 Effective Programming for Students with Disabilities	The extent to which the school has a demonstrated a strong trajectory of growth, is aware of its data and responsibilities to students with disabilities, does not have any gaps or has decreased gaps in the data as it relates to performance and climate metrics for students with disabilities over time, and has effectively and consistently implemented processes, interventions and strategies to support student outcomes over the course of the contract.	Developing
1.3 Operator Capacity	The extent to which the school has operated effectively, and the operator has consistently met all state, federal reporting requirements critical District or federal obligations and has not received any Notices of Concern or Notices of Reprimand during the contract period. (Evidence that may be considered includes compliance with state or federal reporting requirements, budget submissions and monitoring reports, quarterly reports, and the relative number, frequency and severity of Notices of Concern or Notices of Reprimand.)	Developing
1.4 Strategic Leadership/Governance	School Effectiveness Review Score - Strategic Leadership	Highly Effective
There is no overall rating for this section as each metric is considered individually.		

Category 2. Is the school an academic success?

Sub-Category	Renewal Metric	City Schools Rating
2.1 Absolute Student Achievement	Average Mean Scale Score PARCC ELA (grades 3-5)	Highly Effective
	Average Mean Scale Score PARCC Math (grades 3-5)	Highly Effective

2.2 Student Achievement Trend	Trend in Average Mean Scale Score PARCC ELA (grades 3-5)	Not Rated⁵
	Trend in Average Mean Scale Score PARCC Math (grades 3-5)	
2.3 Student Achievement Growth	Growth in Average Mean Scale Score PARCC ELA (grades 3-5)	
	Growth in Average Mean Scale Score PARCC Math (grades 3-5)	
2.4 Fidelity to Charter/Application Overall	The extent to which the school has fully implemented the mission expressed in its charter application and this mission is clear to all stakeholders. The extent to which the school has delivered high quality programming for all student subgroups. The extent to which the school is gathering data to assess its efficacy and has effectively addressed any challenges evident in the data, particularly in the areas of subgroup performance, enrollment, student attendance, dropout rates, attrition and student choice data/school demand.	Effective
Academics Overall Rating		Effective

Category 3. Does the school have a strong climate?

As part of the modified renewal process for 2021-22, Domains 1-3 of the School Effectiveness Review (SER), which are considered in the Climate section of the renewal rubric, were modified and abbreviated. These domains did not receive overall ratings and are summarized below. For more information on the efficacy of school practice in these domains please see the full SER report available on the district website at <https://www.baltimorecityschools.org/renewal>.

Domain 1: Highly Effective Instruction		
Domain	Description	Rating
1.1	School leadership supports highly effective instruction.	Highly Effective
1.2	Teachers use multiple data sources to adjust practice.	Not Rated

⁵ Frederick Elementary School does not have Trend or SGP PARCC scores due to the starting year for those measures being before the school became a charter. Frederick Elementary School became a charter school in SY17-18. For this year's renewal process, Trend and SGP PARCC measures consider scores from SY16-17 through SY18-19.

1.3	Teachers deliver highly effective instruction.	Highly Effective
1.4	Teachers establish a classroom environment in which teaching, and learning can occur.	Not rated

Domain 2: Talented People		
Domain	Description	Rating
2.1	The school implements systems to select effective teachers and staff whose skills and beliefs meet the needs of the school.	Not Rated
2.2	The school develops teacher and staff capacity through individualized support and professional development.	Highly Effective

Domain 3: Vision and Engagement		
Domain	Description	Rating
3.1	The school has a clear vision and mission that promotes a student-centered, culturally relevant learning that prepares students for future success.	Highly Effective
3.2	The school cultivates and sustains open communication and decision-making opportunities with families and the community.	Effective
3.3	The climate and culture of the school creates a welcoming learning environment that meets the academic, social, and emotional needs of each student.	Not Rated