

Charles County Public Schools

Public Charter Schools

Program Review for Charter School
Renewal



Charles County Public Schools

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Overview

Charter renewal is the formal process through which authorizers evaluate charter schools to make a determination on whether a charter contract should be extended or not. This review provides an opportunity not only to determine continuation but also to support school improvement by offering feedback and guidance. The process is anchored in clear, shared expectations for academic achievement, financial stability, and organizational effectiveness.

Standards for renewal should be drawn directly from the school’s original charter agreement and yearly accountability plan and site visits, ensuring that the evaluation reflects progress toward the mission, vision, and commitments outlined in the accountability plan (also known as the Performance Expectation Agreement). Beyond accountability, renewal also acts as a safeguard: it creates a structured opportunity to address challenges, raise questions, and make adjustments while keeping charter schools on track within the timeframe of their charter.

The program review for charter school renewal will ask the charter school operator and governing board to reflect on past progress and describe future plans. Reflecting on past progress and outlining future plans is essential because it allows charter schools to demonstrate accountability and continuous improvement. This process highlights the charter school’s accomplishments, identifies areas for growth, and shows a clear vision for how it will meet the needs of students moving forward.

In accordance with Maryland law, a charter school may be renewed provided that a program review and evaluation demonstrate that the charter school has successfully fulfilled the terms of its contract. In conducting a program review for renewal, Charles County Public Schools (CCPS) will focus its analysis on the charter school’s educational performance, financial performance, organizational performance, and operational performance. This analysis aligns with the charter school’s agreement and yearly accountability plan that, along with the annual site review visit, is intended to evaluate the charter school’s operations by summarizing their performance and identifying areas of strength and areas needing improvement.

Charter School Renewal				
	Educational Performance	Financial Performance	Organizational Performance	Operational Performance
Accountability Plan and Site Review Sections	<ul style="list-style-type: none">• Instructional Programs	<ul style="list-style-type: none">• Business & Management Services	<ul style="list-style-type: none">• Student Services• School Climate• Family & Community Involvement	<ul style="list-style-type: none">• Governance & Management• Operational Compliance

The charter renewal process gives charter schools the chance to expand on their performance record. Charter schools are encouraged to use the data that will be provided

to them as a reference and provide additional evidence that directly aligns to the charter school's programs but may not be available to CCPS. The charter school may include information such as results from interim assessments or progress monitoring, data on charter school- or mission-specific goals, and documentation of improvement efforts along with proof of progress in areas where the charter school has previously fallen short of expectations. Responses should stay focused and not include unrelated anecdotes or evidence outside of the charter school's academic, financial, organizational, or operational performance.

The program review for charter school renewal is to be completed by the charter school operator and governing board, as this work aligns directly with their governance responsibilities. Reflecting on past progress and defining future plans is a core function of effective oversight, ensuring accountability, strategic direction, and a clear vision for meeting student needs.

Final renewal recommendations will take into account all evidence of charter school performance, including the information submitted by the charter school.

General Directions

This program review for charter school renewal is intended to provide the Board of Education of Charles County with sufficient information to thoroughly review and render a decision. The Board of Education of Charles County must have confidence that the charter school operator and governing board have the knowledge and capacity to continuing operating public charter school, can effectively oversee all aspects of the charter school's operations and finances, and will work cooperatively in partnership with the Board of Education of Charles County, the Superintendent, and CCPS staff to make the school a success.

- Application materials must be organized in the order set forth in this document.
- Please submit the most thorough, organized document possible in an effort to enhance approval decisions.
- When the program review for charter school renewal is complete, please submit three bound copies and one electronic copy (thumb-drive). All submitted materials shall become the property of CCPS. Please include page numbers and tabs to separate the five sections, as well as headings for each of the required parts under the five sections (see table of contents on page 2).

Program Review Timeline

Milestone	Deadline	Status	Responsibility
Share information about the program review renewal process with the Governing Board and Operator	At least one year before charter expiration		CCPS
Governing Board notifies CCPS of intent to renew by submitting the program review document for renewal	No later than September 30 before charter expiration		Charter School
Internal program review that includes responses to questions, accountability plans, site visit documents, and other relevant data that relates to the operations of the charter school	No later than December 1 before charter expiration		CCPS
Recommendations presented to the Board of Education of Charles County at a public board meeting	No later than December 1 before charter expiration		CCPS
Board of Education of Charles County votes on renewal	No later than December 1 before charter expiration		Board of Education of Charles County
If approved, begin renegotiation of charter agreement	December before charter expiration		CCPS and Charter School
If denied, begin dissolution process	December before charter expiration		CCPS and Charter School

Section 1: Educational Performance

Instructional Programs

Below is data that reflects the charter school over the course of the past four years. The fifth year is not included as the data is not available at the time of the required submission for the program review.

Accountability Plan- Instructional Programs

	Year 1 (insert year)	Year 2 (insert year)	Year 3 (insert year)	Year 4 (insert year)
Attainment Levels				

State Assessment Data- Proficiency Percentages*

	Year 1 (insert year)		Year 2 (insert year)		Year 3 (insert year)		Year 4 (insert year)	
	School	County ⁺	School	County ⁺	School	County ⁺	School	County ⁺
KRA								
E/LA MCAP								
Math MCAP								
Science MCAP								
Alg. 1 MCAP								
Biology MCAP								
LSN/Gr 8 MCAP								

*Only assessments administered at the school are in the data charts

⁺Reflects county percentage by same grade band as charter school

Advanced Placement (AP) Data- Proficiency Percentages**

	Year 1 (insert year)		Year 2 (insert year)		Year 3 (insert year)		Year 4 (insert year)	
	School	County	School	County	School	County	School	County

**AP courses offered will be listed in the first column

Percentage of Students Meeting 100% of i-Ready Stretch Growth

	Year 1 (insert year)		Year 2 (insert year)		Year 3 (insert year)		Year 4 (insert year)	
	School	County ⁺	School	County ⁺	School	County ⁺	School	County ⁺
Math								
Reading								

+Reflects county percentage by same grade band as charter school

Percentage of Students Meeting 100% of i-Ready Typical Growth

	Year 1 (insert year)		Year 2 (insert year)		Year 3 (insert year)		Year 4 (insert year)	
	School	County ⁺	School	County ⁺	School	County ⁺	School	County ⁺
Math								
Reading								

+Reflects county percentage by same grade band as charter school

Percentage of Students Meeting English Language Proficiency (ELP) Indicator

Year 1 (insert year)		Year 2 (insert year)		Year 3 (insert year)		Year 4 (insert year)	
School	County ⁺	School	County ⁺	School	County ⁺	School	County ⁺

+Reflects county percentage by same grade band as charter school

End of Year Student Promotion Rates

Year 1 (insert year)		Year 2 (insert year)		Year 3 (insert year)		Year 4 (insert year)	
School	County ⁺	School	County ⁺	School	County ⁺	School	County ⁺

+Reflects county percentage by same grade band as charter school

Maryland Report Card Star Ratings

	Year 1 (insert year)	Year 2 (insert year)	Year 3 (insert year)	Year 4 (insert year)
Star Rating				

Four-year Adjusted Cohort Graduation Rate

Year 1 (insert year)		Year 2 (insert year)		Year 3 (insert year)		Year 4 (insert year)	
School	County	School	County	School	County	School	County

Expert Review Team Visit

Year of Visit	Scores/Findings

Provide any academic performance-related evidence, supplemental data, or contextual information that may not be captured in the charts above. The charter school can provide any other relevant data related to its goals in Instructional Programs.

Please address the questions below:

1. Based on the data presented by CCPS and other relevant instructional data that was added by the charter school, analyze whether the charter school has met its instructional goals over the term of the charter agreement. The response should highlight successes, analyze areas of challenge, and reflect on how the charter school’s instructional strategies, interventions, and improvement efforts have contributed to the results.
2. What additional educational performance data have the charter school leaders and the operator analyzed over the term of the charter? How has the charter school used data to assess the effectiveness of practices and programs as well as to make decisions about professional learning, curriculum, and school goals over the term of the charter? Please provide specific evidence by contract year.
3. Analyze the charter school’s record for implementing its mission and the key design elements of its original contract and amendments (if applicable). Include specific examples of how instructional practices and student achievement support the mission. What stakeholders have been involved in monitoring mission alignment or refining the mission and vision, and how often does this work take place? How is the mission and vision monitored (surveys, learning walks, focus groups etc.) to ensure the mission and vision live beyond the document? What academic challenges has the charter school faced in implementing its mission and how were those challenges addressed?
4. Describe the charter school’s progress in meeting its class-size targets over the past charter term, including trends, challenges, and actions taken to ensure alignment with original application.
5. What changes were made in educational programs during the charter term, and what data supported both the need for these changes and their effectiveness?

Section 2: Financial Performance

Business & Management Services

Below is data that reflects the charter school over the course of the past four years. The fifth year is not included as the data is not available at the time of the required submission for the program review.

Accountability Plan- Business & Management Services

	Year 1 (insert year)	Year 2 (insert year)	Year 3 (insert year)	Year 4 (insert year)
Attainment Levels				

Financial Audit Report

Year 1 (insert year)	Year 2 (insert year)	Year 3 (insert year)	Year 4 (insert year)

Budget to Actuals Year 1 (insert year)

	Salaries and Wages	Contracted Services	Supplies and Materials	Other Charges	Equipment	Transfers	Total
Budget							
Actual							
Difference							

Budget to Actuals Year 2 (insert year)

	Salaries and Wages	Contracted Services	Supplies and Materials	Other Charges	Equipment	Transfers	Total
Budget							
Actual							
Difference							

Budget to Actuals Year 3 (insert year)

	Salaries and Wages	Contracted Services	Supplies and Materials	Other Charges	Equipment	Transfers	Total
Budget							
Actual							
Difference							

**Budget to Actuals
Year 4 (insert year)**

	Salaries and Wages	Contracted Services	Supplies and Materials	Other Charges	Equipment	Transfers	Total
Budget							
Actual							
Difference							

Provide any financial performance-related evidence, supplemental data, or contextual information that may not be captured in the charts above. The charter school can provide any other relevant data related to its goals in Business & Financial Management.

Please address the questions below:

1. Provide an in-depth analysis of the proposed budget vs. actuals for the applicable fiscal years using the data provided. Please analyze and explain any financial trends where budget to actuals were significantly different than originally submitted in the charter school’s budget.
2. Has the charter school been operated in a fiscally sound manner? Please describe the charter school’s history regarding its internal controls, the sound use of financial resources, and its record in acting as a custodian of public funds. Please include its adherence to the charter agreement and requirements agreed upon by the charter school’s governing board and CCPS.
3. Please describe any significant fiscal issues or concerns that arose during the current contract term, including how the charter school addressed any findings in audits over the current charter term.
4. What changes were made in business and management services during the charter term, and what data supported both the need for these changes and their effectiveness?

Section 3: Organizational Performance

Student Services

Below is data that reflects the charter school over the course of the past four years. The fifth year is not included as the data is not available at the time of the required submission for the program review.

Accountability Plan- Student Services

	Year 1 (insert year)	Year 2 (insert year)	Year 3 (insert year)	Year 4 (insert year)
Attainment Levels				

Student Attendance Rates

Year 1 (insert year)		Year 2 (insert year)		Year 3 (insert year)		Year 4 (insert year)	
School	County ⁺	School	County ⁺	School	County ⁺	School	County ⁺

⁺Reflects county percentage by same grade band as charter school

Chronic Absenteeism

Year 1 (insert year)		Year 2 (insert year)		Year 3 (insert year)		Year 4 (insert year)	
School	County ⁺	School	County ⁺	School	County ⁺	School	County ⁺

⁺Reflects county percentage by same grade band as charter school

Student Suspension Rates

Year 1 (insert year)		Year 2 (insert year)		Year 3 (insert year)		Year 4 (insert year)	
School	County ⁺	School	County ⁺	School	County ⁺	School	County ⁺

⁺Reflects county percentage by same grade band as charter school

Provide any student services performance-related evidence, supplemental data, or contextual information that may not be captured in the charts above. The charter school can provide any other relevant data related to its goals in Student Services.

Please address the questions below:

1. Discuss the multi-tiered systems of support (MTSS) that the charter school used over the term of its agreement and how the charter school measured the effectiveness of these supports. Provide a year-by-year analysis of this data and which outlines the trends related to the effectiveness of the charter school's academic and behavioral interventions.
2. Describe the charter school's approach to at-risk students that have been identified by using specific academic data. Identify the subgroup(s) of students over

the years of the contract and what has been done to close achievement gaps for those students. Please provide evidence of effectiveness.

3. Please list any additional non-academic activities that have been used at the charter school that have enhanced the overall school program. These activities may include character educational programs, school-wide programs, after school programs, parent activities, etc. Please be specific describing each program and the evidence/data to support the program(s) have enhanced the educational experience for the students in the charter school.
4. Provide the percentage of students receiving reading and math interventions at the beginning and end of the year. Analyze the changes in intervention participation over time, explain factors contributing to students entering or exiting interventions, evaluate the effectiveness of intervention strategies, and describe how this data will inform future instructional planning.

Percentage of Students Receiving Interventions

	Year 1 (insert year)		Year 2 (insert year)		Year 3 (insert year)		Year 4 (insert year)	
	BOY	EOY	BOY	EOY	BOY	EOY	BOY	EOY
Math								
Reading								

5. How does the charter school identify gifted and high-potential students? What instructional models, curriculum, and supports are used to provide gifted services? How is progress monitored and how does the school ensure equitable access and outcomes for students from historically underrepresented groups?
6. What changes were made in student services during the charter term, and what data supported both the need for these changes and their effectiveness?

School Climate

Below is data that reflects the charter school over the course of the past four years. The fifth year is not included as the data is not available at the time of the required submission for the program review.

Accountability Plan- School Climate

	Year 1 (insert year)	Year 2 (insert year)	Year 3 (insert year)	Year 4 (insert year)
Attainment Levels				

Enrollment and Employment Retention Rate

	Year 1 (insert year)	Year 2 (insert year)	Year 3 (insert year)	Year 4 (insert year)
Students				
Staff				

Student Enrollment

Year 1 (insert year)		Year 2 (insert year)		Year 3 (insert year)		Year 4 (insert year)	
9/30	Last day of school	9/30	Last day of school	9/30	Last day of school	9/30	Last day of school

Provide any school climate performance-related evidence, supplemental data, or contextual information that may not be captured in the charts above. The charter school can provide any other relevant data related to its goals in School Climate.

Please address the questions below.

1. List the extracurricular activities students participated in for each. Under each year, write the number of students that participated in each extracurricular activity. Add more rows, if needed.

Participation in Extracurricular Activities

(List activities here)	Year 1 (insert year)	Year 2 (insert year)	Year 3 (insert year)	Year 4 (insert year)

2. What strategies have been used over the course of the charter agreement to determine and improve upon school climate each year? How does the charter school know that there is a positive climate throughout the school with staff, families, and students? Please provide data to address this response.
3. Analyze the charter school's employment and enrollment retention rates for students and staff by year to include transfer and/or withdrawal trends for these two groups. Please discuss the means in which the charter school has measured stakeholder satisfaction. Explain how the charter school has used data each year to improve the climate of the charter school.
4. Describe the charter school's professional learning plan for each year within the contract. How has the charter school measured the impact of the professional learning for staff? What impact has this made on the charter school's climate?
5. What systems, structures, and practices are in place at the charter school to support new teachers—such as onboarding processes, mentoring assignments, instructional coaching, professional learning communities, or regular check-ins—and how has the charter school evaluated the effectiveness of these supports in promoting teacher retention, instructional quality, and a positive school climate each school year? Additionally, what data sources or feedback mechanisms are used to assess whether new teachers feel prepared, supported, and connected to the charter school community?
6. Describe how the charter school selects the extracurricular activities it offers to students. How has the charter school increased under-represented groups in these activities?
7. What changes were made in school climate during the charter term, and what data supported both the need for these changes and their effectiveness?

Family & Community Involvement

Below is data that reflects the charter school over the course of the past four years. The fifth year is not included as the data is not available at the time of the required submission of the program review.

Accountability Plan- Family & Community Involvement

	Year 1 (insert year)	Year 2 (insert year)	Year 3 (insert year)	Year 4 (insert year)
Attainment Levels				

Provide any family and community involvement performance-related evidence, supplemental data, or contextual information that may not be captured in the charts above. The charter school can provide any other relevant data related to its goals in Family & Community Involvement.

Please address the questions below:

1. What family engagement activities have been implemented at the school to support student learning during the term of the charter agreement? Please include specific details on the number and types of engagement opportunities offered, an assessment of participation levels in these activities, documented examples of feedback that led to actionable changes. Additionally, what strategies could be introduced to increase family participation and engagement, with a focus on improving satisfaction, sense of belonging, and responsiveness
2. Does the school have active parent organizations? Please provide evidence of the number and types of active committees, advisory councils, and advocacy groups, the percentage of families who report having opportunities to participate, documentation demonstrating that these organizations are highly active and contribute to the school's overall success during the term of the charter agreement. Additionally, describe the roles of these organizations, how they support student learning, and the ways they are involved in school decision-making processes and initiatives.
3. Describe the current business and/or community partnerships that the charter school has and the specific relationship between the charter school and these businesses. What is the purpose of these partnerships and how do they lead to increased student achievement both academically and non-academically?
4. Please list any additional family and community partnerships that the charter school has that has enhanced the overall school program. Please be specific describing each partnership and the evidence/data to support the partnership(s) has enhanced the educational experience for the students in the charter school.
5. What changes were made in family and community involvement during the charter term, and what data supported both the need for these changes and their effectiveness?

Section 4: Operational Performance

Governance & Management

Below is data that reflects the charter school over the course of the past four years. The fifth year is not included as the data is not available at the time of the required submission for the program review.

Accountability Plan- Governance & Management

	Year 1 (insert year)	Year 2 (insert year)	Year 3 (insert year)	Year 4 (insert year)
Attainment Levels				

Provide any governance and management performance-related evidence, supplemental data, or contextual information that may not be captured in the charts above. The charter school can provide any other relevant data related to its goals in Governance & Management.

Please address the questions below:

1. Please complete the chart to list the charter school's governing board members since the charter agreement was signed.

Governing Board Members

	Prior to Opening (insert year(s))	Year 1 (insert year)	Year 2 (insert year)	Year 3 (insert year)	Year 4 (insert year)
Names of Governing Board Members					

*Denotes Chair of the Governing Board

2. Please describe the composition of the current governing board including each governing board member's name, the length and dates of term, background of members, and method of selection, active sub-committees, officers, and frequency of meetings.
3. List the trainings and other board activities outside of regular meetings which have provided current board members with capacity building activities and opportunities to strategically develop annual school targets and outcomes.

4. Please describe how the governing board has monitored the charter school's academic performance, financial soundness, operational soundness, and overall compliance of the charter school over the term of the charter. What metrics does the governing board review and how frequently does this analysis take place?
5. Discuss the relationship between the charter school's governing board and charter school operator. What is contractual relationship between the two parties and what is the specific division of duties that each is accountable to perform? How has the governing board held the operator accountable for specific outcomes of the agreed upon charter? What criteria does the governing board use to gauge progress towards its goals for the charter school and its operator?
6. How does the governing board oversee the financial management of the charter school? In what ways has it assured that financial resources provide adequate support for the charter school's overall program?
7. If the charter school has been placed in corrective action at any time during the current contract term, including whether it is currently in corrective action status, please describe the findings outlined in the corrective action report and the specific actions taken by the governing board to address them. In the response, explain how the board monitored implementation, ensured accountability for corrective measures, and provide evidence of progress made, measurable improvements achieved, and the current status of each finding, including any ongoing monitoring or improvement efforts.
8. What changes were made in governance and management during the charter term, and what data supported both the need for these changes and their effectiveness?

Operational Compliance

Below is data that reflects the charter school over the course of the past four years. The fifth year is not included as the data is not available at the time of the required submission for the program review.

Accountability Plan- Operational Compliance

	Year 1 (insert year)	Year 2 (insert year)	Year 3 (insert year)	Year 4 (insert year)
Attainment Levels				

Name of Operator or Director

	Year 1 (insert year)	Year 2 (insert year)	Year 3 (insert year)	Year 4 (insert year)
Name				

Provide any operational compliance performance-related evidence, supplemental data, or contextual information that may not be captured in the charts above. The charter school can provide any other relevant data related to its goals in Operational Compliance.

Please address the questions below:

1. *Please describe the current charter school’s operator. Please include the length and dates of employment, background information that qualifies the person to be the operator, and method of selection by the governing board.
*This question only needs to be answered if the charter school had a different operator during the current charter agreement.
2. Provide evidence on how the charter school has adhered to the charter agreement, state federal laws, Board of Education of Charles County policies and Superintendent’s rules. Has the charter school been out of compliance of the signed charter agreement over the course of the contract? If so, what steps have been taken by the operator to address non-compliance and how has CCPS and the charter school’s governing board been notified?
3. Discuss the charter school’s record for implementing its mission and the key design elements of the application and charter agreement. Provide evidence of how the mission and design elements have helped the charter school, including staff, to deliver quality programming to all of its students. What challenges has the charter school faced in implementing its mission and how were those challenges addressed?
4. How has the operator supported the principal and staff in managing the day-to-day operations of the charter school? In what ways has the operator ensured the principal and staff have the resources, guidance, and autonomy to lead effectively? What systems of communication and collaboration exist between the operator and principal to address challenges in real time? How has the operator evaluated the effectiveness of its support for school leadership, and how are improvements made?
5. What changes were made in operational compliance during the charter term, and what data supported both the need for these changes and their effectiveness?

Section 5: The Future Years

This section invites applicants to present a comprehensive overview of the charter school’s plans and priorities for the upcoming charter term. Using the questions below, the governing board and operator should articulate clear academic, non-academic, financial, operational, and organizational goals, along with the strategies and benchmarks that will guide their implementation. Additionally, the charter school should describe any proposed amendments to the existing charter and original application, including revisions to the mission statement, enrollment projections, educational program, governance structure, or other essential components that will support the charter school’s continued success and sustainability.

1. Grades Served/Enrollment

Grades _____ Projected expansion, if any _____

Grades Served														Approximate Projected Enrollment	
	PK	K	1	2	3	4	5	6	7	8	9	10	11		12
Year _															
Year _															
Year _															
Year _															
Year _															

*Enrollment cap at all campuses and in all grades combined

2. Accreditation

Has the school ever been accredited or through accreditation? _____ Yes _____ No

Indicate agency and date of last renewal _____

Is this accreditation current? _____ or has it lapsed? _____

3. Vision and Mission

What is the charter school’s vision for the next charter term? This response should describe what changes, if any, need to be made to the charter school’s practices in the upcoming term to achieve its mission. What are the key challenges or risks in realizing this vision? What has the charter school done and what does the charter school plan to do to address each of the key challenges identified?

4. School Program

Describe any significant changes to the charter school's program since the previous signed charter agreement and/or original application. List any anticipated changes if the charter agreement is renewed. This may include updates to curriculum, instruction, assessment, student support services, scheduling, staffing, partnerships, or other elements that impact student learning and school operations.

5. School Structures

Describe any anticipated changes to the management or operation of the charter school since the previous signed charter agreement and/or original application. This may include changes to the governing board's size, composition, or structure; leadership roles; management organization; operational systems; facilities; or financial management practices.

6. Budget

Present a budget for the length of the proposed charter covering all projected sources of revenue and planned expenditures. As it pertains to the budget, it is required to submit a detailed and realistic financial plan and analysis. This would include the following:

- A financial plan based on enrollment with contingency plans for reduced enrollment.
- Five percent of the operating in a contingency fund.

7. Governing Board

Please provide an updated signed affidavit of disclosure and conflict of interest policy for each current board member. Please include statements regarding full disclosure of connections to anyone doing business with the non-profit or charter school. Please provide the governing board's bylaws.

8. Waivers

Describe any contract revisions and/or contents of the current charter school application indicating any changes to the original charter the governing board is requesting and any amendments, including waivers to the initial charter, which were previously approved. For each waiver that is requested (or extended), please include the following information:

- rational about why the waiver is being requested
- evidence the waiver is necessary
- evidence about how stakeholders--staff, parents, and the community--were involved in vetting and approving the request, or evidence of how stakeholders were involved in reviewing the success/need for the existing waiver, and
- the capacity of the charter school to meet the needs of these additional students or requested programmatic change or waiver renewal in terms of staff, programming, and space in the facility.

Note: waiver requests will be considered after the Board has voted on the renewal.