



MEMORANDUM

TO: CSRC Members and Gayle Peay
FROM: Aza Baylor
CC: Deb Paulus
SUBJECT: Contract #B18948 First Annual Renewal of the City of Milwaukee Contract with Evident Change for the 2025–26 Academic Year
DATE: March 19, 2025

Please accept this memo as application for the first option one-year extension to the contract currently in place for Educational Oversight Services for the Milwaukee Charter School Review Committee (CSRC) between the City of Milwaukee and Evident Change.

CHARTER SCHOOL MONITORING SERVICES FOR 2025–26

Evident Change will provide the following services and deliverables for each of the City's chartered schools.

- Conduct fall interviews with each school's leadership, including separate meetings for the leadership of each academy—elementary, middle, and high school. These meetings provide the baseline to develop annual school academic and engagement goals.
- Facilitate the completion of a learning memo and provide a data addendum based on the fall academic and engagement goals.
- Conduct at least two site visits at each school campus to observe instructional delivery, common spaces, classroom management, student engagement, and assessment practices.
- Provide follow-up and support for data gathering and compliance monitoring to all the schools as needed.
- Conduct a random review of special education files and reading intervention files.
- Collect and analyze data submitted by the schools which includes: School structure, student population, standardized testing data, student growth data, teacher licensure compliance, special education services, language instruction education program enrollment, integrated English as a second language program, graduation information (scholarships and post-secondary plans) and parental engagement.

- Conduct spring interviews with each school's leadership, including separate meetings for the leadership of each academy—elementary, middle, and high school. These meetings enable staff to collect data on the school year's progress, identifying factors that may influence academic and engagement goals.

Produce a draft and final annual monitoring report that includes recommendations for actions related to academic performance against criteria established by the CSRC. Possible recommended actions include continued monitoring (no action at this time) or consideration for probation, closure, or renewal of charter contract.¹

In addition to the services provided directly to each school, the following services and activities are indirectly related to assisting the schools through assistance to the CSRC.

- Present each school's report to the CSRC with follow-up activities related to questions or concerns.
- Assist the CSRC in the presentation/production of reports to the Milwaukee Common Council's Steering and Rules Committee.
- Provide assistance, as needed, to the CSRC to address issues that arise throughout the year. This can include drafting memos and making recommendations for CSRC consideration as the need for policy revisions arises.

Ongoing project management which ensures charter school oversight deliverables are effectively aligned with comprehensive research, thorough documentation, and school improvement. This approach involves continuous coordination and oversight to ensure that all activities related to monitoring, evaluation, and performance assessment are grounded in evidence-based practices. It includes the integration of relevant research findings to inform decision-making, maintaining meticulous records to track progress and outcomes, and developing detailed, forward-thinking plans to address emerging needs and challenges within new requirements from the department of instruction.

BIENNIAL SURVEY AND INTERVIEWS

The CSRC has requested that Evident Change conduct a school climate survey for the purpose of gathering information regarding organizational competency and stakeholder satisfaction. The CSRC asked that this process be completed every other academic year. Evident Change last completed this process for the 2023–24 academic year. The information was included in the annual reports for each city-chartered school operating that year. Assuming CSRC continues this process, Evident Change staff will do the following during the upcoming 2025-26 school year.

¹ Upon request, Evident Change will produce and present an MS PowerPoint presentation to the CSRC, school board or staff based on a school's report.

- Design, revise, and update four survey tools specific to each school to be used for board members, teachers, students, and parents. This will include a Spanish version of the student and parent surveys.
- Collaborate with the survey coordinator at each school to establish and maintain a structured schedule for the continuous distribution of parent surveys until the survey period concludes.
- Proctor surveys for all available students in grades 6th through 12th grade at each school.
- Conduct a comprehensive analysis of survey data, integrating both quantitative and qualitative findings. Perform a thematic analysis of open-ended responses to identify key patterns and insights.
- Ensure that analyses of the survey data are integrated within each school's annual monitoring report. This inclusion will provide a comprehensive assessment of key trends, stakeholder feedback, and areas for improvement, enabling data-driven decision-making and continuous institutional enhancement.

BOARD MEETING SUPPORT AND ATTENDANCE

Evident Change staff will meet with the board of directors of each of the City's chartered schools as requested by the CSRC. Evident Change staff will prepare a presentation of the school's current performance data and recommendations for continuous improvement. The content of these meetings will include an explanation of the city's expectations, discussion of the school's progress, and any other pertinent information.

TOTAL COST FOR FIVE SCHOOLS: \$318,652 (2,320 estimated hours @ \$137.35 per hour)