

1 March 2019

Dr. John Robertson, Coordinator
Educational Support Services
205 Jefferson Street
PO Box 480
Jefferson City, MO 65102-0480

Dear Dr. Robertson:

As the sponsoring institution for Frontier Schools, we write to request a five-year renewal of their charter. The accompanying documents provide a detailed response to the renewal requirements addressing current academic performance and plans for the next five years of the charter.

MU is pleased to have recently added Frontier Schools to our sponsorship, as they have provided a quality education to students in underserved communities for ten years. In that time, Frontier Schools have expanded to five campuses serving 1600 students. With K-12 programs successfully implemented at the north location, they are planning a PK-5 addition to the south campus in the near future. Throughout expansion, Frontier Schools have maintained strong academic performance.

MU believes that Frontier Schools has served its students well thus far and is prepared for success in the next stage of its development. We are proud to sponsor Frontier Schools and look forward to working with them for the next five years. If we can provide further information for review of this application, please let us know.

Sincerely,



Gerry Kettenbach
Executive Director



**University of Missouri
Office of Charter School Operations
Frontier Schools Performance Contract 2019-2024**

As the official charter school sponsor of Frontier Schools, the University of Missouri-Columbia (MU) is legislatively required to monitor compliance and performance of the school, recommend sanctions, if necessary, and closure when the school demonstrates an inability to meet standards. This performance contract represents expectations in this five-year charter term.

Governance

Charter schools are governed by an independent board of directors that are required to abide by all laws governing 501(c)3 organizations, and public schools. The board of Frontier Schools shall:

1. Consistently abide by all Missouri laws, including the Missouri Sunshine Law in all its operations.
2. Maintain an active, involved board as described in their bylaws and policies.

Finances

The school depends on the board maintaining proper fiduciary responsibility and adherence to all laws and accounting and record-keeping guidelines. The Frontier Schools board shall ensure that all stakeholders:

3. Comply with annual auditing and ASBR requirements, and remedy all audit findings.
4. Maintain adequate fiscal health, as evidenced by producing regular financial statements, ensuring board review and oversight of payments, and paying all obligations in a timely manner.

Operations

Frontier Schools staff and other stakeholders will engage in a myriad of activities necessary to operate a school. From human resources, to facility management and contracting, to extensive data collection and reporting on all those activities, Frontier Schools will obey all laws, maintain appropriate oversight, and create and implement sound policies and processes, with fidelity. Frontier Schools shall:

5. Consistently comply with all laws and policies and meet all reporting requirements, including, but limited to, MOSIS submissions and Tiered Monitoring requirements.
6. Operate the school in accordance with approved school policies, in a way that advances stated goals and objectives, and address deficiencies in an appropriate and timely manner.

Environment

Frontier Schools measures school climate internally, and MU assesses it using various methods, as needed. Frontier Schools shall:

7. Adhere to all laws and regulations pertaining to the health and safety of all staff and students, and promptly and adequately answer any and all issues or complaints raised by any stakeholder.
8. Maintain school leadership and culture that contributes to successful attainment of stated goals and objectives.

Teaching and Learning

The most important measure of success in any school is student outcomes and quality teaching is the most important input to successful outcomes. Frontier Schools shall:

9. Maintain a professional development system that includes: a new teacher mentor program, teacher evaluation system that meets state requirements, retention of excellent teachers, and removal or development of teachers that are not meeting expectations.
10. Exceed Kansas City Public Schools district averages on all academic indicators and benchmarks evaluated by the state. This includes, but is not limited to; MAP assessments, attendance, graduation, college and career readiness, and any new indicators that may become part of any state monitoring or grading system.

Frontier Schools and MU agree that substantial failure to meet any of the ten (10) terms of accountability will result in a deficit letter with a required remedy. Failure to adequately address any deficiencies will cause Frontier Schools to be placed on probation. Probation will require a remediation plan for addressing all deficiencies in a prescribed timeline and failure to remediate may result in a recommendation for closure.

This contract is for five years. In the fourth year, Frontier Schools and MU will determine, based on MU policy and procedures and successful adherence to this contract, if the school is prepared for renewal. At that time, a new performance contract will be created to address the next renewal period.

In agreement:



Gerry Kettenbach, Executive Director
MU Office of Charter School Operations

2019-02-25

Date



Eugene Augustine, President
Frontier Schools Board of Directors

2/23/19

Date

FRONTIER SCHOOLS 2014 PERFORMANCE CONTRACT GOALS

Performance Contract Goals	Frontier School's Performance Related to Goal	FS Believes it has MET/NOT MET (if not met, add steps taken towards goal) or APPROACHING
STUDENT ACADEMIC GOALS		
<p>Student Academic Goal #1: Frontier School System (FSS) will increase English Language Art (ELA) MPI by 8 points annually from the 2013 baseline in order to be 'On-track' by 2020 toward Missouri's 'Top-Ten-by-20' target.</p>	<p>2018 MSIP5 APR Report: 15.7 out of 16 points earned. MPI of 298.2 with status of Approaching. Both Progress and Growth status of On Track.</p>	<p>APPROACHING - Continue with Interventionists, tutoring, Saturday school; small group instruction, Summer school, on-line programs, and ELL services. Instructional Coaches and Curriculum Directors.</p>
<p>Student Academic Goal #2: FSS will increase Mathematics MPI by 6 points annually from the 2013 baseline in order to be 'On-track' by 2018 toward Missouri's 'Top-Ten-by-20' target.</p>	<p>2018 MSIP5 APR Report: 15.7 out of 16 points earned. MPI of 260.7 with status of Approaching. Progress status of Approaching and Growth status of On Track.</p>	<p>APPROACHING - Continue with Interventionists, tutoring, Saturday school; small group instruction, Summer school, on-line programs, and ELL services. Instructional Coaches and Curriculum Directors.</p>
<p>Student Academic Goal #3: FSS will increase Science MPI by 14 points annually from the 2013 baseline in order to be 'On-track' by 2019 toward Missouri's Top-Ten-by-20 target.</p>	<p>2018 MSIP5 APR Report: Field Test - no data reported. 2017 MSIP5 APR Report: 0 out of 16 points earned. MPI of 293.8 with status of Floor. Progress status of Floor. Growth not shown.</p>	<p>APPROACHING - Continue with Interventionists, tutoring, Saturday school; small group instruction, Summer school, on-line programs, and ELL services. Instructional Coaches and Curriculum Directors.</p>

<p>Student Academic Goal #4: FSS will increase Social Studies MPI by 19 points annually from the 2013 baseline in order to be 'On-track' by 2020 toward Missouri's Top-Ten-by-20 target.</p>	<p>2018 MSIP5 APR Report: 5 out of 8 points earned. MPI of 300.0 with status of Approaching. Progress status of Floor. Growth status not shown.</p>	<p>APPROACHING - Continue with tutoring, Saturday school, on-line programs; and small group. Instructional Coaches and Curriculum Directors.</p>
<p>Student Academic Goal #5: The overall annual growth rate of the FSS on a nationally recognized norm- referenced test, NWEA, will be 50% or higher across all grades and subjects for which the test is given every year.</p>	<p>NWEA RIT Scores for English Language Arts from Fall 2017 to Spring 2018 showed higher results in 12 out of 15 classes. NWEA RIT Scores for Mathematics from Fall 2017 to Spring 2018 showed higher results in 13 out of 15 classes.</p>	<p>APPROACHING - Continue with Interventionists, tutoring, Saturday school; small group instruction, Summer school, on-line programs, and ELL services. Instructional Coaches and Curriculum Directors.</p>
<p>COLLEGE AND CAREER READINESS GOALS</p>		
<p>FSS will maintain a 100% high school graduation rate.</p>	<p>Frontier Schools 2016 and 2017 years 7-year graduation rate is 100%.</p>	<p>MET</p>
<p>FSS will have 100% college acceptance rate for every graduating class.</p>	<p>Frontier Schools students received 100% college acceptance rate for 2017-18 school year.</p>	<p>MET</p>
<p>60% of FSS students will graduate with a passing grade in at least one advanced placement (AP) or dual credit course.</p>	<p>60% of students (42 out of 70) graduated with a passing grade in at least one advanced placement (AP) or dual credit course in 2017-18 year.</p>	<p>MET</p>

10% student participation in local and national science fair competitions every year.	Three students participated in Kansas City Science Fair and 205 students participated in Kansas City STEM Fest. 12% of the students participated in the events.	MET
20% student participation in national and international trips every year.	Over 90% of our students participate in field trips (college, local, in-state, out-of-state) every year.	MET
70% student participation in Saturday SAT/ACT camps in the corresponding high school grade.	100% of the students receive ACT/SAT preparation during their 11th grade.	MET
80% student participation in at least one school club.	Approximately 80% of the students participated in club/enrichment activities in 2017-18 school year.	MET
50% of our parents to receive home visits from teachers annually.	804 students were visited in 2017-18 school year and it is 51% of the overall student population (as of May 2018).	MET
90% student retention rate will be increased.	Student retention rate was 80% for 2017-18 school year.	APPROACHING AT 80% - Continue with Parent Outreach and pro-active activities/connections with students.
90% student attendance rate will be reached annually.	Attendance rate was 93.5% in 2017-18 school year	MET

<p>70% attendance at parent-teacher conferences by parents annually.</p>	<p>At least 70% of the parents attended parent-teacher conferences.</p>	<p>MET</p>
<p>Students will have 10 hours job shadowing/internship before they graduate from high school.</p>	<p>At least 70% of the graduating class students had job shadowing/internship hours in 2017-18 school year.</p>	<p>MET</p>
<p>ADMINISTRATIVE AND OPERATIONAL GOALS</p>		
<p>Goal #1: Frontier School System (FSS) will maintain at least 85% parent satisfaction, which will be measured through surveys.</p>	<p>Advanced Questionnaire was implemented in 2017-2018. The information received was very helpful in setting our goals going forward.</p>	<p>APPROACHING - Continue with more parent outreach activities, PTO, Parent Involvement activities and Parent Academy. Conduct survey to parents annually. Get more parents involved in developing and monitoring strategies.</p>
<p>Goal #2: FSS will maintain at least 3% surplus of the operating budget in every year. (Per section 160, 417, RSMo)</p>	<p>Frontier Schools has exceeded the 3% surplus minimum of the operating budget every year; confirmed in yearly audit reports.</p>	<p>MET</p>
<p>Goal #3: FSS currently established partnership with Union Station-Kansas City, KC Stem Alliance, Cerner, Hispanic Chamber of Commerce, UMKC School of Education Graduate Department, Boys Grow, and etc. FSS maintain current partners and build more community partnerships with other entities in Kansas City.</p>	<p>Frontier Schools continues relationships with the KC Chamber of Commerce; Hispanic Chamber of Commerce, KC STEM Alliance, Cerner, KU - Edwards Campus, PITSCO, BioKansas, Science City, Burns & McDonnell, Rockhurst University, Truman Medical Center, St. Luke's Health System, Siemens and host of other entities to support STEM education.</p>	<p>MET</p>

<p>Goal #4: FSS will raise at least \$25,000 in fundraising and competitive grants for extra-curricular activities.</p>	<p>Frontier Schools has raised close to \$68,000.00 through fund raisers and grants for extra-curricular activities.</p>	<p>MET</p>
<p>Goal #5: FSS will increase student and parent participation in Advanced Questionnaire (AQ)</p>	<p>Advanced Questionnaire was implemented in 2017-2018. The information received was very helpful in setting our goals going forward.</p>	<p>APPROACHING - Continue with proactive measures and activities with parents and students: home visits, parent/teacher conferences, school events, and Parent Academy. Conduct surveys more often.</p>

FRONTIER SCHOOLS, INC.

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Enrollment	1,626.00	1,710.00	1,810.00	1,910.00	2,010.00	2,010.00
Estimate Total ADA	1,479.66	1,556.10	1,647.10	1,738.10	1,829.10	1,829.10
Local Funds	\$ 1,841,521.00	\$ 2,259,200.00	\$ 2,390,100.00	\$ 2,513,700.00	\$ 2,653,300.00	\$ 2,802,300.00
State Funds	19,067,714.00	20,251,200.00	21,281,700.00	22,441,600.00	23,753,500.00	23,601,400.00
Federal Funds	2,464,117.80	2,541,300.00	2,685,900.00	2,841,800.00	2,986,300.00	2,972,800.00
Other	-	-	-	-	-	-
Total Inflows	23,373,352.80	25,051,700.00	26,357,700.00	27,797,100.00	29,393,100.00	29,376,500.00
61XX - Salaries	11,428,675.00	11,940,000.00	12,750,000.00	13,630,000.00	14,130,000.00	14,400,000.00
62XX - Employee Benefits	2,712,497.14	2,985,000.00	3,187,500.00	3,407,500.00	3,532,500.00	3,600,000.00
63XX - Purchased Services	5,538,000.00	5,638,000.00	5,738,000.00	6,100,000.00	6,710,000.00	7,381,000.00
64XX - Supplies	1,525,000.00	1,975,000.00	1,975,000.00	2,150,000.00	2,500,000.00	2,750,000.00
65XX - Capital Outlay	2,705,000.00	500,000.00	500,000.00	1,500,000.00	750,000.00	300,000.00
66XX Principal & Interest						
Debt service - CCB \$1,856,000 @4.50% 20 yrs (5 yr balloon) STEM High Ren.	141,700.00	1,658,200.00				
Principal	65,000.00	1,645,700.00				
Interest	76,700.00	12,500.00				
Debt service - CCB Lakeside Bldgs Downpayment \$500K	114,100.00	19,000.00				
Principal	109,900.00	18,900.00				
Interest	4,200.00	100.00				
Debt service - CCB \$1,000,000 FSE Building purchase	75,900.00	75,900.00	878,000.00			
Principal	34,500.00	36,000.00	852,200.00			
Interest	41,400.00	39,900.00	25,800.00			
Debt service - CCB \$1,314,500 @4.50% 20 yrs (5 yr balloon) STEM Gym	100,400.00	100,300.00	1,146,200.00			
Principal	45,000.00	46,900.00	1,141,900.00			
Interest	55,400.00	53,400.00	4,300.00			
Total Outflows	24,341,272.14	24,891,400.00	26,174,700.00	26,787,500.00	27,622,500.00	28,431,000.00
Inflows over outflows	\$ (967,919.34)	\$ 160,300.00	\$ 183,000.00	\$ 1,009,600.00	\$ 1,770,600.00	\$ 945,500.00
Ending Balance	6,198,789.27	6,359,089.27	6,542,089.27	7,551,689.27	9,322,289.27	10,267,789.27

Charter School Renewal Expedited

Implementation Year(s): 2019-20

FRONTIER SCHOOL OF INNOVATION (048922)

Team Members:	Eugene Augustine	Board President	eaugustine@frontierschools.org	8162416200
	Mehmed Atik	Board Treasurer	matik@frontierschools.org	8162416200
	Ugur Demircan	Superintendent	udemircan@frontierschools.org	8162416200
	Serkan Kilic	Principal	skilic@frontierschools.org	8165418200
	Elyar Isgandarli	Principal	ielyar@frontierschools.org	8168221331
	Mark Barber	Principal	mbarber@frontierschools.org	8162416202
	Lisa Lamb	Principal	llamb@frontierschools.org	8163631907
	Teresa McKinley	Director of Curriculum (ELA)	tmckinley@frontierschools.org	8162416200
	Rose Dicus	Director of Safety and Conduct	rdicus@frontierschools.org	8162416200
	Batyr Durdiev	Director of Finance and HR	bdurdiev@frontierschools.org	
	Greg Rieke	Special Projects Consultant	grieke@frontierschools.org	8162416200
	Lori Edmonds	Teacher	ledmonds@frontierschools.org	8163631907
	Jamie Frye	Teacher	jfrye@frontierschools.org	8168221331
	Rachel Fry	Parent		
	Kush Sharma	Student		
	Jayden Francois	Student		
	Maxine Ricketts	Parent		
	Phyllis Chase	Director, UMKC Charter School Center	chasep@umkc.edu	8162356344
	Margaret Glasch	Assistant Director, UMKC Charter School Center	glaschm@umkc.edu	8162356681

Directions: Please state 'yes' or 'no' for each assurance. Please explain if an assurance requirement is not met. Comments should be as concise as possible, please include an attachment if further explanation is needed.

Charter schools requesting to renew its charter must submit this application electronically by responding to the following sections. The renewal submission must be signed by the Local Education Agency (LEA) authorized representative and the sponsor to ensure information submitted is accurate and in compliance with all statutes.

Upload questions require a document to be uploaded. This is done by selecting Manage Uploads, select Upload a Document, browse for the file, under File Description include the number of the question you are addressing and a description of the file as indicated by the Upload questions. Under Manage Team, include LEA contact and sponsor contact information.

1. Upload one page letter from the sponsor requesting renewal that must be signed by the Program Director of the Charter Sponsor Office. This assures that the Charter Renewal Application is accurate and in compliance with all statutes. Upload file under Manage Uploads. File Description would be 1. Sponsor Renewal Letter

File Uploaded.

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2. LEA assures that Core Data/MOSIS is updated with current school name, superintendent/head administrator, and names of buildings(s) and principal(s).

Yes

If no, please explain.

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3. LEA assures that Core Data/MOSIS is updated with mailing/physical address and telephone number of the charter school's main office.

Yes

If no, please explain.

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4. LEA assures that Core Data/MOSIS is updated with list of the current board members including name, title and years served.

Yes

If no, please explain.

-
5. List the education service provider name and address (if applicable).

Education service provider name and address is below

Not applicable

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6. LEA assures that the charter school adheres to the requirements of the applicable state statutes and regulations, the state rules governing the programs, and all other applicable statutes.

Yes

If no, please explain.

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7. List the date of board meeting which the vision and mission were adopted.

December 8, 2018

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8. Upload the existing performance contract that includes timelines and standards for renewal (include procedures and consequences for failure to meet requirements).

File Uploaded

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9. Upload data on measurements and objectives met (or not) in existing performance contract.

File Uploaded

-
10. Upload projected budget for the next five years (list of items).

File Uploaded

-
11. List the projected enrollment by grade levels.

ENROLLMENT PROJECTIONS:

YEARS GRADE LEVEL PROJECTED ENROLLMENT

2019-20 Pre K – 12 1710

2020-21 Pre K – 12 1810

2021-22 Pre K – 12 1910

2022-23 Pre K – 12 2010

2023-24 Pre K – 12 2010

Frontier Schools intends to serve grade levels Pre K – 12 with a projected total enrollment of 2010 students.

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12. List plans for expansion or replication.

New Elementary School: Frontier Schools has 4 buildings in Kansas City. The building on the south side is serving grades 6-12. Frontier School of Excellence Elementary (PK-5) will open once a facility is secured and it will be a feeder school for the current south campus.

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13. The authorized representative assures DESE that the charter school, in accordance with Sections 160.400-160.425, RSMo, shall:

1. Receive and expend state/federal funds in a manner consistent with the intent of the approved application.

2. Keep such records for a period of three years and provide such information as may be necessary for the fiscal program auditing and for program evaluation; provide DESE any information it may need to carry out its responsibilities under the program.

The LEA authorized representative understands the assurances and the responsibility for compliance placed upon the applicant. The applicant will refund directly to DESE the amount of any funds made available to the applicant that may be determined by DESE, or an auditor representing DESE, to have been misspent or otherwise misapplied.

Yes

If no, please explain.

Last Submitted Date: 03/06/2019

Submitted by: Demircan, Ugur