



FY 2011 PERFORMANCE PLAN Public Charter School Board

MISSION

The D.C. Public Charter School Board's (PCSB) mission is to provide quality public school options for DC students, families, and communities.

SUMMARY OF SERVICES

The D.C. Public Charter School Board has four key functions: 1) ensuring that only highest quality applicants are approved to open charter schools through a comprehensive application review process, 2) using effective oversight in holding schools to high standards for results and making oversight decisions in the interests of students, 3) providing meaningful support including clear feedback, rewards and consequences, and 4) active engagement of our stakeholders- being transparent and accountable, providing information, and soliciting feedback about community impacts and preferences.

AGENCY WORKLOAD MEASURES

Measure	FY2008 Actual	FY2009 Actual	FY2010 YTD
# of Public Charter Schools Applications	11	0	13
# of Program Development Reviews	55	81	68
# of Compliance Reviews	80	99	100+
# of Financial Reviews	9	7	24
# of Governance Reviews	7	8	9
# of Workshops	23	15	12
# of School Openings (New Charters and New Campuses)	12 new charters 4 campus expansions	1 new charter 0 campus expansions	0 new charters 1 campus expansion
# of School Closings	2	4	5



OBJECTIVE 1: Employ a portfolio management system that bases PCSB decisions for resource allocations and board actions using consistent definitions of school performance.

INITIATIVE 1.1: Increase initial screen pass rate.

Annually, the PCSB conducts Governance and Compliance Reviews separately, as part of its Performance Management Framework (PMF), which evaluates schools' governance practices as it relates to 8 governance review dimensions and monitors schools' compliance with state and federal regulations, the School Reform Act, PCSB policy and their charter agreement. The reviews follow a staged process, with each school receiving an initial screen and poorer performers receiving additional attention through more in-depth reviews. The purpose of the Governance initial screen is to gauge charter school boards' governance practice through compliance with basic document submission, academic performance, the existence of change events, and the presence of reported problems. In FY10, 35% of schools passed the initial governance screen, and 52% of schools passed the initial compliance screen. By September 2011, PCSB will work to achieve the following results:

- 75% of public charter schools (PCS) will pass the initial governance screen as defined in the non-academic component of the PMF.
- 85% of PCS campuses will pass the initial compliance screen as defined in the non-academic components of the PMF.

Increasing the initial screen pass rate will allow PCSB to focus additional monitoring resources on schools in need and doing so with more depth.

INITIATIVE 1.2: Use 2009-2010 Performance Management Framework (PMF) results and improved oversight and support to yield the following results:

The PCSB has historically used Program Development Reviews as a means of gathering qualitative information to ensure that school programs are being implemented with fidelity. With the implementation of the PMF, a school's PMF performance tier will dictate the necessity of it having a Program Development Review. Schools in Tier I, those demonstrating exemplary performance, will not undergo such a review. Schools in Tier II, demonstrating mediocre performance, will undergo a Targeted Program Development Review, focused on identified areas of need (e.g., assessment). The Targeted Program Development Review lasts one day. Schools in Tier III, demonstrating low performance, will undergo a Full Program Development Review. The Full Program Development Review is a 2.5 day review covering a school's program in the areas of assessment, curriculum, school climate, governance, and instruction. By September 2011, PCSB will perform Full Program Development Reviews at 30-40% of campuses and Targeted Program Development Reviews at 35% of campuses. Ideally, the PMF will allow schools to better analyze their performance and target resources to areas of need, resulting in improved performance. As such, the goal of decreasing the number of schools receiving Program Development Reviews each year will be the result of: 1) schools moving from Tier II to Tier I, or 2) closure.

INITIATIVE 1.3: Identify candidates for revocation on an annualized basis.

Because the PMF will allow the PCSB to compare annually the performance of all charter schools in its portfolio to common, transparent standards, it will be possible for



the PCSB to identify annually schools that are candidates for revocation based on poor PMF performance. Prior to the implementation of PMF, with the exception of the schools whose charters were revoked due to financial insolvency and/or fiscal malfeasance, most candidates for revocation were identified based on the Charter Reviews that occur every five years, as required by the School Reform Act. Full implementation of the PMF is required to affect this initiative, and began in September 2009, with results available beginning fall 2010.

OBJECTIVE 2: Increase stakeholder engagement and board transparency.

INITIATIVE 2.1 Continue implementation of stakeholder engagement plan.

By September 2011, the PCSB stakeholder engagement plan includes community outreach activities, including information provided through publications, the PCSB website and updates to email subscribers; and hosting or participating in community events; and encouraging community member participation and feedback in PCSB hearings, community forums and events.

INITIATIVE 2.2 Continue to add elements to social media efforts/website and encourage community member participation.

By September 2011, the PCSB Communications team will increase Twitter activity. The team will also encourage student and community member contributions and participation in Twitter student and parent pages on the PCSB website.

OBJECTIVE 3: Improve collection, analysis and reporting of school performance data for oversight purposes.

INITIATIVE 3.1: Build a business intelligence system for data collection and reporting.

The business intelligence platform empowers PCSB by linking the agency to real-time data and providing a consolidated view from which PCSB can track and monitor Key Performance Indicators (KPIs) across the entire DC charter portfolio. Real-time visibility across the data management center will help PCSB better manage, oversee, and measure school performance effectively while ensuring alignment with PMF.

The platform will consist of a data repository that collects a broad range of data about students and schools. This data repository has a web-based interface that will enable Board and PCSB staff to analyze school performance in real-time. Share point 2010 will be the portal used to view all. The business intelligence system will allow PCSB to collect the following data points: DC CAS trend analysis; PMF inputs/outputs; PCS financial status; School climate characteristics (i.e. attendance rate, truancy rate, suspension rate, etc.); PDR inputs/outputs. The platform is expected to facilitate



streamlined data collection from schools, enhance data quality and improve data analysis and reporting; data reporting will be provided for PCSB performance management framework, to OSSE for the State Longitudinal Education Data Warehouse (SLED) & Special Education Data System (SEDS), for DCPS data sharing, and for external audiences. This will be implemented 3rd quarter 2011 and is expected to be fully operational by Fall 2012.

OBJECTIVE 4: Continue to develop & expand financial resources.

INITIATIVE 4.1 Increase funds received for No Child Left Behind (NCLB) & Technology (Mission-Oriented Data Management Solution IT platform -MODMS). In FY11, PCSB will attempt to acquire an additional \$300K-\$600K of non-local funding from OSSE to be used to support the NCLB initiative (2011). These funds will be dedicated to 55 school campuses have been identified under NCLB as in need of improvement. To support the Title I NCLB identified schools in fulfilling NCLB mandates, PCSB will provide technical assistance to school leaders as well as oversight and monitoring of the implementation of school improvement activities. Throughout SY 2010-2011, PCSB will evaluate the implementation of school improvement activities through the Program Development Review (two-day site visit) and School Improvement Implementation Review (1 day site visit). A consultant will be trained, as a school improvement monitor to assess the level of implementation of the proposed school improvement activities and reform strategies. There are 23 Program Development Reviews scheduled with a school improvement monitor for this year. In addition, there will be 30 separate school improvement reviews focused exclusively on the implementation of the NCLB plan. Finally, all 16 restructuring schools Year I and II will receive ongoing guidance from PCSB staff and consultants this year in the development of their restructuring plans. Restructuring Year II schools that are implementing plans without an alternative governance option will develop new plans to be in compliance with federal mandates. PCSB will provide technical assistance support and guidance to school leaders via consultants, workshops, as well as external reviews of plan drafts for the cohort.

PCSB will also attempt to acquire an additional \$25K - \$200K of non-local funding to be used to support the MODMS initiative (2011). The agency plansto seek grant funding via Dell Foundation, Gates Foundation and/or any federal/private grants supporting technology initiatives. The Walton Family Foundation is currently funding the PCSB's tech plan through FY2012. The use of the technological enhancements provided for via MODMS will allow for enhanced data-driven decision making which is an integral part of the PCSB's oversight of charters.



INITIATIVE 4.2 Increase in funds received to support PCS oversight.

PCSB will attempt to acquire an additional \$250K of non-local funding to be used to support the agency’s board governance and financial oversight platforms. PCSB plans to seek funding from OSSE and other private foundations to support PCSB’s PCS oversight platform. Additional funds will allow PCSB to expand its oversight of schools’ financial control structures and more effectively observe how PCS boards govern charter school institutions.

PROPOSED KEY PERFORMANCE INDICATORS

Measure ¹	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
# of new items posted to the website (weekly)	Not Available	10	7	10	10	10
Community member subscriptions for email updates	600	900	1270	1500	2000	2200
# of PCSB events on Twitter	Not Available	Not Available	8	16	16	16
# of Twitter Followers	Not Available	Not Available	79	100	150	200
Average # of community members participating and/or attending PCSB meetings and hearings	14	20	30	30	30	30
Meetings or hearings held by the PCSB each year	14	16	14	16	16	16
Community meeting or events hosted or participated in by PCSB members or staff	6	8	8	8	10	10
PCSB community-oriented publications distributed	2	6	6	8	8	8
# of campuses passing initial compliance screen	Not Available	Not Available	54	87	93	99
# of campuses passing initial governance screen	Not Available	Not Available	50 ²	77	82	89
# of campuses requiring a targeted Program Development Review	Not Available	Not Available	Not Available	36	31	26
# of campuses requiring a full Program Development Review	Not Available	Not Available	Not Available	41	36	32

¹ Please note that many of these standards are particular to PCSB, as we are the only charter authorizer using the PMF, which allows for not only transparent results of school performance, but also clear PCSB responses as a result. Likewise, no other districts or states are using anything similar to PMF.

² New schools and those that participated in Governance Review Pilot did not participate in the Governance Review in FY10.



Measure¹	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
# of performance measures to demonstrate charter school performance ³	Not Available	19	19	40	75	90
# of PMF Review Reports by Sept 15	Not Available	99	Not Available	102	103	105
Donors identified to support MODMS/technology	1	1	1	1	1	1
Donors identified to support MASP initiative	1	1	1	1	1	1
Donors identified to support PCS oversight	2	1	1	1	1	1

³ The total number of measures does not reflect the number of measures being held for each school. Rather, these numbers reflect the total of all schools; we have standard schools (grades 3 – 12), where the measures are mostly the same with little variation. We also have non-standards schools (early childhood, adult/GED, special needs) where because of the lack of DCCAS data, that have very individualized performance measures—often different from the standard schools. Further, each school will have mission specific measures that speak to their unique programs. As a result, the increase in the number of measures is more reflective of schools adding mission specific measures over time, plus new schools with new mission specific measures.