



District of Columbia Public Charter School Board PCSB (GB0)

MISSION

The D.C. Public Charter School Board's (PCSB) mission is to provide quality public school options for DC students, families, and communities by conducting a comprehensive application review process, providing effective oversight of and meaningful support to DC public charter schools, and by actively engaging key stakeholders.

SUMMARY OF SERVICES

The PCSB carries out four key functions: 1) ensure that only the highest quality organizations are approved to open charter schools which is accomplished through our comprehensive application review process, 2) make effective oversight decisions in the interest of students and hold charter schools to high standards with respect to results, 3) provide clear feedback to charter schools and maintain a system of rewards and consequences to manage progress towards desired outcomes, 4) actively engage key stakeholders to ensure transparency and accountability through an exchange process that facilitates the sharing of critical information and feedback regarding community impact and preferences.

ACCOMPLISHMENTS

1 Tier 1 schools continue to expand and provide quality seats to more students in the District, while Tier 3 schools improved or were closed.

2 The fiscal health of public charter schools is improving with only a few schools, which are low fiscally performing.

3 PCSB is actively engaging students, parents, community leaders, politicians, and other stakeholders through broader social media presence, increased online footprint, improved community outreach, and targeted information.



OVERALL AGENCY PERFORMANCE

TOTAL MEASURES AND INITIATIVES

RATED MEASURES AND INITIATIVES

Note: Workload and Baseline Measurements are not included

Default KPI Rating:	
$\geq 100\%$	Fully Achieved
75 - 99.99%	Partially Achieved
$< 75\%$	Not Achieved

Performance Initiatives – Assessment Details

Performance Assessment Key:

Fully achieved
 Partially achieved
 Not achieved
 Data not reported

Agency Management	
	OBJECTIVE 1: Promote increased school academic quality through oversight reviews and our Performance Management Framework (PMF).
	<p>INITIATIVE 1.1: Conduct rigorous 5, 10 and 15-year reviews of DC charter schools. PCSB will complete rigorous reviews of schools in their 5th, 10th or 15th year of operation, ensuring that low-performing schools, according to our PMF, take one or more actions to improve performance or close. Rigorous reviews will include Qualitative Site Reviews (QSRs); review of academic performance and non-academic, finance, and compliance indicators; and assessment of performance against the goals and academic achievement expectations of a school's charter. Completion date September 2014.</p> <p>Response to Initiatives: Fully Achieved. For both reviews and renewals, PCSB staff analyzes whether a school met the goals and academic achievement expectations (“academic expectations”) agreed to in the school’s charter, and also reviews the school’s compliance record and fiscal performance. PCSB’s academic analyses rely on both quantitative data and qualitative data observed during Qualitative Site Reviews. Its compliance review includes an analysis of the school’s compliance with special education laws, as well as with the School Reform Act’s requirements regarding procurement contracts.</p> <p>In FY14, PCSB conducted five charter reviews. The PCSB Board voted to continue without conditions the charters of two of these schools, given their strong academic performance. The Board voted to conditionally continue the charters of the other three schools, requiring them to implement academic, compliance, and/or fiscal improvements, based on areas of concern identified in PCSB staff’s analysis of the school’s performance.</p> <p>In FY14, PCSB received seven charter renewal applications submitted by schools seeking to renew their charters for a second fifteen-year term. Of these, the PCSB Board voted to renew four charters and denied two renewal applications. The seventh application, submitted by Hospitality High PCS, was later withdrawn by the school. Both nonrenewal votes were based on PCSB staff’s findings that the school had not met its goals and academic expectations over the past fifteen years. For renewed schools, PCSB staff then worked with the school’s staff to develop rigorous academic goals and expectations that are</p>

	included in the school's renewed charter.
●	<p>INITIATIVE 1.2: Address low-performing schools in any year of their charters. PCSB will continue to effectively monitor the performance of each school in its portfolio. School leadership will be required to meet with PCSB staff and board to discuss a school's performance if performance is found to be lacking. Completion date: September 2014.</p> <p>Response to Initiatives: Fully Achieved. In FY14, PCSB completed the Performance Management Framework (PMF) to evaluate the academic performance. Five Tier 3 schools were identified in the 2012-13 PMF report. PCSB had a number of board-to-board meetings, with not just these schools but with other low-performing schools, to emphasize the necessity for immediate action, recommended charter revocation or school campus closure, limiting school growth, or facilitated acquisition strategy for experienced charter operators to manage low-performing schools.</p>
●	<p>INITIATIVE 1.3: Encourage Tier 1 schools to expand or replicate. PCSB will continue to promote the expansion of Tier 1 schools. Schools that are high achievers will be given rewards to help promote their expansions. Completion date: September 2014.</p> <p>Response to Initiatives: Fully Achieved. FY14, a total of seven high quality public charter schools expanded or replicated. Specifically, one school (DC Prep) received an enrollment ceiling increase in February 2014 and three schools (KIPP DC, Two Rivers and TMA) received permission in May 2014 to increase their enrollment ceilings and replicate their educational programs. Lastly, five charter schools (e.g., DC Bilingual, LAMB, Mundo Verde, E.W. Stokes, and Yu Ying) were approved in July 2014 for an enrollment ceiling increase and expansion to form a jointly operated consortium of schools.</p>
●	<p>INITIATIVE 1.4: Complete successful pilots of our Early Childhood and Adult Education PMFs and implement the new PMFs for SY14-15. PCSB will work to introduce the Early Childhood and Adult Education PMFs during the upcoming school year. PCSB staff will be required to facilitate numerous working group sessions to ensure that the charter school community is able to inform and shape the new mechanisms. Completion date: September 2014.</p> <p>Response to Initiatives: Fully Achieved. PCSB successfully piloted the Early Childhood and Adult Education PMFs in 2013-14, producing Early Childhood and Adult Education PMF's for all relevant campuses. While the schools were not tiered last year, PCSB plans to tier the adult education campuses next year; the early childhood PMF may not be tiered until SY2015-16. We will continue to engage our stakeholders through task force meetings to discuss the indicators and measures of each framework.</p>
	OBJECTIVE 2: Ensure charter schools fulfill their roles as public schools serving all students.
●	<p>INITIATIVE 2.1: Use improved data quality and data transparency, along with other efforts at education and technical assistance to reduce incidences of expulsion, long-term suspension, and truancy. In FY 2014 PCSB will collect data from schools: to inform policy; provide schools with sector-level trends; and ensure compliance of applicable law. PCSB will also provide transparency to the public and stakeholders; identify schools that may be outliers in regards to truancy, discipline, student populations</p>



	<p>served, and disparities in performance of subgroups within a school. These data are currently being shared with schools via spreadsheets as we continue to build dashboards. The following databases house the data that PCSB uses for the aforementioned reasons: Epicenter Schools submit documents into Epicenter related to compliance, governance, operations, finance and academic performance. Once submitted, PCSB staff “approves” or “rejects” the document based on the content, accuracy and completion. Documents that are rejected are returned to the school to be resubmitted—in some cases, if the school does not fix the issue that caused the document to be rejected, it can lead to a Board Notice of Concern. ProActive is PCSB’s primary tool for collecting student-level data. PCSB staff holds monthly data meetings to look at the data as a group and identify trends and discuss how our policies should be tweaked based on the data. PCSB staff also monitors data submission compliance through ProActive; any school that does not submit their data may receive an Out-of-Compliance Notice, which can ultimately lead to a Board Notice of Concern. PCSB is committed to making a major effort to improve the timeliness and accuracy of ProActive data. Completion date: September 2014.</p> <p>Response to Initiatives:</p> <p>Fully Achieved. The number of schools that submit their attendance and discipline data monthly has continued to increase. In SY 2013-14, no schools received a Notice of Concern for not responding to data submission requests. Only three schools in SY 2013-14 accrued two Out-of-Compliance staff notices (which are sent by staff and are not Board action).</p>
<ul style="list-style-type: none">●●	<p>INITIATIVE 2.2: Develop and share discipline and attendance data for schools with similar populations to help reduce incidences of expulsion, long-term suspensions, and truancy.</p> <p>PCSB uses a program, SharePoint, to facilitate file and data sharing amongst PCSB staff and with each LEA. The PCSB SharePoint program has an internal and external interface. The internal interface is what PCSB uses to store important documents, keep track of organizational goals, and test real-time data reports before releasing them to LEAs. The external interface allows schools to view their enrollment, attendance, and discipline data in customized reports. For example, schools are able to view reports that state whether they have uploaded at least 90% of their attendance. By developing a secure external interface, PCSB has been able to develop dynamic student and school level reports for LEAs to view the data they have submitted to ProActive. These reports allow schools to monitor their attendance submissions in real-time and also view reports that summarize their discipline and truancy incidents. The summary reports created by PCSB are meant to encourage schools to check that the data in ProActive accurately reflects the data in their own school information systems, and allows LEAs to compare how they are performing in these areas relative to the sector average and schools that serve similar grade levels. In FY 2014, PCSB has plans to develop visual dashboards on its external interface for discipline, truancy, enrollment and academic performance. These dashboards will allow LEAs to drill down and evaluate how students are performing by sub-group in these areas. One dashboard that is under development is PMF performance disaggregated by subgroup. Completion date: September 2014.</p> <p>Response to Initiatives:</p> <p>Fully Achieved. In addition to the dynamic dashboards, schools are able to use the Equity Reports to compare their school’s attendance and discipline data from SY 2013-14 to all schools in DC, not just charter schools. The Equity Reports show the school’s data compared to all schools in DC serving the same grades. The metrics in this report for each school include student characteristics by demographic, by need, and by grade level, as well as In-Seat Attendance by subgroup, suspension by subgroup, expulsion, DC CAS proficiency by subgroup, DC CAS growth by subgroup, student midyear entry, and</p>

	<p>student midyear withdrawal. Using the dynamic reports for SY 2014-15, schools are able to check that their data in their School Information System matches what is showing in PCSB’s ProActive and SharePoint interfaces. This allows PCSB to collect accurate data from schools.</p>
<p>●</p>	<p>INITIATIVE 2.3: Improve service oversight for students with special needs by implementing a detailed self-study to help schools improve education delivery.</p> <p>PCSB will continue to conduct Special Education audits using data housed in ProActive to determine if schools are assigning suspensions and expulsions to students with disabilities at a higher rate than students without. Completion date: September 2014.</p> <p>Response to Initiatives:</p> <p>Fully Achieved. There are two Special Education audits based on another trigger in PCSB’s Special Education audit policy—low enrollment of Level 3 and Level 4 disabilities. PCSB received a justification from all schools, and completed an on-site audit in one case, in order to clear them from the audit status. In another event, concerns raised at one of PCSB’s monthly board meeting raised issue over a school’s ability to appropriately service students with disabilities. PCSB staff members followed up with this school through an on-site interview with staff members, observations of students, and supported in the creation of an Action Plan and recommendation to conduct PCSB’s Special Education Quality Assurance Review (QAR). The school has since completed all of their Action Plan steps and conducted a QAR with PCSB.</p>
	<p>OBJECTIVE 3: Improve fiscal and compliance oversight.</p>
<p>●</p>	<p>INITIATIVE 3.1: Continue efforts to improve fiscal monitoring of charter schools, publishing “Audit Management Unit” (“AMU”) reports.</p> <p>The D.C. School Reform Act of 1995 (SRA) vests the District of Columbia Public Charter School Board (PCSB) with authority and obligation to monitor the operations of DC public charter schools (PCS), including periodically reviewing each school’s fiscal management. Per the SRA, public charter schools are required to submit annual financial audits performed by PCSB-approved independent auditors. PCSB reviews each school audit. Additionally, PCSB has for years reviewed key financial ratios of all schools it oversees, comparing these ratios with industry standards of health. Historically, this review was conducted using a tool known as the General Performance Assessment Tool (GPA). In January 2011, PCSB established an Audit Management Unit (AMU) to enhance its charter school financial oversight. The AMU consists of three District agencies with responsibility for aspects of charter school finances: PCSB, the Office of the Chief Financial Officer (OCFO), and the Office of the State Superintendent of Education’s (OSSE) Office of Charter School Financing and Support. An immediate goal of the AMU was to improve on the GPA tool by enhancing its financial metrics, incorporating qualitative inputs, and standardizing interventions with poorly performing schools. This engagement resulted in the deployment of the Financial and Audit Review (FAR), previously known as CHARM (Charter Audit Resource Management), a fiscal oversight model and supporting database tool. FAR analyzes uniform data from PCS financial audits in order to measure the fiscal performance of DC charter schools. The AMU released pilot reports for FY10 and FY11, releasing public reports annually since FY12. FY13 FAR completion date: July 2014. FY14 FAR completion date: June 2015.</p> <p>Response to Initiatives:</p>

	<p>Fully Achieved. In FY14, PCSB released its second reports to the public and schools. The entire report was placed on PCSB’s website for the first time. Five LEAs were identified as low fiscally performing in FY13, two schools more than in FY12, reflecting PCSB’s increasingly stringent standards for fiscal health.</p>
<p>●</p>	<p>INITIATIVE 3.2: Use the FAR Score to work with financially struggling charter schools on steps to improve their health.</p> <p>An essential component of each financial review is to identify early on those schools showing low and inadequate fiscal performance, placing them in danger of insolvency. This is a critical function since according to the SRA, PCSB can close a charter school at any time if the school “has a pattern of non-adherence to Generally Accepted Accounting Principles (GAAP), a pattern of fiscal mismanagement or is no longer economically viable.” According to a report by PCSB, Data Driven Authorizing: Evaluating Fiscal Performance, 60% of PCS that closed between 2004 and 2009 were closed for financial reasons (ranging from mismanagement of funds to insufficient cash balances). Some of these cases were sudden, causing significant disruption to the school community and considerable expense to PCSB. It was therefore important to develop an “early warning” system that allowed PCSB to work with schools early enough to avoid insolvency-driven closures. PCSB uses the annual FAR Score to determine low fiscally performing LEAs for additional, more frequent financial oversight and technical assistance. PCSB uses the annual FAR Score to determine low fiscally performing LEAs for additional, more frequent financial oversight and technical assistance. Completion date: September 2014.</p> <p>Response to Initiatives:</p> <p>Fully Achieved. The number of high fiscally performing schools increased to 31 in audited FY13 from 24 in the prior year. While the number of low fiscally performing schools increased from three to five over the same period, this reflects PCSB’s increasingly stringent standards for fiscal health. For those identified as low fiscal performers, PCSB met with school leaders to understand the causes of the financial troubles and to discuss the schools’ action plans to address the issues. Throughout the year, PCSB continued to review these schools’ financial performance on an interim basis to avoid any growing financial weaknesses.</p>
<p>●</p>	<p>INITIATIVE 3.3: Improve payment processes to charters through the establishment of a summer school audit process.</p> <p>PCSB will develop a desktop summer school internal audit process to reduce the likelihood of the District making duplicate payments for students mistakenly identified on multiple school summer school rosters. Completion date: September 2014.</p> <p>Response to Initiatives:</p> <p>Partially Achieved. PCSB implemented the initial stage of collecting schools’ summer school enrollment rosters in three points in time to eliminate false identified students. The agency is working on a more effective way to identify duplicate students in multiple school summer rosters. Changes to the law means that future payments to schools are not related to summer school enrollments. Therefore this initiative is no longer meaningful.</p>
	<p>OBJECTIVE 4: Increased community engagement and parent education about school quality.</p>
<p>●</p>	<p>INITIATIVE 4.1: Improve community engagement and awareness of charter schools and charter school quality ratings by enhancing our website, www.dcpcsb.org</p> <p>PCSB’s stakeholder engagement plan includes community outreach activities, including community forums, information provided through publications, refreshing the PCSB website and updates to email subscribers, hosting or participating in community events, active engagement with the Community Advisory Group and encouraging community member participation and feedback in PCSB hearings,</p>



	<p>community forums and events. PCSB will also make a concerted effort to widely disseminate PMF parent guides in English as well as Spanish. PCSB will also continue to increase Twitter activity including Tweeting information on each monthly Board meeting and other positive news about charter schools. PCSB will also continue to increase Twitter activity including Tweeting information on each monthly Board meeting and other positive news about charter schools. PCSB will also continue to increase Twitter activity including Tweeting information on each monthly Board meeting and other positive news about charter schools. PCSB will also continue to increase Twitter activity including Tweeting information on each monthly Board meeting and other positive news about charter schools. PCSB will also continue to increase Twitter activity including Tweeting information on each monthly Board meeting and other positive news about charter schools. PCSB will also continue to increase Twitter activity by tweeting information on each monthly Board meeting and other positive news about charter schools. Completion date: September 2014.</p> <p>Response to Initiatives:</p> <p>Fully Achieved. PCSB distributed 5,000 PMF parent guides in English and Spanish at the EdFEST in November 2014. Both the PMF report and PMF parent guides are on the agency’s website. Additionally, the Community Advisory Group testified before the DC Council and PCSB held and participated in many community forums throughout the District. PCSB released an online dashboard about the PMF (dashboard.dcpcsb.org) for parents to access learn about school quality, in addition to the mobile app, MyDCcharters, and the open data portal (data.dcpcsb.org). Parents can use data.dcpcsb.org or dashboard.dcpcsb.org to view measures such as attendance, student achievement and progress and parent satisfaction in addition to others. PCSB also launched a new website. The new site is much easier for parents, community, policymakers and media to navigate and find the information they need—all with a new, better look and feel.</p>
	<p>INITIATIVE 4.2: Improve ease of applying to charter schools by creating a common enrollment process and publicizing this widely through various print and electronic platforms.</p> <p>In 2013 PCSB took a lead role in helping to address the challenges parents face in applying to charter schools. We facilitated the creation of a common application deadline, with more than 45 LEA’s representing 91 campuses voluntarily adopting the common application deadline of March 15, the lottery deadline of March 22, and April 12 as the deadline for parents to commit to a lottery spot. These campuses used to have more than 30 deadlines – now they have one. We launched a major promotional effort around the city so that parents were aware of this deadline. Early indicators show a huge increase in applications and we are currently collecting data on the number of newly accepted students, final application numbers, waiting list data, and information on available seats. We are now in early discussions with these schools about creating a common system of choice as a pilot in FY14 and are optimistic that we will have the same sort of voluntary participation as we had with the common deadline in FY13. We have also been actively collaborating with DCPS to create a common application and lottery system across charters and DCPS. For coming year’s pilot program we are planning to use philanthropic and existing operating funds. However as we are still creating a detailed budget, we may learn throughout the spring and summer that more funds are required. As we learn more we pledge to share ongoing updates with the DC Council. We expect to learn more about ongoing operating costs through this pilot and anticipate submitting a budget request for 2014-15.</p> <p>Response to Initiatives:</p> <p>Fully Achieved. In 2014 PCSB, DCPS, DME, and most charter LEAs collaborated to create a common application and lottery called My School DC. The My School DC application is a single online application DC families used to apply for the 87 participating public charter schools (PK3–12), DCPS out-of-boundary schools (K–12), DCPS PK3 and PK4 programs, and DCPS specialized high schools (9–12) for 2014-15</p>

	<p>schools year admission. The first year of My School DC was a success and legislation was passed to create a Common Lottery Board and funded positions in the Deputy Mayors Office for the 2014-15 school year. For year two, additional charter schools have signed on and MSDC staff are conducting an audit of SY13-14 results, improving targeted outreach efforts, and creating a waitlist management system.</p>
<p>●</p>	<p>INITIATIVE 4.3: Continue to expand PCSB community outreach, engaging in two way dialogue with the public through social media (live-tweeting PCSB Board meetings). PCSB will continue to increase Twitter activity including Tweeting information on each monthly Board meeting and other positive news about charter schools.</p> <p>Response to Initiatives: Fully Achieved. PCSB has increased its social media presence by sharing schools’ updates, positive news about charter schools, Board meeting and Public Hearing updates, and sector information through Twitter. Consequently, the number of Twitter followers doubled from 1,500 in FY13 to 3,057 in FY14.</p>
<p>●</p>	<p>INITIATIVE 4.4: Improve transparency around PCSB's authorizer work, making Board and other materials available to the public. Improve transparency around PCSB's authorizer work, making Board and other materials available to the public and publishing increased amounts of data on charter school performance, compliance, and finances.</p> <p>Response to Initiatives: Fully Achieved. In FY14, PCSB increased transparency around its work by making such materials publicly available as FY14 PMF reports, FY14 Equity Reports, FY2013 school financial reports (including the CHARM reports, and the schools’ audits and budgets), FY14 Qualitative Site Review reports, every charter school renewal and review report, and the schools’ annual reports. PCSB also made its own materials public including, PCSB Board meeting minutes, board book documents, PCSB policies, public hearing notices, NACSA authorizer evaluation report, press releases, our financials and numerous blog contributions. In addition to making various materials publicly available, PCSB also sent notifications to ANCs and the DC Register regarding any major announcements that may affect a charter school within a particular ward (i.e. public hearing dates, new school facilities).</p>



Key Performance Indicators – Details

Performance Assessment Key:

 Fully achieved
  Partially achieved
  Not achieved
  Data not reported

		Measure Name	FY2013 YE Actual	FY2014 YE Target	FY2014 YE Revised Target	FY2014 YE Actual	FY2014 YE Rating	Budget Program
	1.1	Number of charter LEAs receiving 5, 10 or 15 year review	16	12	12	12	100%	DC PUBLIC CHARTER SCHOOLS BOARD
	1.2	Number of charter LEAs having one or more campuses with a PMF score of 40 or below taking concrete actions such as closure, grade-span	5	5	2	2	100%	DC PUBLIC CHARTER SCHOOLS BOARD
	1.3	Number of Tier 1 charter LEAs taking concrete steps to expand or replicate.	9	5	7	7	100%	DC PUBLIC CHARTER SCHOOLS BOARD
	1.4	Successful completion of Early Childhood/ Adult Ed PMFs	100%	100%	100%	100%	100%	DC PUBLIC CHARTER SCHOOLS BOARD
	2.1	Reduce school truancy rate by 20% for the charter sector through partnerships with CFSA, DC Superior Court, and other agencies that can identify and solve the core issues causing educational neglect	20%	20%	20%	26%	130%	DC PUBLIC CHARTER SCHOOLS BOARD
	2.2	Reduce rate of expulsions for “other charter” reasons	20	20	20	23%	115%	DC PUBLIC CHARTER SCHOOLS BOARD



		Measure Name	FY2013 YE Actual	FY2014 YE Target	FY2014 YE Revised Target	FY2014 YE Actual	FY2014 YE Rating	Budget Program
●	2.3	Number of schools participating in our SPED self-study	10	10	9	9	100%	DC PUBLIC CHARTER SCHOOLS BOARD
●	2.4	Reduction in number of campuses with a Mystery Shopper	30%	20%	20%	33%	165%	DC PUBLIC CHARTER SCHOOLS BOARD
●	3.1	Number of schools worked with on financial issues	7	7	7	7	100%	DC PUBLIC CHARTER SCHOOLS BOARD
●	3.2	Number of schools whose fiscal health improved as a result of oversight efforts	2	2	2	Too early to tell	NA	DC PUBLIC CHARTER SCHOOLS BOARD
●	3.3	Establishment of a summer school audit process	100%	100%	100%	80%	80%	DC PUBLIC CHARTER SCHOOLS BOARD
●	4.1	Number of PMF Parent Guides distributed in English and Spanish	4000	4000	4000	30,630	659%	DC PUBLIC CHARTER SCHOOLS BOARD
●	4.2	Number of campuses participating in common deadline/lottery	90	90	90	90	100%	DC PUBLIC CHARTER SCHOOLS BOARD
●	4.3	Number of Twitter followers	1000	1000	1000	3057	206%	DC PUBLIC CHARTER SCHOOLS BOARD
●	4.4	Number of community meetings participated in	10	10	10	23	130%	DC PUBLIC CHARTER SCHOOLS BOARD
●	4.5	Number of PCSB Board meetings televised	2	10	8	8	100%	DC PUBLIC CHARTER SCHOOLS BOARD
●	4.6	Increase in charter school data available on www.dcpsb.org	15%	10%	10%	10%	100%	DC PUBLIC CHARTER SCHOOLS BOARD