District of Columbia Public Charter School Board (PCSB)
FY2016 Performance Accountability Report (PAR)

Introduction

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives' progress and key performance indicators (KPIs).

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.

Overview – Agency Performance

The following section provides a summary of PCSB performance in FY 2016 by listing PCSB's top accomplishments, and a summary of its progress achieving its initiatives and progress on key performance indicators.

Top Agency Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Reductions in school suspensions, expulsions and truancy rates	The charter sector's aggregate suspension, expulsion, and truancy rates have declined four years in a row.	Students and parents are receiving a more equitable education in our charter schools
PCSB's Increased Community Engagement	Part of our mission statement is active engagement with our stakeholders, so this strengthened our mission and allowed us to be a more informed agency that's better able to serve it's community.	We changed how we collaborate and give voice to parents by establishing the Parent and Alumni Leadership Council. We've also helped residents understand charters and share opinions and/or concerns through our several hosted Charter chats. Lastly, we have provided greater support to schools by consulting with them on their parent/community outreach so that they were able to build stronger relationships with their families.
Release of Early Childhood PMF	This is the first year we have released and Early Childhood PMF. This aligns with our mission to continue to provide quality education to students, parents and communities.	With the release of our Early Childhood School Quality Report, parents and residents are able to make more informed choices when deciding on the best school for their child.

In FY 2016, PCSB had 16 Key Performance Indicators. Of those, 7 were neutral, and another 1 were not able to be reported by the end of the fiscal year. Of the remaining measures, 50% (8 KPIs) were met, 0% (0 KPIs) were nearly met, and 0% (0 KPIs) were unmet. In FY 2016, PCSB had 11 Initiatives. Of those, 82% (9) were completed and 9% (1) were nearly completed, and 9% (1) were not completed. The next sections provide greater detail on the specific metrics and initiatives for PCSB in FY 2016.

FY16 Objectives

Division	Objective
Agency Management	Promote increased school academic quality through oversight reviews and our Performance Management Framework (PMF)
Agency Management	Ensure charter schools fulfill their roles as public schools serving all students
Agency Management	Improve fiscal and compliance oversight
Agency Management	Increase community engagement and parent education about school quality

FY16 KPIs

Objective: Ensure charter schools fulfill their roles as public schools serving all students

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Number of PCS Campuses receiving an out-of-compliance warning from our Board for violating our Data Submission Policy	10	A					11.3	Met	
Reduction in the rate of expulsions for "other charter reasons"	10	A					30	Met	
Number of schools participating in our Special Education self-study	6	A					4	Neutral Measure	

Objective: Improve fiscal and compliance oversight

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Number of schools whose fiscal health improved as a result of oversight efforts	5	A					7	Met	
Number of Audit Management Unit (AMU) reports issued	1	A					1	Neutral Measure	
Number of schools with weak financials receiving enhanced fiscal oversight from PCSB	5	A					8	Neutral Measure	
Reduction in number of campuses with a Mystery Shopper Violation	1	A					1	Neutral Measure	

Objective: Increase community engagement and parent education about school quality

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Number of PMF parent guides distributed	5,000	A					5,500	Met	
Increase in charter school data available on www.dcpcsb.org, compared to SY2013-2014	10	A					15	Met	
Number of community meetings participated in	15	A					57	Met	
Number of PCSB Board meetings televised	12	A					12	Neutral Measure	
Number of Twitter followers	500	A					545	Neutral Measure	

Objective: Promote increased school academic quality through oversight reviews and our Performance Management Framework (PMF)

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Number of qualitative site review reports	14	A					15	Met	
Successful completion of Early Childhood/Adult Ed PMFs	100	A					100	Met	
Number of Tier 1 charter LEAs with announced plans to expand or replicate	2	A					6	Met	
Number of charter LEAs receiving 5, 10, or 15 year review	10	A					10	Neutral Measure	

FY16 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	Total
Number of Public Charter School Applications	A					4
Number of Qualitative Site Reviews (formerly PDRs)	A					15
Number of Compliance Reviews	A					114
Number of Financial Reviews	A					285
Number of workshops	A					33
Number of School Openings (New Charters and New Campuses)	A					4
Number of School Closings	A					1

FY16 Initiatives

Title: Conduct rigorous 5, 10 and 15-year reviews of DC charter schools
   Description: 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 and non-academic performance, finance, and compliance indicators; as well as assessment of performance against the goals and academic achievement expectations of a school's charter.
   Complete to Date: Complete
   Status Update: We performed 24 Qualitative Site Reviews and Strategies reports, as well as 10 reviews/renewals in the 2015-16 school year.

Title: Address low-performing schools in any year of their charter
   Description: 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 the school's performance if it is found to be lacking.
   Complete to Date: Complete
   Status Update: We met with 16 schools of concern and continue to monitor their performance. We are following up with three of these sixteen schools this fall by another board-to-board conversation and may be following up with the others in the spring. Monitoring is done on a continuous basis and as needed.

Title: Encourage Tier 1 schools to expand or replicate
   Description: PCSB will continue to promote the expansion of Tier 1 schools. Schools that are high achievers will be given help to promote their expansions.
   Complete to Date: Complete
   Status Update: In SY15-16 six Tier 1 schools expanded either through adding additional facilities or increasing their enrollment ceiling.

Title: Complete successful releases of our Early Childhood and Adult Education PMFs and release the newly tiered PMFs for SY15-16
   Description: PCSB released updated guidelines this summer to consolidate the Early Childhood, Elementary and Middle School (EC/ES/MS) PMFs into one comprehensive framework. The results of this framework will be published in Spring 2016, inclusive of the hold-harmless results from the first PARCC assessment in Washington, DC. These results will be scored, but not tiered during this release. The 2015-16 framework guidelines will include plans to tier the new EC/ES/MS framework in the 2015-16 school year. The adult education PMF will be tiered for the first time this school year with a release date of December 2015.
   Complete to Date: Complete
   Status Update: All schools will receive a scored PMF for this school year, and it is the first time that early childhood schools have received a PMF score. We are on track to be on-time for our release dates.
   If Incomplete, Explanation: The Early Childhood (PK-8) PMF will be released on 10/13/2016. The data for the Adult Education PMF is still being validated and will be released between 10/31 and 11/11.

Title: Use data transparency to reduce incidences of expulsion, long-term suspension, and truancy
   Description: In FY16 PCSB will continue to 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, and identify schools that may be outliers in regards to truancy, discipline, student populations served, and disparities in performance of subgroups within a school. These data are currently being shared with schools via PCSB's dashboards.
   Complete to Date: Complete

Status Update: DC PCSB staff achieves data transparency largely with the annual DC Equity Reports, which show each school's suspension, expulsion, and in-seat attendance rates, compared to the citywide average. By being transparent with this data, schools can see their areas of strength and areas of growth, and can tweak their internal policies as needed. These reports are displayed on DC PCSB and OSSE's website. We also do a joint press release prior to the release to inform stakeholders they are available for viewing

Title: Develop and share discipline and attendance data for schools with similar populations to help reduce incidences of expulsion, long-term suspensions, and truancy

Description: PCSB uses, and will continue to use, facilitate file and data sharing amongst PCSB staff and with each charter local education agency (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 discipline 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 display their suspension rate and how it compares to the suspension rate averages of charter schools that serve the same grade levels. During FY16, PCSB will develop attendance reports using OSSE's dynamic Qlik dashboard. The reports will allow schools to view their attendance submission rates, attendance rates, and truancy rates. PCSB will continue to create summary reports in SharePoint and Qlik meant to encourage schools to check that the data they submit are accurate and use these data to compare how they are performing in these areas relative to the sector average and schools that serve similar grade levels.

Complete to Date: Complete

Status Update: One of DC PCSB's main strategies in reducing expulsion, suspensions and truancy is by alerting schools if they are outliers in any of these metrics. Our staff reviews sector and campus data monthly, and emails or calls any schools that have data significantly outside the sector average for that grade band of students. By using this strategy, schools are prompted to tweak their discipline and attendance procedures to show improvement in these areas, without a sweeping mandate by PCSB.

Title: Improve service oversight for students with special needs by continuing to conduct a detailed self-study to help schools improve education delivery through reflective practice and implementing audit policies to address issues. PCSB will also continue the mystery shopper program of contacting schools posing as parents of special needs children seeking to apply

Description: PCSB will continue to conduct Special Education audits using data housed in ProActive in efforts to assess potential discriminatory practices against students with disabilities through the analysis of varying indicators, such as suspensions, expulsions, or mid-year withdrawal rates of students with disabilities relative to their non-disabled peers. PCSB has in place a number of resources and tools to ensure that LEAs are effectively meeting the needs of special education students. The Quality Assurance Review (QAR) component of the Special Education Performance Monitoring Tool is a direct way for charters to reflect on their special education performance and practices and set goals to improve identified areas of challenge. The outcome for schools is to improve their practice as it relates to serving students with disabilities through implementing best practices. For PCSB, the QAR tool offers great insight into where schools are struggling the most around serving students with disabilities. A specially designed Audit Form is utilized to document when PCSB determines that an audit on a school is necessary through the Special Education Trigger Policy. One of the key reasons (triggers) for a school audit is having a disproportionate discipline rate for students with disabilities as compared to their general education peers. All of the schools that were audited for Special Education suspension rates in SY 2013-14 currently have a lower suspension rate for students with disabilities YTD SY 2014-15 when compared to SY 2013-14. This policy aims to identify and address discriminatory practices against students with disabilities that could potentially occur. On an annual basis, PCSB conducts Compliance Reviews, which include reading each LEA's Charter Application Form. PCSB staff specifically checks that the form does not request information related to Individualized Education Plans (IEPs), 504 Plans, or Special Education needs. Additionally, PCSB conducts Mystery Shopper calls to charter schools randomly during the year. PCSB staff calls schools posed as parents and keeps a record of what schools say that could potentially be interpreted as counseling out parents of a special education student. These mechanisms are in place to ensure every LEA is accessible and does not discriminate against students with special needs.

Complete to Date: Complete

Status Update: Our work on the QAR, SPED Audits and Mystery caller initiative have resulted in our participating schools completing action plans to address areas of growth, taking steps to reduce their disproportionate discipline practices, and continuing to make their LEAs accessible for all students.

Title: Continue efforts to improve fiscal monitoring of charter schools, publishing a Finance Audit Review report for Fiscal Year 2015 that provides clear indicators of charter school financial health.

Description: Public charter schools are required to submit annual financial audits performed by PCSB-approved independent auditors. PCSB reviews each school audit. Additionally, PCSB reviews key financial ratios of all schools it oversees, comparing these ratios with industry standards of health. In January 2011, PCSB established the 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. The AMU engaged bearsolutions LLC, to create and deploy CHARM (Charter Audit Resource Management), a fiscal oversight model and supporting database tool, which was renamed Finance and Audit Review (FAR) in 2014. FAR analyzes data from schools' financial audits to measure the fiscal performance of DC charter schools. Pilot reports were issued for FY10 and FY11; since then, the FY12, FY13, and FY14 have been made available to schools and the public.

Complete to Date: Complete

Status Update: Due to the complicated financial issues of two schools closed after FY15, Community Academy PCS and Options PCS, those schools have not yet completed their FY15 financial audits. As a result, closed schools were not included in the FY15 FAR

Title: Use the Financial Audit Review Score to work with financially struggling charter schools on steps to improve their health.

Description: An essential component of each annual financial review is to identify schools potentially in danger of insolvency. Since FY11, PCSB has used the FAR score to provide a standard measure of financial health. However, the score is not published on the FAR Report Cards because school leaders expressed concern about the score being used as a financial rating tool or risk measure by commercial lenders and investors. PCSB will continue to rely on the FAR score for internal guidance in identifying low-performing schools for more in-depth financial oversight, including but not limited to collections of monthly financial statements and regular meetings with school leaders and business managers. School leaders have reported that these meetings are helpful in improving their understanding of financial performance standards, clarifying results of the individual school reports, and developing plans to address agreed-upon issues. In some cases, schools may be asked to create formal, milestone-based plans for financial improvement.

Complete to Date: Complete

Status Update: We continue to use the Financial Audit Review score to help schools struggling financially. This year seven schools improved their fiscal health with our oversight

Title: Increase awareness about public charter schools by enhancing PCSB website (dcpcsb.org), and distributing the PMF Parent Guide in multiple languages.

Description: PCSB's stakeholder engagement plan includes community outreach activities, including community forums, information provided through publications, refreshing the PCSB website and newsletters to email subscribers, hosting or participating in community events (e.g. EduFest), active engagement with the Parent and Alumni Leadership Council and encouraging community member participation and feedback in our charter application process and PCSB hearings. PCSB will also make a concerted effort to widely disseminate PMF parent guides in multiple languages. PCSB will also continue to increase Twitter and Facebook activity including tweeting and posting information on each monthly Board meeting and other positive news about public charter schools. PCSB will also live stream public hearings and board meetings.

Complete to Date: 50-74%

Status Update: PCSB is working on translating our parent guides and webpages into five different languages

If Incomplete, Explanation: Were publishing the parent guide in five languages and publishing webpages in those languages

Title: Improve transparency around PCSB's authorizer work, making board meetings and other materials available to the public and publishing increased amounts of data on public charter school performance, equity, and finances.

    Description: PCSB will continue to live stream monthly public hearings and Board meetings. PCSB also will post all Board agendas and materials to its website 48 hours prior to Board meetings. PCSB also plans to post increasing levels of data relating to public charter school performance on its OpenData portal (www.data.dcpcsb.org), including comprehensive discipline and attendance data, test score data, our performance management framework and the results of our annual FAR.

    Complete to Date: 75-99%

    Status Update: PCSB staff is working on fully re-designing our website, as well as creating processes and systems that will make sure all data published is accurate.

    If Incomplete, Explanation: We are working on completing a thorough audit of our website and how data and information is presented.