

District of Columbia Public Charter School Board FY2017

FY2017 Performance Accountability Report

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, 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.

FY17 Top Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
in FY2017 DC PCSB received eight new charter applications and approved three charter applications for new schools.	One of DC PCSB's goals for FY17 was to increase high-quality seats in the District by attracting new operators in the city. We believe these newly approved charter schools will have met this goal, and will have a great impact on our students and communities.	The three approved charter school applications will address particularly high needs across the city including achievement gaps for boys of color, the lack of computer science programming, and adults who are learning English.
Four Tier 1 schools expanded in FY17	We surpassed our goal of increasing Tier 1 seats this year, especially those serving PreK and Kindergarten students.	There are now more open seats in the District and parents and families have increased access to high-performing schools.
Negotiated conditions with LAYC Career Academy Public Charter School and avoided a school closure	DC PCSB works hard to improve low-quality seats in the District. By negotiating conditions with LAYC Career Academy PCS, we were able to work with them toward improving their quality of education for the students of DC.	LAYC Career Academy Public Charter School serves almost 200 students between the ages of 16 and 24 through adult education and wrap-around services. By avoiding this closure, these students and their families can continue to benefit from the many things LAYC Career Academy PCS provides.

2017 Strategic Objectives

Objective Number	Strategic Objective
1	Increase community engagement and parent education about school quality
2	Promote increased school academic quality through improved oversight
3	Ensure charter schools fulfill their roles as public schools serving all students

4	Improve fiscal and compliance oversight
5	Create and maintain a highly efficient, transparent and responsive District government. **

2017 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY 2017	KPI Status	Explanation
1 - Increase community engagement and parent education about school quality (6 Measures)									
Number of PMF Parent Guides distributed	Annually	6000	Annual Measure	Annual Measure	Annual Measure	Annual Measure	11000	Met	
Number of Additional Twitter followers	Annually	500	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1436	Met	
Number of meetings with key city officials	Annually	12	Annual Measure	Annual Measure	Annual Measure	Annual Measure	13	Met	
Number of Task Force Meetings PCSB attended	Annually	18	Annual Measure	Annual Measure	Annual Measure	Annual Measure	42	Neutral Measure	
Number of PCSB Board Meetings televised	Annually	12	Annual Measure	Annual Measure	Annual Measure	Annual Measure	13	Neutral Measure	
Percent of charter school data available on www.dcpcsb.org, compared to SY2015-2016	Annually	15%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	17%	Met	
2 - Promote increased school academic quality through improved oversight (3 Measures)									
Number of charter LEAs receiving 5, 10 or 15 year reviews	Quarterly	4	4	0	0	0	4	Neutral Measure	
Number of Tier 1 charter LEAs with announced plans to expand or replicate	Annually	1	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4	Neutral Measure	
Number of qualitative site review reports	Annually	30	Annual Measure	Annual Measure	Annual Measure	Annual Measure	47	Neutral Measure	
3 - Ensure charter schools fulfill their roles as public schools serving all students (4 Measures)									
Number of adult education focused meetings (eg. Board-to-Board meetings, workshops)	Quarterly	6	1	1	1	4	7	Neutral Measure	
Number of charter school campuses receiving an out-of-compliance warning from our Board for violating our Data Submission Policy	Quarterly	3	0	3	3	0	6	Unmet	In SY 16-17, PCSB launched a new data submission database, the Hub. Prior to that, schools submitted data into ProActive. There was a learning curve with the switch, which likely led to there

									being more out of compliance notices than we anticipated.
Reduction in the rate of charter school campus expulsions for "other charter reasons"	Annually	10%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	15%	Met	
Number of charter LEAs participating in our Special Education self-study	Annually	6	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4	Neutral Measure	
4 - Improve fiscal and compliance oversight (3 Measures)									
Number of Financial Audit Reports issued	Annually	1	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1	Neutral Measure	
Number of charter LEAs with weak financials receiving enhanced fiscal oversight from PCSB	Annually	5	Annual Measure	Annual Measure	Annual Measure	Annual Measure	12	Neutral Measure	
Number of charter LEAs whose fiscal health improved as a result of oversight efforts	Annually	4	Annual Measure	Annual Measure	Annual Measure	Annual Measure	8	Met	

We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

2017 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2017
2 - Oversee all charter schools (3 Measures)						
Number of Qualitative Site Reviews	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	47
Number of Compliance Reviews	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	119
Number of school closings	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0
2 - Provide strong supports to schools (3 Measures)						
Number of workshops	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	32
Number of Public Charter School Applications Recieved	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	8
Number of School Openings (New Charters and New Campuses)	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2
3 - Monitor each school's attendance and discipline. (1 Measure)						
Number of Compliance Reviews	Annually	Annual	Annual	Annual	Annual	119

2017 Strategic Initiatives

Title	Description	Complete to Date	Status Update	Explanation
(empty) (1 Strategic Initiative)				
New Pre-K schools and expanded seats	In FY 17 PCSB will add 500 new high quality Pre-K seats, of which, 300 are in Ward 8. Including Appletree@Rocketship PCS, Appletree@Achievement Prep PCS and three 3 year old programs at Center City PCS campuses. PCSB will also open a new school, Breakthrough Montessori PCS which will serve PK3-PK 4.	Complete	In 2016-2017, at least 513 new high-quality pre-kindergarten seats were added at public charter school, including at least 295 in Ward 8.	
AGENCY MANAGEMENT PROGRAM (13 Strategic initiatives)				
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 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	4 reviews/renewals have been completed to date	
Successfully release for the first time a full suite of PMF reports	PCSB will release for the first time a full suite of PMF reports that are aligned to PARCC and Common Core Standards	Complete	PCSB has successfully release the 2016-16 School year full suite of PMF Reports	
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 help to promote their expansions.	Complete	Three of our highest performing LEAs expanded during SY16-17 (DC Prep PCS, KIPP DC PCS, and Mundo Verde PCS)	
Develop and share discipline and attendance data for schools with similar populations to help reduce incidences of expulsion, long-term suspensions and truancy	<p>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 HUB was launched this year and replaces SharePoint as our 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.</p> <p>PCSB will continue to create summary reports in the HUD meant to encourage schools to check that the data they submit are accurate and use these data to compare how they</p>	75-99%	The PCSB staff-facing dashboard is complete. DC PCSB staff can view schools' attendance, discipline, mobility, and enrollment data.	The school-facing dashboard is still being worked on and is expected to be completed by December 2017.

	are performing in these areas relative to the sector average and schools that serve similar grade levels.			
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	PCSB will continue to live stream monthly public hearings and Board meetings. PCSB also will also continue to 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.dcpsb.org), including comprehensive discipline and attendance data, test score data, our performance management framework and the results of our annual FAR.	75-99%	More data is attached as metrics become available. We're currently waiting on graduation rates, equity reports and the release of the School Quality Report tiers.	More data is attached as metrics become available. We're currently waiting on graduation rates, equity reports and the release of the School Quality Report tiers.
Increase awareness about public charter schools by enhancing PCSB website (dcpsb.org) and distributing the PMF Parent Guide in multiple languages	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.	Complete	We met with more than 50 parents and stakeholder groups and distributed 11,000 Guides about our School Quality Reports to more than 60 locations across the city.	
Use a variety of digital platforms to engage community members and parents	PCSB will 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. PCSB will also work to introduce a podcast series in order to increase awareness of charter schools and help parents and community members stay up to date with recent news in education	75-99%	We share lots of content with families through our social media pages, and website where we have also translated pages into over six different languages.	We are still working on launching our podcast
Engage actively across the city to find citywide solutions to education issues with particular focus on the cross-sector taskforce	PCSB staff will continue to participate and engage in city-wide cross-sector task force meetings.	Complete	As an organization we have attended over 42 different task force meetings across the District in order to engage with our stakeholders and other DC agencies on best practices and improvements across education as a whole including others that touch on safety and mental health in our schools, Adult Education and high school completion.	
Address low-	PCSB will continue to effectively monitor the performance of	Complete	We have met with 16 LEA's	

performing schools in any year of their charter	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.		during the 2016-17 school year to address concerns about academic, financial, organizational and non-academic performance. These Board-to-Board meetings have included DC PCSB staff and board members as well as LEA staff and board members. These meetings serve as a formal communication strategy to schools about our concerns regarding their performance. This year we hosted two rounds of meetings to triage high-priority schools as early as possible.	
Use data transparency to reduce incidences of expulsion, long-term suspension and truancy	In FY17 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	DC PCSB staff contacted roughly 40 schools for data outliers.	
Enhance Adult Education oversight and include adult education indicators into the SY2017-2018 Equity Reports	PCSB will continue to work on improving it's Adult Education oversight by participating in adult education task-force meeting and including adult education indicators into the SY2017-2018 Equity Reports.	Complete	Task force meetings during SY16-17 resulted in 4 proposed revisions to the 17-18 AE Performance Management Framework Policy and Tech Guide. We also proposed 6 clarifications that eliminate loopholes that otherwise diminish the power of the AE PMF Guide as a tool for oversight. We no longer encourage the incorporation of AE indicators in Equity Reports, because we do not anticipate Equity Reports production in the coming years.	
Continue Efforts to improve fiscal monitoring of charter schools, publishing a Finance Audit Review report for Fiscal Year 2017 that provides clear indicators of charter school financial health	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.	Complete	We've continued to improve our fiscal monitoring of charter schools, including publishing the Fiscal Year 2016 Financial Audit Review (FAR) Report in July 2017.	
Use the Financial Audit Review	An essential component of each annual financial review is to identify schools potentially in danger of insolvency. Since	Complete	We continue to monitor financials on a monthly basis for 12 Local	

<p>Score to work with financially struggling charter schools on steps to improve their financial health</p>	<p>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.</p> <p>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.</p>		<p>Education Agencies (LEAs). We are also actively monitoring two of those LEAs to ensure compliance with respective ongoing Financial Correction Action Plans.</p>	
---	--	--	---	--