

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

A handwritten signature in black ink that reads 'Kevin Donahue'.

Kevin Donahue
Interim City Administrator



District of Columbia Public Charter School Board FY2020

Agency District of Columbia Public Charter School Board

Agency Code GB0

Fiscal Year 2020

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.

2020 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
In FY20 DC PCSB opened five charter LEAs.	We were able to continue to provide choices for families in the District and continue to work with members of the community to see what types of options families need.	We were able to provide more quality choices for families in DC.
In FY20, 13 Tier 1 LEAs have increased their enrollment ceilings.	We were able to provide options for families to have access to quality education.	We were able to provide more seats for quality schools, increasing choices for families in DC.
In FY20, DC PCSB has welcomed a new Executive Director, Director Michelle Walker-Davis.	Dr. Walker-Davis has over 20 years of experience in school administration, education policy, nonprofit management, and community outreach. She will be a critical piece in DC PCSB's direction in the future.	Before releasing a job description for an executive director, DC PCSB sought input from a broad group of DC voices, including families, DC PCSB staff, teachers, principals, charter school leaders, elected officials, community groups, and education leaders of the city. Dr. Walker-Davis meets the qualifications that were weighed upon by residents of DC.

2020 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
1 - Increase community engagement and parent education about school quality. (4 Measures)												
Number of PMF Parent Guides distributed	Annually	11,000	5600	6000	6000	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4500	Unmet	We didn't need as many of the language guides as in previous years.
Percent of charter school data available on www.dcpsb.org, in compliance to our transparency policy.	Annually	17%	15%	10%	10	Annual Measure	Annual Measure	Annual Measure	Annual Measure	90%	Met	
Number of Task Force Meetings PCSB attended	Annually	42	42	42	20	Annual Measure	Annual Measure	Annual Measure	Annual Measure	42	Met	
Percent Increase in Social Media Followers	Annually	New in 2018	41%	10%	10%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	26.17%	Met	
2 - Promote increased school academic quality through improved oversight. (2 Measures)												
Number of charter LEAs receiving 5, 10 or 15 year reviews	Quarterly	4	18	14	15	8	14	0	0	22	Met	
Number of Tier 1 charter LEAs with announced plans to expand or replicate	Annually	4	1	0	2	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2	Met	
3 - Ensure charter schools fulfill their roles as public schools serving all students. (8 Measures)												
Reduction in expulsion rate for the five schools that had the highest expulsion rate in the previous school year	Annually	15%	61%	56.1%	3%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	22.9%	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Number of charter school campuses receiving a Notice of Concern from DC PCSB Board for violating DC PCSB's Data Submission Policy	Quarterly	6	8	44	3	0	0	0	0	0	Met	Due to COVID-19, the number of charter school campuses receiving a Notice of Concern from DC PCSB Board for violating DC PCSB's Data Submission Policy was lower than usual.
Reduction in suspension rate for the five schools that had the highest suspension rate in the previous school year	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	11.2%	New in 2020	
Improvement in PARCC performance in ELA for At-Risk Students	Annually	Not Available	Waiting on Data	Waiting on Data	Waiting on Data	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No data available	No Target Set	
Improvement in PARCC performance in ELA for Students with Disabilities	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No data available	New in 2020	
Improvement in PARCC performance in Math for At-Risk Students	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No applicable incidents	New in 2020	
Improvement in PARCC performance in Math for Students with Disabilities	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No data available	New in 2020	
Percentage of schools who pass both rounds of Mystery Caller Initiative, which monitors for open enrollment	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	75.78%	New in 2020	
4 - Improve fiscal and compliance oversight. (3 Measures)												
Number of Financial Analysis Reports issued	Annually	1	45	37	1	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No applicable incidents		
Number of charter LEAs with weak financials receiving enhanced fiscal oversight from PCSB	Annually	12	15	14	4	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	Waiting on Data	
Number of charter LEAs whose fiscal health improved as a result of oversight efforts	Annually	8	3	6	4	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	Waiting on Data	
5 - Improve support for schools by interfacing effectively with city agencies. (2 Measures)												
Percentage of newly approved schools that receive a final charter after pre-operating year?	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	New in 2020	
Percentage of newly approved schools with facility by February 12th (MSDC deadline)?	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	New in 2020	

2020 Workload Measures

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Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
1 - Share resources and best practices with external groups (2 Measures)							
Number of PALC meetings attended	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	11
Number of ANC notifications sent	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	41
2 - Oversee all charter schools (3 Measures)							
Number of qualitative site review reports	19	42	Annual Measure	Annual Measure	Annual Measure	Annual Measure	26
Number of schools in compliance as evidenced by completed Compliance Review Reports	120	123	Annual Measure	Annual Measure	Annual Measure	Annual Measure	123
Number of school closings	2	6	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0
2 - Provide strong supports to schools (2 Measures)							
Number of Public Charter School Applications Received	4	11	Annual Measure	Annual Measure	Annual Measure	Annual Measure	15
Number of School Openings (New Charters and New Campuses)	3	7	Annual Measure	Annual Measure	Annual Measure	Annual Measure	5
5 - Provide internal supports to PCS in service of academics, special populations, compliance (1 Measure)							
Number of school openings (new charters and new campuses)	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	5
5 - Work across DC city agencies to ensure best possible supports are available to public charter schools (2 Measures)							
Increase in number of school health suites approved for school nurses	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	13
Number of schools who participate in the school mental health expansions	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	72

2020 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Increase community engagement and parent education about school quality. (2 Activities)			
AGENCY MANAGEMENT PROGRAM	Share resources and best practices with external groups	Maintain transparency with parents and stakeholders.	Daily Service
AGENCY MANAGEMENT PROGRAM	Manage relationships with key groups and constituencies	Manage relationships with community members and stakeholders in order to increase awareness about public charter schools and continue to improve education throughout the district.	Daily Service
2 - Promote increased school academic quality through improved oversight. (2 Activities)			
AGENCY MANAGEMENT PROGRAM	Provide strong supports to schools	Provide strong supports to schools in the areas of data, communications, new school launch and student support.	Daily Service
AGENCY MANAGEMENT PROGRAM	Oversee all charter schools	Provide oversight to charter schools through reviews and our Performance Management Framework (PMF).	Daily Service
3 - Ensure charter schools fulfill their roles as public schools serving all students. (2 Activities)			
AGENCY MANAGEMENT PROGRAM	Oversee adult charter schools	Ensure adult charter schools are providing quality options to students by providing strong oversight in the form of student data validation, our Adult Performance Management Framework (PMF) and charter reviews.	Daily Service
AGENCY MANAGEMENT PROGRAM	Monitor each school's attendance and discipline	Improve key measures of equity through the use of data.	Daily Service
4 - Improve fiscal and compliance oversight. (1 Activity)			
AGENCY MANAGEMENT PROGRAM	Monitor each school's finances	Provide strong financial oversight to schools in an effort to improve and maintain charter school's financial health.	Daily Service
5 - Improve support for schools by interfacing effectively with city agencies. (2 Activities)			
AGENCY MANAGEMENT PROGRAM	Work across DC city agencies to ensure best possible supports are available to public charter schools	Work with DC agencies to support and advocate for public charter schools.	Daily Service
AGENCY MANAGEMENT PROGRAM	Provide internal supports to PCS in service of academics, special populations, compliance	Provide support internally to public charter schools academically, for special populations, and for compliance.	Daily Service

2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Manage relationships with key groups and constituencies (3 Strategic Initiatives)				
Engage actively across the city to find citywide solutions to education issues	Coordinate with other city agencies and key groups and constituencies to increase awareness of and support for PCSB and public charter school students, and support equitable delivery of health and safety services to students	Complete	We work with DC Health to help schools secure approved nurse's suites. 14 schools are going through the approval process. Two schools got their health suites approved and two have conditional approval. Working with the Coordinating Council on Mental Health to expand services to 30 charter schools for SY20-21. As part of the Kids Ride Free team, we sent new Kids Ride Free cards to charter students for the 2020-2021 school year.	
Improve transparency around DC PCSB's authorizer work by increasing amounts of data on public charter schools' performance, equity, and finances	DC PCSB will implement its transparency policy and increase the amount of data regarding public charter school's performance, equity, and finances	Complete	DC PCSB continues to release new data and information on Public Charter School.	
Increase awareness about public charter schools	Deliver effective communication and government relations, including promoting charter priorities, highlighting PCSB's role, liaising with community groups, and serving as a national authorizing role model	Complete	It continues to be our priority to increase the public's and stakeholder's understanding of public charter schools using various methods such as increasing the content on our website, creating social media campaigns, and speaking at conferences and panels	
Monitor each school's finances (1 Strategic Initiative)				
Continue efforts to improve fiscal monitoring of charter schools, publishing a Financial Analysis Review Report for FY19 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	Released in June 2020	
Oversee all charter schools (1 Strategic Initiative)				
Conduct rigorous 5, 10 and 15-year reviews of DC Public Charter Schools	In FY20 PCSB will continue to collect data from schools to inform policy, provide schools with sector-level trends, and ensure compliance of the 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	Initiative is ongoing.	
Share resources and best practices with external groups (1 Strategic Initiative)				
Faithfully implementing transparency policy	PCSB plans to evaluate its processes to ensure transparency and 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.	Complete	DC PCSB implemented the transparency policy with fidelity for SY19-20, posting required website documents to DC PCSB's website and/or confirming that schools had posted relevant information to their own websites.	