



Strategic Plan 2021-2025

Idaho Public Charter School Commission

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Part I. Agency Overview

1. Agency overview

The Idaho Public Charter School Commission (IPCSC) is Idaho's state-level charter school authorizing entity. The IPCSC is made up of 7 appointed commissioners who serve as the governing body and 5 employees who execute the day-to-day work. The IPCSC maintains a chair and vice chair as well as three standing committees: finance, new petitions, and renewals.

Because charter schools are not managed by a district office, the authorizer's role is to ensure that the operations, financial health, and academic outcomes of a charter school justify the school's use of public funds. At its core, the IPCSC is a risk-management team that serves a variety of stakeholders, including students, taxpayers, policy makers, school boards, and school administrators.

Mission: The IPCSC's mission is to cultivate exemplary public charter schools.

Vision - The IPCSC envisions that living our mission will result in:

- Quality - Idaho families have exemplary charter school options.
- Autonomy - Charter schools design and implement unique educational programs.
- Accountability - Charter schools meet standards defined in the performance framework.
- Compliance - Charter schools operate in compliance with laws, rules, and regulations.
- Advocacy - The IPCSC advocates for student and public interests.

Values – The IPCSC values the following approach to executing our work:

- Professionalism – The IPCSC acts with respect and decorum.
- Efficiency – The IPCSC provides service with efficiency.
- Credibility – The IPCSC is a source of accurate information.
- Integrity – The IPCSC makes data-driven decisions that serve its mission and vision.
- Communication – the IPCSC communicates with and listens to stakeholders.

2. Core functions

The IPCSC is tasked with making approval and renewal decisions for the schools in its portfolio.

When a new charter school petition is determined likely to be successful and the IPCSC approves the school to operate, a performance certificate that outlines the terms and conditions under which the school is allowed to operate for the next five years is executed. At the end of the five (5) year term, the school applies for a renewal of that contract, and the IPCSC reviews the school's performance outcomes to determine whether a next five (5) year term is warranted.

In between those decision points, the IPCSC staff engages in day-to-day oversight. This work includes compliance monitoring as well as evaluation of each school's operational, financial, and academic outcomes.

The IPCSC's philosophy is to educate and inform a school before engaging in oversight and enforcement of consequences. This means that a significant amount of staff's time is spent in communication and facilitation of resources with the goal of supporting charter school governing boards in making informed decisions. This also means that the IPCSC is obligated to investigate concerns and to inform entities responsible for administration of a law if there is reason to believe that a provision of law has been violated.

The oversight work across each school's operational term is reported in a performance report each year. These reports inform IPCSC renewal decisions.

3. Fiscal Year Review

The IPCSC hired a new Director in February of 2020. The FY21 budget was established based on assumptions from previous years. However, during FY21, the IPCSC re-evaluated its structures, systems, and practices. Policy was revised, procedures were documented and in some cases, revised significantly, new employees were hired and the day-to-day structure of the work was re-distributed in a more effective way. While the FY21 budget reflects some inefficiencies beyond the COVID impact on travel and professional development opportunities, the FY22 budget is reflective of the work and the needs of the IPCSC going forward and is intended to be a new baseline for the organization.

It is also worth noting that the Professional Services category reflects contingency line items, intended for use in high-level legal appeals and emergency interventions with schools. Neither of these circumstances required financial support in FY21.

Description	Personnel	Operations	As of April, 30 2021	Remaining	% YTD
Payroll	\$364,088.87		\$264,321.00	\$99,767.87	72.60%
Communication Services		\$300.00	\$33.00	\$267.00	11.00%
Professional Development		\$9,325.00	\$3,151.00	\$6,174.00	33.79%
Professional Services		\$40,000.00	\$0.00	\$40,000.00	0.00%
Admin Services		\$6,850.40	\$5,941.00	\$909.00	86.73%
Travel		\$34,500.00	\$2,409.00	\$32,091.41	6.98%
Supplies		\$4,200.00	\$3,279.00	\$921.24	78.07%
Rentals and Leases		\$16,250.00	\$15,018.00	\$1,232.33	92.42%
Non-State Employee		\$11,000.00	\$11,000.00	\$0.00	100.00%
Expense					
Total Expenditures	\$364,088.87	122,425.40			
Total Appropriation	\$389,000.00	135,220.00			Total Net
Net Income	\$24,911.13	12,794.60			37,705.73

4. Profile of cases managed/ services provided

The IPCSC’s portfolio currently consists of 57 Charter School LEA’s, running 64 unique academic programs. As Idaho’s charter school law allows for rolling applications, this number is not static. The current performance data, based on measures outlined in the IPCSC’s performance framework indicates that approximately 90% of IPCSC schools meet or exceed operational and financial standards, and that only 58% of IPCSC schools met the academic standard in the last year such data was available (2019-2020).

Annual Performance Report Term	Rating for School Year	% of Programs in Academic Good Standing	% of Schools in Operational Good Standing	% of Schools in Financial Good Standing
FY17	2017-2018	51%	81%	83%
FY18	2018-2019	52%	78%	81%
FY19	2019-2020	58%	93%	93%
FY20	2020-2021	No Data	93%	89%

The following services are among those provided by the IPCSC:

- 12 week cycle of research, interviews, and reports for each new charter school petition received;
- In-depth analysis/report for each academic program based on statewide assessment data each year;
- Board meeting observations and feedback for each school at least once per term;
- Enrollment lottery observations and feedback for each school at least once per term;
- Site visits to determine fidelity of key design element implementation as necessary;
- Quarterly review of financial data for each school;
- Annual desk audit of school operations, including policies, expert reports, etc.;
- Evaluation of complaints/concerns and management of any resulting investigations or interventions;
- A 16 week cycle each year for renewal application processing;
- A series of meetings with each school during its pre-opening timeline to ensure sufficient progress;
- A pre-opening site visit and walk-through to ensure readiness to serve students;
- Annual consideration to issue or lift “notifications of fiscal concern”;
- Investigation of complaints and concerns as necessary; and
- Issuance of courtesy letters as necessary.

5. Key External Factors

- Lack of public awareness of charter schools;
- The autonomy of independent charter school governing boards;
- Legislation;
- Corporate influence on entities external to the IPCSC; and
- The impact on assessment of student mobility in a school choice setting.

6. Evaluation

The IPCSC will evaluate the successes and challenges of progress toward objectives at each regular meeting and will engage in long-term goal setting through annual strategic planning work.

Part II. Performance Measures

Summary

Goal 1: The IPCSC will cultivate a portfolio of exemplary charter schools.

Objective 1: The IPCSC intends to achieve this goal by making data-driven decisions.

Objective 2: The IPCSC intends to achieve this goal by providing effective oversight.

Objective 3: The IPCSC intends to achieve this goal by assisting schools in achieving success with regard to performance outcomes.

Goal 2: The IPCSC will advocate for student, taxpayer, and charter sector interests.

Objective 1: The IPCSC intends to achieve this goal by contributing to effective charter school law.

Objective 2: The IPCSC intends to achieve this goal by executing a communication plan.

Objective 3: The IPCSC intends to achieve this goal by facilitating access to meaningful resources.

Measures – The following tools will be used to measure the IPCSC’s progress toward its goals.

1.1.1 - Standards of Quality

1.1.2 - Annual School Performance Reports

1.2.1 - Performance Framework

1.2.2 - Complaint and Concern Log

1.2.3 - Courtesy Letters

1.3.1 - Annual Performance Reports (schools)

1.3.2 - School Survey Results

2.1.1 – Maintenance of Effort Records

2.2.1 - Constant Contact Analytics

2.2.2 – Social Media Analytics

2.2.3 – Annual Performance Report (portfolio)

2.3.1 - Constant Contact Click Rate

2.3.2 – Network Event Attendance Rosters

Goal 1: The IPCSC will cultivate a portfolio of exemplary charter schools.

Objective 1: The IPCSC will make data-driven decisions.

Measure 1: Standards of Quality

Target 1: 100% of new charter school petitions approved without conditions will meet all of the established standards of quality.

Task 1: IPCSC staff will review and update the standards of quality and new petitioner guidance documents no later than May 1st of each year.

Result: This is a new goal. Baseline data will be collected during FY22.

Target 2: All approved amendment requests meet the applicable standards of quality.

Task 1: IPCSC staff will develop a guidance document specific to amendments by June 30th 2022.

Result: This is a new target. Baseline data will be collected during FY22.

New Task

Measure 2: Annual School Performance Reports

Target 1: All schools whose renewal applications are approved without conditions meet all standards on the school's most recent annual performance report.

Task 1: IPCSC staff will complete annual reports based on the data sources identified in the framework and will make renewal recommendations based on the results of the data.

Result: This is a new target. Baseline data will be collected during FY22.

Target 2: All schools whose renewal applications are approved with conditions include conditions specific to the unmet measures noted in the school's most recent annual performance report.

Task 1: IPCSC staff will recommend conditions related to unmet measures and will work through a negotiation process with schools as defined in the renewal guidance document.

Result: This is a new target. Baseline data will be collected during FY22.

Measure 3: Meeting Minutes

Target 1: The IPCSC will engage in at least five (5) professional development mini-sessions to be conducted at regular commission meetings each year.

Task 1: IPCSC staff will identify a content and facilitate discussion for the purpose of assisting the IPCSC in strengthening content knowledge related to the Standards of Quality.

Result: This is a new goal. Baseline data will be collected during FY22.

Commission

Financial Notes: In order to support IPCSC goal 1.1, FY22 tasks will focus on refining the data points and collection methods. FY23 will include a financial impact related to developing a small data system through contracted services.

Goal 1: The IPCSC will cultivate a portfolio of exemplary charter schools.

Objective 2: Provide effective oversight.

Measure 1: Performance Framework

Target 1: 95% of IPCSC schools will meet or exceed standard on all operational measures each year.

Task: The Performance Framework by which this target is measured was fully revised in 2020. IPCSC staff will monitor the efficacy of the tool and necessary revisions will be considered at the IPCSC’s annual meeting in June of each year.

Result: 93% of IPCSC schools met or exceeded standard on all operational measures in FY20.

Target 2: 95% of IPCSC schools will meet or exceed standard on all financial measures each year.

Task: The Performance Framework by which this target is measured was fully revised in 2020. IPCSC staff will monitor the efficacy of the tool and necessary revisions will be considered at the IPCSC’s annual meeting in June of each year.

Result: 89% of IPCSC schools met or exceeded standard on all financial measures in FY20.

Target 3: 75% of IPCSC schools will meet or exceed standard on all academic measures by 6/30/2025.

Task: The Performance Framework by which this target is measured was fully revised in 2020. IPCSC staff will monitor the efficacy of the tool and necessary revisions will be considered at the IPCSC’s annual meeting in June of each year.

Result:

	Results						
	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Target			61%	64%	67%	71%	75%
Result	58%	No Data					

Measure 2: Complaint and Concern Log

Target 1: 95% of identified concerns will be resolved within 30 days.

Task 1: IPCSC staff will log complaints and notify the school of complaints received within 48 hours of receipt (as per IPCSC policy).

Result: In FY21 the IPCSC processed 36 complaints and concerns. 94% were resolved within 30 days.

Task 2: IPCSC staff will work with the SDE to determine a process by which a member of the SDE can indicate performance concerns to the IPCSC before July 1 2021.

Result: This is a new task that will facilitate communication between government agencies. Implementation may increase the number of concerns reported to the IPCSC.



Measure 3: Courtesy Letters

Target 2: 95% of the concerns that cannot be resolved within 30 days are engaged as a formal investigation and documented via courtesy letters.

Task 1: IPCSC staff will conduct investigations and interventions for the support of school improvement when necessary.

Result: In FY21, the IPCSC addressed 2 investigations that were not resolvable within 30 days. Both were engaged as formal investigations and documented via courtesy letters.

Financial Notes: \$28,000 is allocated to contingency budgets for the purpose of addressing legal fees from appeal proceedings and/or contracted services (such as forensic audits for investigations or asset management for closure) that may become necessary in the course of an investigation. Situations that require use of these funds are rare. Unspent dedicated funds carryover to future years.

Goal 1: The IPCSC will cultivate a portfolio of exemplary charter schools.

Objective 3: Assist schools in achieving success with regard to all performance outcomes.

Measure 1: Annual Performance Reports (Quantitative Data)

Target 1: Provide outreach to every school that does not meet standard on one or more measure as reported on the school's annual performance report by February 15th each year.

Task 1: Program Managers will engage in outreach with all school whose annual reports indicates a rating of "approaches" or "does not meet" standard on any measure by February 15th each year.

Result: This is a new target. Baseline data will be collected in FY22.

New Task

Measure 2: School Survey Results (Qualitative Data)

Target 1: 95% of IPCSC schools will provide feedback via an annual feedback survey.

Task 1: IPCSC staff will develop and administer a stakeholder feedback survey by October 30, 2021.

Result: This is a new target. Baseline data will be collected in FY22.

New Task

Financial Notes: Goal 1.3 is supported by budget line items for in-state travel and technology services such as Typeform (survey tool) and Zoom (virtual meeting tool).

Goal 2: The IPCSC will advocate for student, taxpayer, and charter sector interests.

Objective 1: Contribute to effective charter school law.

Measure 1: Maintenance of Effort Records

Target 1: The IPCSC Director will dedicate at least 10% of his/her time to activities that directly contribute to continuous improvement of charter school law.

New Task

Task 1: The IPCSC Director will provide technical assistance on legislation that impacts the charter school act, including research, recommendations, and participation in rule-making.

Result: This is a new target. Baseline data will be collected in FY22.

Financial Notes: Goal 2.1 is supported by a public relations professional services contract that will provide training and support to the IPCSC team.

Goal 2: The IPCSC will advocate for student, taxpayer, and charter sector interests.

Objective 2: Execute a communication plan that reaches stakeholders.

Measure 1: Constant Contact Analytics (stakeholders: board chairs and school administrators)

The percentage of recipients who open newsletter emails will help determine whether communication to school leaders and board chairs is effectively delivered.

Target 1: The IPCSC will achieve a 75% open rate on quarterly newsletters sent to all IPCSC school administrators and board chairs by June 30, 2025.

Task 1: IPCSC staff will engage in continuous feedback and research to identify high-quality resources and information for charter school administrators and school board directors.

Result:

Newsletter Date	Winter 2021	Spring 2021
# of Recipients	126	
Open Rate	46%	

Measure 2: Social Media Outreach (stakeholders: general community)

The number of people reached through social medial posts will help determine whether general charter school messaging is reaching the community at large.

Target 1: The IPCSC will increase the number of people regularly reached through social media to 200 by June 30, 2025.

Task 1: As Facebook analytics will not be available after July 1, 2021, IPCSC staff will evaluate and identify the most appropriate data points to track by June 30, 2022.

Result: This is a new target. Baseline data will be collected in FY22.

Measure 3: Annual Portfolio Report Delivery Record (stakeholders: policy makers)

The IPCSC's annual portfolio report's intended audience is policy makers and Idaho education agencies.

Target 1: The IPCSC will annually directly deliver this report to at least 50 key policy makers by June 30, 2025.

Task 1: The IPCSC will revise the content and delivery timeline of this report to better reflect the needs of the identified audience.

Result:

	FY21	FY22	FY23	FY24	FY25
Target # of Recipients		35	50	50	50
Actual # of Recipients	15				

New Task

Financial Notes: Goal 2.2 is supported by purchasing licenses for various technology tools, such as Canva (graphic design), Constant Contact (electronic newsletter), and by allocating \$500 to social media marketing efforts to help us increase our readership in a strategic way.

Goal 2: The IPCSC will advocate for student, taxpayer, and charter sector interests.

Objective 3: Facilitate access to meaningful resources for charter schools.

Measure 1: Constant Contact Click Rate

Click rate indicates that school leaders and board chairs are opening the resources provided, indicating that the resources are of interest to the intended audience.

Target 1: The IPCSC will achieve a 50% click rate with regard to resources provided in newsletters by June 30, 2025.

Task 1: IPCSC staff will conduct a needs survey of schools by 6/30/2022.

Result: This is a new target. Baseline data will be collected in FY22.

Measure 2: Network Event Attendance Rosters

Target 1: The IPCSC will engage at least 100 unique stakeholders each year through networking events by June 30, 2025.

Task 1: The IPCSC will host quarterly webinar events

Result: This is a new target. Baseline data will be collected in FY22.

Task 2: The IPCSC will host annual in-person events

Result: This is a new target. Baseline data will be collected in FY22.

Task 3: The IPCSC will increase presence at local and Idaho events that celebrate the charter sector and/or promote the work of charter schools.

Result: This is a new target. Baseline data will be collected in FY22.



Financial Notes: Goal 2.3 is supported by allocating \$5,000 to fund regional networking/training events for IPCSC schools and approximately \$2,000 to purchase branded materials for a booth display (table cloth, banner, etc.).

Attestation

I, _____, Director of the Idaho Public Charter School Commission, hereby attest that the data and information presented in this document has been internally assessed for accuracy and has been deemed to be correct.

Signature

Date