



Strategic Plan FY 2023-2027

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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. IPCSC currently occupies 1095 square feet in the Borah Building, Suite 241.

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 established by Idaho Code 33-5213 for the purpose of administering and enforcing the provisions of Chapter 52, Idaho Code. More specifically, the IPCSC is tasked with making approval and renewal decisions for the schools in its portfolio. In between those decision points, the IPCSC staff is tasked with day-to-day oversight of charter schools, including compliance and performance monitoring.

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.

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 began operating as an independent state agency on July 1, 2021. Only one year of financial data is available for the FY22 progress report.

Approximately 28% of the IPCSC's FY22 budget was appropriated through the general fund. The remaining 72% was appropriated through the agency's dedicated fund. The dedicated fund, or

Authorizer's Fund, is established in Idaho Code, 33-5214. Each school authorized by the IPCSC pays an authorizer fee as defined in Idaho Code, 33-5208(8). Fees are collected in March for the purpose of funding the next fiscal year's dedicated fund appropriation.

Unexpended and unencumbered dollars in the authorizer's fund are re-appropriated to the agency each year to provide for unexpected costs such as appeals of Commission decisions or school closures.

4. Profile of cases managed/ services provided

The IPCSC's portfolio currently consists of 63 Charter School LEA's, running 69 unique academic programs. In FY21, these schools served approximately 29,000 students. As Idaho's charter school law allows for rolling applications, the number of schools served by the agency continues to grow.

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 compliance 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 for renewal application processing once every five years for each school;
- 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 A: The IPCSC will make data-driven decisions.

Objective B: The IPCSC will provide effective oversight.

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

Objective A: The IPCSC will contribute to effective charter school law.

Objective B: The IPCSC will execute a communication plan.

Objective C: The IPCSC will provide technical assistance

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

Data-Driven Decision Making

1.A.i - Petition Evaluation Report/ Meeting Minutes

1.A.ii - Annual School Performance Reports/ Final Orders

1.A.iii – Meeting Minutes

Effective Oversight

1.B.i - Performance Framework

1.B.ii - Complaint and Concern Log

1.B.iii - Courtesy Letters

Contribution to Effective Law

2.A.i – Maintenance of Effort Records

Communication

2.B.i - Communication Data

2.B.ii - School Survey Results

2.B.iii – Annual Performance Reports

Technical Assistance

2.C.i – Outreach Log

2.C.ii – Network Event Attendance Rosters

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

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

Alignment: SBE 1A - Data Access and Transparency

Performance Measure 1: Petition Evaluation Reports/ Meeting Minutes

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

Result: 100% of new charter school petitions approved without conditions met all established standards of quality.

	FY22	FY23	FY24	FY25	FY26
# of Petitions Approved Without Conditions	1				
# of approved petitions meeting all established standards of quality	1				
Benchmark:	100%	100%	100%	100%	100%
Achievement:	Met				

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

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

Result: Task is incomplete as of 4/14/22. The IPCSC processed 13 amendments in FY22. Most were “housekeeping” changes to a school’s charter. This target was prioritized behind the annual report re-formatting work and behind the revisions to the renewal process. As these tasks are complete, work on the amendment process can begin in FY23.

	FY22	FY23	FY24	FY25	FY26
# of requested amendments	13				
# of approved amendments	13				
# of Approved amendments meeting all established standards of quality for the amendment type (major/minor, see policy).	NA				
Benchmark:	Baseline	100%	100%	100%	100%
Achievement:	NA				

Performance Measure 2: Annual School Performance Reports/ Final Orders

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

Result: All schools (4/4) renewed without conditions in FY22 met the minimum standard on all measures of the on the school’s most recent annual performance report.

	FY22	FY23	FY24	FY25	FY26
# Charters Meeting All Standards	4/12	n/17			
# Charters Renewed Without Conditions	4/12	n/17			
Benchmark:	100%	100%	100%	100%	100%
Achievement:	Met				

Benchmark 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.

Result: All schools renewed with conditions in FY22 included conditions specific to each measure on which the school did not meet standard as reported in the school’s most recent annual performance report. Conditions are due in 2024 and revocation will be considered if conditions are not met at that time.

	FY22	FY23	FY24	FY25	FY26
# Charters with Unmet Standards in FY22	8				
# of Conditional Renewals w/ Conditions for Each Unmet Standard	7				
# of Non-Renewed Charters	1				
Benchmark:	100%				
Achievement:	Met				

Performance Measure 3: Meeting Minutes

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

Result: The IPCSC engaged in five trainings in FY22.

FY22 Topics:

1. Commission/Executive Relationships a.Reading/Discussion: Brian Carpenter – August 2021
2. Renewal Procedures
 - a. Training: IPCSC Staff – October 2021
3. 7 Strategies of Leadership
 - a. Video: Mark Brown ISBA 2021 Annual Convention Presentation – Dec. 2021
4. Executive Director Eval Process a.Reading: DHR – February 2022
5. Working with ESPs – Readings/Discussion – April 2022
 - a. Brian Carpenter – “A Short Course on Contracting with ESPs”
 - b. NAPCS “Charting a Clear Course”

	FY22	FY23	FY24	FY25	FY26
# of training opportunities engaged	5				
Benchmark:	5				
Achievement:	Met				

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

Objective B: The IPCSC will provide effective oversight.

Alignment: Idaho Code §33-5209A and §33-5210, regarding accountability

Performance Measure 1: Performance Framework

Benchmark 1: 95% of IPCSC schools will meet or exceed standard on each operational measure each year.

Result:

	Governance Structure	Governance Oversight	Governance Compliance	Student Services	Data Transparency	Facility Services	Ops. Compliance
2020-21 Result	94%	96%	92%	96%	86%	100%	90%
2021-22 Result							
2022-23 Result							
2023-24 Result							
2024-25 Result							
Benchmark:	95%	95%	95%	95%	95%	95%	95%
Achievement:	Not Met	Met	Not Met	Met	Not Met	Met	Not Met
Next Steps:	Resource: expectations		Training: roles/responsibilities		Resource: expectations		Training: admin eval

Benchmark 2: 90% of IPCSC schools will meet or exceed standard on each financial measure each year.

Result:

	Current Ratio (assets to liabilities)	Min. 60 Days Cash	Positive 3-Yr Aggregate Total Margin	Positive Multi-Yr Cash Flow	Debt Service Coverage at least 1.1	Debt/Asset Ratio less than .9	Meeting Enrollment Projections
2020-21 Result	84%	80%	88%	84%	69%	78%	72%
2021-22 Result							
2022-23 Result							
2023-24 Result							
2024-25 Result							
Benchmark:	90%	90%	90%	90%	90%	90%	90%
Achievement:	Not Met	Not Met	Not Met	Not Met	Not Met	Not Met	Not Met
Next Steps:	Resource: expectations	Pandemic impacted measures. No IPCSC action is necessary as these should bounce back.			Resource: expectations	Resource: expectation	Training: Now ADM based calc.

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

Result:

General Education	Math Proficiency	ELA Proficiency	Literacy Proficiency	Alt. Math	Alt ELA	Progress Grad	Additional Grad
2020-21 Result	38%	71%	72%	50%	67%	Baseline	baseline
2021-22 Result							
2022-23 Result							
2023-24 Result							
2024-25 Result							
Benchmark:	75%	75%	75%	Baseline	Baseline	Baseline	Baseline
Achievement:	Not Met	Not Met	Not Met	NA	NA	NA	NA

Performance Measure 2: Complaint and Concern Log

Benchmark 1: 95% of identified concerns will be resolved within 30 days or on-track for resolution within 30 days.

Proactive communication with schools when concerns arise will help prevent more costly interventions down the road and improve the overall quality of charter school operations. **Result:**

	FY22	FY23	FY24	FY25	FY26
# of Complaints Received	43				
# of Complaints Resolved w/in 30 days or on track to resolution w/in 30 Days	41				
% of Complaints Resolves promptly	95%				
Benchmark:	95%	95%	95%	95%	95%
Achievement:	Met				

Performance Measure 3: Courtesy Letters

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

Result:

	FY22	FY23	FY24	FY25	FY26
# of concerns not resolved within 30 days	2				
# of concerns addressed via courtesy letter	2				
Benchmark:	95%	95%	95%	95%	95%
Achievement:	Met				

Financial Note: The work of achieving targets in this Objective will be largely achieved through communication, training, and outreach to schools. The staffing plan at the end of this report seeks to provide the human resources necessary to meet these standards by the end of FY26.

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

Objective A: Contribute to effective charter school law.

Alignment: Idaho Code §33-5213, regarding duty to administer and enforce chapter

Performance Measure 1: Maintenance of Effort Records

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

Result:

	FY22	FY23	FY24	FY25	FY26
Actual Hours (4/1/22)	4%				
Benchmark:	Baseline	6%	8%	9%	10%
Achievement:	NA				

Financial Note: Additional staffing will be necessary to provide the Director time to focus on this important work. See the staffing plan section of this report.

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

Objective B: Communicate effectively with Stakeholders

Performance Measure 1: Newsletter and Social Media Data

Benchmark 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.

Result:

Newsletter	FY22	FY23	FY24	FY25	FY26
# of Recipients	355				
Open Rate	60%				
Benchmark:	Baseline	70%	73%	75%	75%
Achievement:	NA				

Performance Measure 2: School Survey Participation Rate

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

Result:

Stakeholder Survey	FY22	FY23	FY24	FY25	FY26
# of Recipients	136				
Response Rate	29%				
Benchmark:	45%	55%	75%	85%	95%
Achievement:	Not Met				

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

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

Alignment: Idaho Code §33-5209, regarding enforcement

Performance Measure 1: Network Event Attendance Rosters

Benchmark 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

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

Events	FY22	FY23	FY24	FY25	FY26
# of Participants	TBD				
# of Events	Mid-June				
Benchmark:	Baseline	4	5	5	5
Achievement:	NA				

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: Events attended in FY22 include:

- Idaho School Board Association Annual Convention (3 presentations)
- Charter Start 101 Workshop – SDE (fall and spring)
- Charter School Boot Camp – SDE
- Idaho Superintendent’s Network Meeting (discussion facilitator)
- Idaho Association of School Business Officials (presentation)
- Idaho Prevention and Support Conference
- Family and Community Engagement Conference

Performance Measure 2: Annual Performance Reports

Benchmark 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.

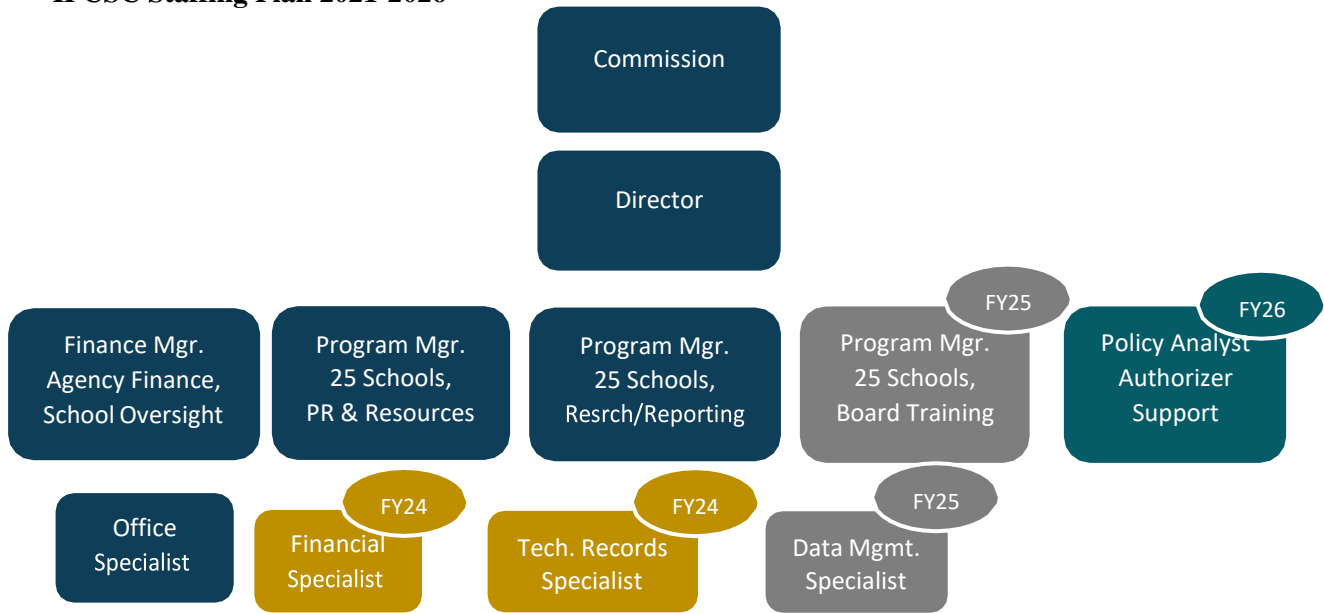
Task 1: Program Managers will engage in outreach with all schools whose annual reports indicates a rating of “approaches” or “does not meet” standard on any measure by February 15th each year.

Result:

	FY22	FY23	FY24	FY25	FY26
% of schools not meeting one or more standard that were provided direct outreach by 2/15/22	65%				
Benchmark:	65%	75%	85%	95%	100%
Achievement:	Met				

Financial Note: While it has become clear that stakeholders want and need access to training, quality resources, and networking opportunities that the IPCSC is uniquely qualified to provide and facilitate, additional staffing will be necessary in order to fully realize this goal. See the staffing plan section of this report.

IPCSC Staffing Plan 2021-2026



For FY24 the IPCSC requests two additional FTE.

1. A finance specialist (estimated salary \$55,000) will provide support to the current finance manager by completing day-to-day financial tasks for the agency and for school oversight.
2. A technical records specialist (estimated salary \$45,000) will take on management of contracts and oversight files. This will free-up program managers to more fully engage with school training, support, and charter sector advocacy.

In FY25, the IPCSC intends to request two additional FTE.

1. An additional program manager (estimated salary \$65,000) will be necessary to accommodate the steep growth in the number of charter schools in Idaho.
2. A data management position (estimated salary \$45,000) will be necessary to take on management of academic, financial, and operational data points that are not collected or managed by any other agency.

In FY26, the IPCSC anticipates a need to request one additional FTE.

1. A policy analyst (estimated salary \$73,000) that would also provide support and training to district and higher-ed entities that serve as charter school authorizers will be necessary. This position may be needed sooner should Rule or Statue

Notes on continued growth

As a program manger’s case load of schools is ideal at 25 schools, and the IPCSC will begin FY23 with 63 schools, it is likely that a third program manger will quickly be at capacity. Future requests for additional program managers will be based on the number of schools served.

Notes on facilities growth

The IPCSC currently occupies 1075 square feet. The Idaho Division of Administration’s facility needs worksheet indicates that 1095 is the minimum necessary for the agency’s FY22 staffing size and 2,500 at the end of FY26.

FY24 budget anticipates a need for 3,000 square feet of office space in order to accommodate the anticipated growth.