



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. 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. Financial Summary

FY22 Appropriation		Personnel		Operations		Total
FY22 General Fund Appropriation	\$	126,500.00		\$ 47,600.00		\$ 174,100.00
FY22 Authorizer Fund Appropriation	\$	371,900.00		\$ 86,800.00		\$ 458,700.00
Total Appropriation	\$	498,400.00		\$ 134,400.00		\$ 632,800.00
FY22 Expenses	\$	442,654.00	4	94,676.00	4	537,330.00

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

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

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

Measure 1: Petition Evaluation Reports/ Meeting Minutes

Target 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.

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 October 30, 2022.

Result: 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.

Measure 2: Annual School Performance Reports/ Final Orders

Target 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.

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.

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.

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.

Result: The IPCSC engaged in five trainings in FY22.

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.

Result: 86% of IPCSC schools met or exceeded standard on all operational measures in fiscal year 2022.

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

Result: 72% of IPCSC schools met or exceeded standard on all financial measures in fiscal year 2022.

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

Result: 38% of IPCSC schools met or exceeded standard on all academic measures in fiscal year 2022.

Measure 2: Complaint and Concern Log

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

Result: The IPCSC received 43 complaints in 2022. 41 of those were solved within 30 days.

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.

Result: The IPCSC issued one courtesy letter in FY22 related to an issue that remains unresolved. Three other issues took longer than 30 days to resolve, but were resolved without further intervention.

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 schools

Result: The IPCSC Director dedicated 4% of her time to qualifying activities.

Objective 2: Communicate effectively with Stakeholders

Measure 1: Newsletter and Social Media Data

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.

Result: The IPCSC achieved 60% open rate on newsletters in fiscal year 2022.

Measure 2: School Survey Participation Rate

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

Result: Survey responses were shared with the Commission at an open meeting. The FY22 survey participation rate was 29%.

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

Measure 1: Network Event Attendance Rosters

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

Result: The IPCSC documented 50 people in attendance at presentations and did not host any webinars or other events during fiscal year 2022.

Measure 2: Annual Performance Reports

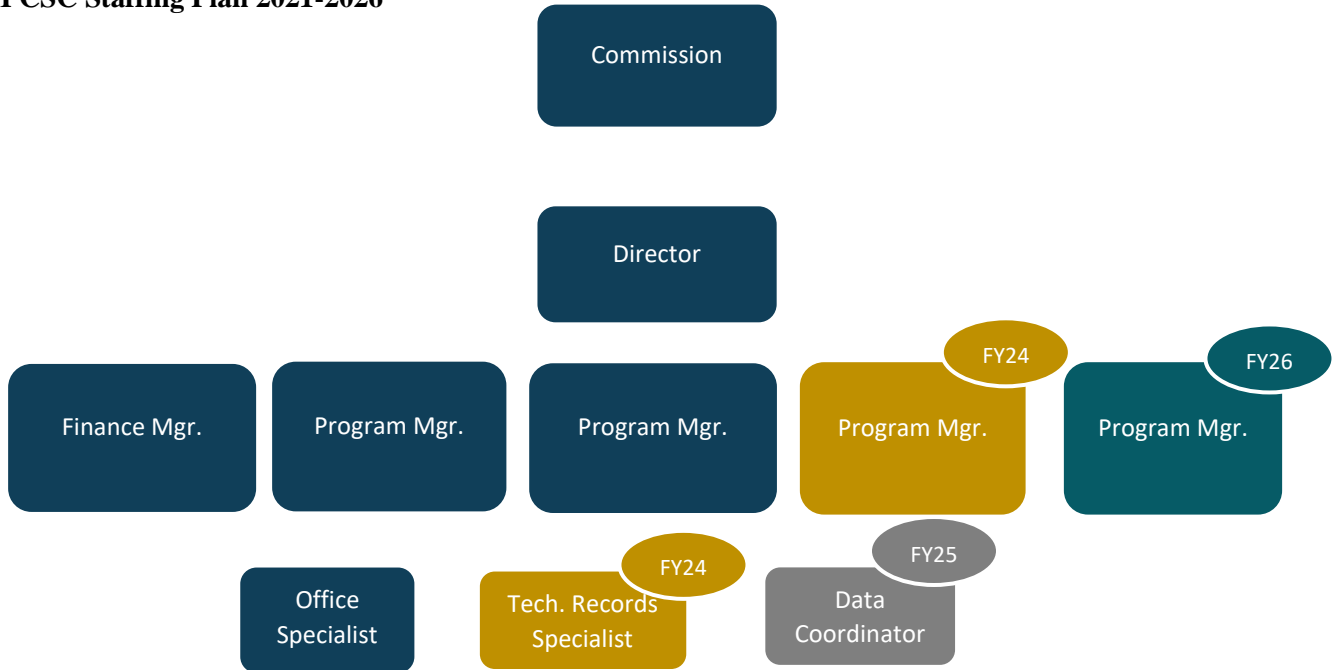
Target 1: Provide outreach to every school that does not meet standard on one or more measure as reported on the school's annual performance report by February 15th each year.

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: The IPCSC achieve a 65% outreach rate on this measure I fiscal year 2022.

Financial Note: The work of achieving targets in this Objective will be largely achieved through increases in 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.

IPCSC Staffing Plan 2021-2026



Notes on continued growth

As a program manager's case load of schools is ideal at 18-20 schools, and the IPCSC will begin FY24 with 63 schools, it is likely that a third program manager will quickly be at capacity. Future requests for additional program managers will be based on the number of schools served.

Additionally, the IPCSC manages a significant amount of academic, operational, and financial data that no other agency collects or reviews. In the near future, a Technical Records Specialist will be necessary to assist with records and contract management and a Data Coordinator will be necessary to efficiently manage the data sets.

Notes on facilities growth

At the beginning of fiscal year 2022, the IPCSC's office space was 1075 square feet. The Idaho Division of Administration's facility needs worksheet indicates that 1095 is the minimum necessary for a staff size of 5 and 2,500 at the end of FY26. The agency's FY24 budget request anticipates procuring permanent office space of 3,000 square feet to accommodate anticipated growth in the next five years.