Charter School Performance Framework

Office of the Superintendent
VanHoose Education Center
3332 Newburg Road
Louisville, Kentucky 40218

Cassie Blausey, Director of School Choice
cassiopia.blausey@jefferson.kyschools.us
(502) 485-3138

Acknowledgements

The Jefferson County Board of Education (JCBE) would like to acknowledge and thank the National Association of Charter School Authorizers (NACSA), the Metropolitan Nashville Public School's Office of Charter Schools, and the Mayor of Indianapolis's Office of Education Innovation for use of their framework templates, guidance, and assistance in the creation of this performance framework. In addition, we appreciate the assistance of the Kentucky Department of Education (KDE) for guidance on the state's accountability framework, the alternative program monitoring tool, and its thought-partnership during the development of this performance framework.

Pursuant to KRS 160.1596 "the performance provisions within a charter contract shall be based on a performance framework that sets forth the academic and operational performance indicators, measures, and metrics to be used by the authorizer to evaluate each public charter school." The framework shall be utilized throughout the life of the charter school to evaluate processes, outcomes, and provide important information to the Jefferson County Board of Education regarding a charter school's performance and sustainability. It shall be integrated in the charter school monitoring system and shall serve as the guidepost for future decision making regarding renewal, nonrenewal, revocation, and closure. The framework aligns with the National Association of Charter School Authorizers' Principals and Standards for Quality Charter School Authorizing (2012), which states that authorizers should, through performance framework, set clear expectations "under which schools will be evaluated, using objective and verifiable measures of student achievement as the primary measure of school quality."

Framework Structure

The framework includes five main levels of information: Indicators, Measures, Metrics, Targets, and Ratings.

- Indicators—General categories of performance
- Measures—General means to evaluate an aspect of an indicator
- Metrics—Method of quantifying a measure
- Targets—Thresholds that signify success in meeting the standard for a specific measure
- Ratings—Assignment of charter school performance into rating categories based on how the school performs against the framework targets

Each key indicator shall be assessed as to whether school performance in each measure:

Exceeds Standard
Meets Standard
Does Not Meet Standard
Falls Far Below Standard

Mission and Vision	
Indicator	**Measure**
a. Has the school established a mission and vision that are clear to all stakeholders? The mission is a statement of the fundamental purpose of the school, describing why it exists. The vision statement outlines how the school shall operate, what it shall achieve in the long term, and how it shall achieve the mission.	Stakeholder interviews, staff surveys, onsite observations, and discussions
b. Does the vision and mission of the school drive governing board decision making?	Stakeholder interviews, staff surveys, onsite observations, and discussions

Academic Performance Framework	
Indicator	**Measure**
a. Is the school meeting acceptable standards according to the Kentucky accountability system?	Annual accountability reporting by KDE
b. Is the school's educational program meeting state expectations in the area of Student Proficiency, as measured by Kentucky's accountability system?	Annual accountability reporting by KDE
c. Is the school's educational program meeting state expectations in the area of Other Academic Indicator, as measured by Kentucky's accountability system?	Annual accountability reporting by KDE
d. Is the school's educational program meeting state expectations in the area of Growth (Elementary and Middle), as measured by Kentucky's accountability system?	Annual accountability reporting by KDE
e. Is the school's educational program meeting state expectations in the area of Graduation Rate (High School), as measured by Kentucky's accountability system?	Annual accountability reporting by KDE
f. Is the school's educational program meeting state expectations in the area of Achievement Gap Closure, as measured by Kentucky's accountability system?	Annual accountability reporting by KDE
g. Is the school's educational program meeting state expectations in the area of Opportunity and Access, as measured by Kentucky's accountability system?	Annual accountability reporting by KDE
h. Is the school's educational program meeting state expectations in the area of Transition Readiness, as measured by Kentucky's accountability system?	Annual accountability reporting by KDE
i. Is the school meeting targets set forth by state and federal accountability systems? (Targets set by KDE)	Annual accountability reporting by KDE

Academic Performance Framework—Other School-Specific Academic Goals	
Indicator	**Measure**
a. Is the school's educational program meeting academic goals as established in the charter contract?	To be established within the charter contract

Academic Performance Framework—Subgroup Performance	
Indicator	**Measure**
a. Are students in demographic subgroups achieving proficiency on state examinations compared to the district subgroups?	Annual accountability reporting by KDE; based on consolidated subgroups

Financial Performance Framework—Near-Term Measures	
Indicator	**Measure**
a. Current Ratio: Current Assets divided by Current Liabilities	Metrics: Information including, but not limited to, school reporting requirements as described in charter contract; audited balance sheet
b. Unrestricted Days Cash: Unrestricted Cash divided by ([Total Expenses minus Depreciation Expenses]/365)	Metrics: Information including, but not limited to, school reporting requirements as described in charter contract
c. Enrollment Variance: Actual Enrollment divided by Enrollment Projection in charter school board-approved budget	Metrics: Projected enrollment—charter school board-approved enrollment budget for the year in question; actual enrollment
d. Default	Metrics: Notes to the audited financial statements

Financial Performance Framework—Sustainability Measures	
Indicator	**Measure**
a. Total Margin: Net Income divided by Total Revenue Aggregated Total Margin: Total Three-Year Net Income divided by Total Three-Year Revenues	Metrics: Information including, but not limited to, school reporting requirements as described in charter contract
b. Debt-to-Asset Ratio: Total Liabilities divided by Total Assets	Metrics: Information including, but not limited to, school reporting requirements as described in charter contract
c. Cash Flow: Multi-Year Cash Flow = Year 3 Total Cash – Year 1 Total Cash One-Year Cash Flow = Year 2 Total Cash – Year 1 Total Cash	Metrics: Information including, but not limited to, school reporting requirements as described in charter contract
d. Debt Service Coverage Ratio: (Net Income + Depreciation + Interest Expense)/(Annual Principal, Interest, and Lease Payments)	Metrics: Information including, but not limited to, school reporting requirements as described in charter contract

Financial Performance Framework—Financial Reporting	
Indicator	**Measure**
a. Is the school meeting financial reporting and compliance requirements?	Metrics: Information including, but not limited to, school reporting requirements as described in charter contract
b. Does the school comply with generally accepted accounting principles?	Metrics: Information including, but not limited to, school reporting requirements as described in charter contract

Organizational Performance Framework—Education Program	
Indicator	**Measure**
a. Is the school meeting material requirements of its educational program as outlined in the charter school contract?	Metrics: Information including, but not limited to, curriculum documents, policy documents, professional-development (PD) information, interviews with staff, staff surveys, and site visits

b. Is the school in compliance with applicable education program statutes, rules, and regulations?	Metrics: Data requests, assurance, school calendars, student records, reports, and KDE reports
c. Is the school in compliance with special education and 504 requirements under state and federal law?	Metrics: Information including, but not limited to, federal and state reporting requirements, policy documents, evaluation of special education program, 504 plan, student files, student data, and staff interviews
d. Is the school in compliance with state and federal requirements regarding the rights of English Language Learner (ELL) students?	Metrics: Information including, but not limited to, federal and state reporting requirements, policy documents, evaluation of ELL Program, student files, student data, and staff interviews
e. Is the school in compliance with state and federal requirements regarding the rights of students identified as Homeless/Unaccompanied?	Metrics: Information including, but not limited to, federal and state reporting requirements, policy documents, evaluation of homeless student program, student files, student data, and staff interviews
f. Does the school have a high-quality curriculum and supporting materials for each grade?	Metrics: Information including, but not limited to, curriculum documents, lesson plans, policy documents, PD information, interviews with staff, and staff surveys
g. Are the teaching processes (pedagogies) consistent with the school's mission?	Metrics: Information including, but not limited to, curriculum documents, lesson plans, policy documents, PD information, interviews with staff, and staff surveys
h. Does the school maintain high expectations and provide sufficient guidance on and support preparation for postsecondary opportunities? (middle and high school only)	Metrics: Information including, but not limited to, curriculum documents, lesson plans, policy documents, PD information, interviews with staff, and staff surveys
i. Is the school meeting goals established in the charter contract with regard to student admission and enrollment in postsecondary institutions or employment? (high school)	Metrics: Student data
j. Is the school meeting goals established in the charter contract with regard to student promotion?	Metrics: Student data

Organizational Performance Framework—Governance and Reporting	
Indicator	**Measure**
a. Is the school complying with governance requirements?	Metrics: Information including, but not limited to, school reporting requirements as described in charter contract
b. Is the school holding management (school leadership) accountable?	Metrics: Information including, but not limited to, school reporting requirements as described in charter contract
c. Is the school complying with non-financial data reporting requirements?	Metrics: information including, but not limited to, safe schools reporting, required reporting included in charter contract, policies, and student files
d. Is the school ensuring that board members are in compliance with training requirements under 701 KAR 8:020?	Metrics: Information including, but not limited to, training reports

Organizational Performance Framework—Students and Employees	
Indicator	**Measure**
a. Is the school meeting student attendance goals?	Metrics: Information including, but not limited to, accountability report and benchmark data provided by school
b. Is the school meeting state expectations with regards to chronic absenteeism?	Metrics: Annual accountability reporting by KDE
c. Does the school ensure limited use of out-of-school and in-school suspension?	Metrics: Accountability report and benchmark data provided by school
d. Does the school protect the rights of students with regard to the student application, lottery, and enrollment process?	Metrics: Information including, but not limited to, school reporting requirements as described in charter contract
e. Does the school protect the rights of students with regard to student discipline?	Metrics: Information including, but not limited to, school reporting requirements as described in charter contract
f. Does the school maintain enrollment at 80 percent of its minimum enrollment?	Metrics: Information including, but not limited to, student files and enrollment data

g. Does the school ensure strong student enrollment retention from year to year?	Metrics: Information including, but not limited to, student files and enrollment data
h. Does the school comply with requirements regarding student voluntary withdrawal?	Metrics: Information including, but not limited to, student files and enrollment data
i. Does the school actively recruit a student population as set out in its goals in the charter school contract?	Metrics: Information including, but not limited to, student files and enrollment data
j. Does the school materially comply with teacher credentialing requirements under state law?	Metrics: Information including, but not limited to, school reporting requirements as described in charter contract, policies, and interviews
k. Does the school comply with laws regarding employee rights?	Metrics: Information including, but not limited to, school reporting requirements as described in charter contract, handbooks, interviews, and policies
l. Does the school complete required background checks?	Metrics: Information including, but not limited to, school reporting requirements as described in charter contract, policies, and interviews

Organizational Performance Framework—Continuous Improvement	
Indicator	**Measure**
a. Does the school have a system of continuous improvement in place that informs ongoing decision making?	Metrics: Information including, but not limited to, school reporting requirements as described in charter contract, policies, and interviews

Climate and Culture Framework	
Indicator	**Measure**
a. Does the school have a plan that successfully engages parents in the activities of the school?	Metrics: Information including, but not limited to, school reporting requirements as described in charter contract, policies, school communications, family surveys, and interviews
b. Has the school demonstrated material compliance with 704 KAR 7:160, "Use of Physical Restraint and Seclusion?"	Metrics: Information including, but not limited to, school reporting requirements as described in charter contract, policies, and interviews

c. Does the school comply with all health requirements?	Metrics: Information including, but not limited to, school reporting requirements as described in charter contract, policies, and interviews
d. Does the school comply with all safety requirements, and has it submitted an emergency management response plan as required under KRS 158.162?	Metrics: Information including, but not limited to, school reporting requirements as described in charter contract, policies, and interviews
e. Does the school effectively give and receive information from parents/guardians and students?	Metrics: Information including, but not limited to, school reporting requirements as described in charter contract, school communications, interviews, and policies
f. Does the school materially comply with facilities requirements as provided in the charter contract and pursuant to applicable law?	Metrics: Information including, but not limited to, school reporting requirements as described in charter contract, policies, and interviews
g. Does the school materially comply with transportation requirements as provided in the charter contract and pursuant to applicable law?	Metrics: Information including, but not limited to, school reporting requirements as described in charter contract, policies, and interviews
h. Does the school materially comply with student information security requirements as provided under the charter contract and pursuant to applicable law?	Metrics: Information including, but not limited to, school reporting requirements as described in charter contract, policies, and interviews