



CONTRACT AMENDMENT – PERFORMANCE FRAMEWORK

This Charter Contract Amendment is executed on this 9th day of April 2024, by and between the Maine Charter School Commission and **Maine Connections Academy**, to replace the Performance Framework, Exhibit C of the Charter Contract with the Performance Framework version below. This revised framework is in effect for the 2023-24 school year.

Maine Charter School Commission

DocuSigned by:
Norm Higgins
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Norman E. Higgins, Commission Chair

5/23/2024
Date

Maine Connections Academy

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William Thompson
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William Thompson, President/Secretary

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4/9/2024
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Maine Connections Academy
APPROVED BY THE COMMISSION on Feb. 13, 2024



PERFORMANCE FRAMEWORK

Charter school authorizers are responsible for maintaining high standards for school performance, upholding school autonomy, and protecting student and public interests. Using a performance contract as both a guide and a tool, the Maine Charter School Commission maintains high standards and manages charter school performance—not by dictating inputs or controlling processes—but by setting expectations and holding charter districts accountable for results. The Maine Charter School Commission engages in responsible and effective performance management by ensuring charter districts have the autonomy to which they are entitled and the public accountability for which they are responsible.

The Maine Charter School Commission's relationship with the charter districts it authorizes begins with a bargain for performance. The Maine Charter School Commission agrees to entrust a charter district's governing board with public dollars and public school students and to give it broad autonomy over how it achieves agreed-upon goals. In return, the school's board commits to achieving specified results, managing public funds responsibly, complying with its legal obligations, and providing a quality education to the students in its care.

In order for this bargain of autonomy in exchange for accountability to work, it is essential that the Maine Charter School Commission establish, maintain, and enforce high performance standards for all schools in its portfolio. This includes not only holding schools accountable for the academic performance of all of their students, which should always be the primary measure of quality, but also holding schools accountable for financial and organizational performance. The critical first step in effective performance management is to set and communicate clear and rigorous expectations for performance. Schools need clearly defined standards, so they know what is expected of them, and the Maine Charter School Commission needs them to manage performance effectively by holding schools accountable for outcomes without attempting to control inputs.

The National Association of Charter School Authorizers' (NACSA's) Principles & Standards for Quality Charter School Authorizing

(2012) emphasizes that a quality authorizer establishes standards for school performance that are clear, quantifiable, rigorous, and attainable. NACSA also recommends that authorizers develop and formally adopt a Performance Framework that includes academic, financial, and organizational performance measures for use by schools and authorizers to establish expectations, guide practice, assess progress, and inform decision making over the course of the charter term and at renewal or revocation.

The three areas of performance covered by the framework—academic, financial, and organizational, form the backbone of the Maine Charter School Commission's performance management system. This framework enables effective performance management and promotes school success by establishing and communicating performance expectations for all schools in the MCSC's portfolio in a way that is objective, transparent, and directly related to school quality.

The Performance Framework benefits both the Maine Charter School Commission and charter districts it authorizes. The framework promotes transparency and objectivity in authorizing and protects school autonomy. It enables charter school performance contracting to function as intended by providing both charter districts and the Maine Charter School Commission with clarity about expected outcomes, objective evidence of achievement, and a comprehensive tool for evaluating results.

The framework promotes transparency and objectivity by putting the authorizer on record and schools, parents, stakeholders, and the public on notice about the performance standards that will be used to evaluate whether or not a school is successful and is living up to its end of the charter bargain. The framework helps to establish expectations at the beginning of the school's operation so that there will be no surprises when a school is held accountable for meeting them over the course of the charter term and at renewal.

The framework protects school autonomy by clarifying in objective terms the performance data the Maine Charter School Commission will collect and the outcomes that it expects and will evaluate. The framework helps to establish the boundaries of the parties' relationship and define the rights and responsibilities of both the charter school and the Maine Charter School Commission.

SECTION 1: STUDENT ACHIEVEMENT

Student Performance: The school consistently makes progress in student academic achievement for all students.

FRAMING QUESTIONS:

Is the school an academic success?

Is the school adequately preparing students for their desired post-secondary outcomes?

Criterion	Indicator	Target	Rating
1.1a	Student Academic Proficiency - MDOE Through-Year Assessment, ELA	Schools will report the percentage of students assessed at each grade level, and at the campus and district levels. Schools will report the percentage of students “at state expectation” and “above state expectation” on proficiency.	Exceeding Expectations ≥5% of state average of schools “at or above state expectation”
			Meeting Expectations Between ≥-5% and <5% of state average of schools “at or above state expectation”
			Approaching Expectations Between ≥-15% and <-5% of state average of schools “at or above state expectation”
			Not Meeting Expectations <-15% of state average of schools “at or above state expectation”
1.1b	Student Academic Proficiency - MDOE Through-Year Assessment,	Schools will report the percentage of students assessed at each grade level, and at the campus and district levels. Schools will report the percentage of students “at state expectation” and “above state expectation” on proficiency.	Exceeding Expectations ≥5% of state average of schools “at or above state expectation”

	<p>Math</p>		<p>Meeting Expectations Between $\geq -5\%$ and $< 5\%$ of state average of schools “at or above state expectation”</p>
			<p>Approaching Expectations Between $\geq -15\%$ and $< -5\%$ of state average of schools “at or above state expectation”</p>
			<p>Not Meeting Expectations $< -15\%$ of state average of schools “at or above state expectation”</p>
<p>1.1c</p>	<p>Proficiency by subgroup, Through-Year Assessment, ELA</p>	<p>Schools will report the percentage of students in each reportable subgroup* assessed at each grade level, and at the campus and district levels.</p> <p>Schools will report the percentage of students in each reportable subgroup “at state expectation” and “above state expectation” on proficiency.</p> <p>Comparable subgroups include: Students on IEPs, Multilingual Learners, Economically Disadvantaged, Race, Ethnicity</p> <p><i>*To be reported, subgroups must have at least 10 students.</i></p>	<p>Exceeding Expectations $\geq 5\%$ of state average of schools “at or above state expectation” for comparable subgroup</p>
			<p>Meeting Expectations Between $\geq -5\%$ and $< 5\%$ of state average of schools “at or above state expectation” for comparable subgroup</p>

			<p>Approaching Expectations Between $\geq -15\%$ and $< -5\%$ of state average of schools “at or above state expectation” for comparable subgroup</p>
			<p>Not Meeting Expectations $< -15\%$ of state average of schools “at or above state expectation” for comparable subgroup</p>
<p>1.1d</p>	<p>Proficiency by subgroup, Through-Year Assessment, Math</p>	<p>Schools will report the percentage of students in each reportable subgroup* assessed at each grade level, and at the campus and district levels.</p> <p>Schools will report the percentage of students in each reportable subgroup “at state expectation” and “above state expectation” on proficiency.</p> <p>Comparable subgroups include: Students on IEPs, Multilingual Learners, Economically Disadvantaged, Race, Ethnicity</p> <p><i>*To be reported, subgroups must have at least 10 students.</i></p>	<p>Exceeding Expectations $\geq 5\%$ of state average of schools “at or above state expectation” for comparable subgroup</p>
			<p>Meeting Expectations Between $\geq -5\%$ and $< 5\%$ of state average of schools “at or above state expectation” for comparable subgroup</p>
			<p>Approaching Expectations Between $\geq -15\%$ and $< -5\%$ of state average of schools “at or above state expectation” for comparable subgroup</p>

			Not Meeting Expectations <-15% of state average of schools “at or above state expectation” for comparable subgroup
1.2	Reading on Grade Level - 3rd Grade	Not Applicable	The Commission will monitor a charter school’s percentage of students reading on grade level at the end of third grade.
1.3.a	Student Academic Growth: NWEA MAP Growth 3rd-8th <i>(Outcomes will be based on the NWEA MAP Growth Assessment - fall to spring - unless the school has received a waiver for the spring administration and is only administering the MDOE Through Year Assessment)</i>	School will meet the goal of 45%-55% of eligible ¹ students meeting their projected growth on NWEA MAP reading . <i>Participation under 95% may result in an investigation from MCSC to determine potential interventions.</i>	Exceeding Expectations Exceeds 55%
			Meeting Expectations Between 45%-54.9%
			Approaching Expectations Between 35%-44.9%
			Not Meeting Expectations Below 35%
1.3.b	Student Academic Growth: NWEA MAP Growth 3rd-8th <i>(Outcomes will be based on the NWEA MAP Growth</i>	School will meet the goal of 45%-55% of eligible students meeting their projected growth on NWEA MAP language .	Exceeding Expectations Exceeds 55%
			Meeting Expectations Between 45%-54.9%
			Approaching Expectations Between 35%-44.9%

¹ Eligible is defined as having both a fall and spring score.

	Assessment - fall to spring - unless the school has received a waiver for the spring administration and is only administering the MDOE Through Year Assessment)	Participation under 95% may result in an investigation from MCSC to determine potential interventions.	Not Meeting Expectations Below 35%
1.3.c	Student Academic Growth: NWEA MAP Growth 3rd-8th (Outcomes will be based on the NWEA MAP Growth Assessment - fall to spring - unless the school has received a waiver for the spring administration and is only administering the MDOE Through Year Assessment)	School will meet the goal of 45%-55% of eligible students meeting their projected growth on NWEA MAP math . Participation under 95% may result in an investigation from MCSC to determine potential interventions.	Exceeding Expectations Exceeds 55%
			Meeting Expectations Between 45%-54.9%
			Approaching Expectations Between 35%-44.9%
			Not Meeting Expectations Below 35%
1.4.a	Subgroup Performance: Maine State Assessment (NWEA MAP) 3rd-8th (Outcomes will be based on the NWEA MAP Growth Assessment - fall to spring - unless the school has received a waiver for the spring administration and is only administering the MDOE Through Year Assessment)	Subgroups* of students will meet the goal of 45%-55% of eligible students meeting their projected growth on NWEA MAP reading . Participation under 95% may result in an investigation from MCSC to determine potential interventions. *To be reported, subgroups must have at least 10 students .	Exceeding Expectations Exceeds 55%
			Meeting Expectations Between 45%-54.9%
			Approaching Expectations Between 35%-44.9%
			Not Meeting Expectations Below 35%
1.4.b	Subgroup Performance:	Subgroups* of students will meet the goal of 45%-55% of eligible students meeting their projected growth on NWEA MAP	Exceeding Expectations Exceeds 55%

	<p>Maine State Assessment (NWEA MAP) 3rd-8th</p> <p><i>(Outcomes will be based on the NWEA MAP Growth Assessment - fall to spring - unless the school has received a waiver for the spring administration and is only administering the MDOE Through Year Assessment)</i></p>	<p><u>language.</u></p> <p><i>Participation under 95% may result in an investigation from MCSC to determine potential interventions.</i></p> <p><i>*To be reported, subgroups must have at least 10 students.</i></p>	<p>Meeting Expectations Between 45%-54.9%</p> <p>Approaching Expectations Between 35%-44.9%</p> <p>Not Meeting Expectations Below 35%</p>
<p>1.4c</p>	<p>Subgroup Performance: Maine State Assessment (NWEA MAP) 3rd-8th</p> <p><i>(Outcomes will be based on the NWEA MAP Growth Assessment - fall to spring - unless the school has received a waiver for the spring administration and is only administering the MDOE Through Year Assessment)</i></p>	<p>Subgroups* of students will meet the goal of 45%-55% of eligible students meeting their projected growth on NWEA MAP math.</p> <p><i>Participation under 95% may result in an investigation from MCSC to determine potential interventions.</i></p> <p><i>*To be reported, subgroups must have at least 10 students.</i></p>	<p>Exceeding Expectations Exceeds 55%</p> <p>Meeting Expectations Between 45%-54.9%</p> <p>Approaching Expectations Between 35%-44.9%</p> <p>Not Meeting Expectations Below 35%</p>
<p>1.5</p>	<p>4 Year High School Completion</p>	<p>4-year high school graduation rate (current cohort)</p> <p>Schools will meet annual goals*:</p> <p>2023- 86%</p> <p>2024- 87%</p> <p>2025- 87%</p> <p>2026- 88%</p>	<p>Exceeding Expectations Exceeds 90%</p> <p>Meeting Expectations Meets annual target</p> <p>Approaching Expectations</p>

		<p>2027- 88% 2028- 89% 2029- 89% 2030- 90%</p> <p><i>*The state of Maine goal is 90% graduation rate by the end of 2030.</i></p> <p>Maine Department of Education Graduation Rates by Year</p>	<p>Less than 5% below target</p> <hr/> <p>Not Meeting Expectations 5% or more below target</p>
1.5a	5- and 6-Year High School Completion	<p>5- and 6-year high school graduation rate (current cohort)</p> <p>Schools will meet annual goals*:</p> <p>2023- 86% 2024- 87% 2025- 87% 2026- 88% 2027- 88% 2028- 89% 2029- 89% 2030- 90%</p> <p><i>*The state of Maine goal is 90% graduation rate by the end of 2030.</i></p> <p>Maine Department of Education Graduation Rates by Year</p>	<p>Exceeding Expectations Exceeds 90%</p> <hr/> <p>Meeting Expectations Meets annual target</p> <hr/> <p>Approaching Expectations Less than 5% below target</p> <hr/> <p>Not Meeting Expectations 5% or more below target</p>
1.6.a	Post-Secondary Readiness	<p>School will meet goal of 75%-85% students meeting one of the following by the end of 12th grade:</p> <ul style="list-style-type: none"> • Accuplacer The College Readiness indicator with scores of 239 or above in reading and a 226 or above in math or; • SAT scores of EBRW 530 or higher and 520 or higher in math or; • ASVAB score of 31 or higher. 	<p>Exceeding Expectations 85% or more students are meeting or exceeding the goal in both reading and math</p>

		<p><i>Participation under 95% may result in an investigation from MCSC to determine potential interventions.</i></p>	<p>Meeting Expectations 75%-85% of students are meeting or exceeding the goal in both reading and math</p>
			<p>Approaching Expectations 60%-75% of students are meeting or exceeding the goal in both reading and math OR the school is meeting expectations in reading OR math, but not both. Not Meeting Expectations: 60% or fewer students are meeting or exceeding the goal in both reading and math</p>
			<p>Not Meeting Expectations 60% or fewer students are meeting or exceeding the goal in both reading and math</p>
1.6.b	Post-Secondary Readiness: Subgroups	<p>Student subgroups will meet goal of 75%-85% students meeting one of the following by the end of 12th grade:</p> <ul style="list-style-type: none"> ● <u>Accuplacer</u> The College Readiness indicator with scores of 239 or above in reading and a 226 or above in math or; ● <u>SAT scores</u> of EBRW 530 or higher and 520 or higher in math or; ● <u>ASVAB score</u> of 31 or higher. 	<p>Exceeding Expectations 85% or more students are meeting or exceeding the goal in both reading and math</p>
			<p>Meeting Expectations</p>

		<p>The school will provide achievement data of major subgroups (English learner, special education, sex, economically disadvantaged, 504, ethnic and racial minorities).</p> <p><i>*To be reported, subgroups must have at least 10 students.</i></p>	<p>75%-85% of students are meeting or exceeding the goal in both reading and math</p> <p>Approaching Expectations 60%-75% of students are meeting or exceeding the goal in both reading and math OR the school is meeting expectations in reading OR math, but not both.</p> <p>Not Meeting Expectations 60% or fewer students are meeting or exceeding the goal in both reading and math</p>
1.6.c	Post-Secondary Readiness: Post-Secondary Activity	At the end of their graduating year, 70% -80% of each schools' students will have successfully ² participated in at least one post-secondary activity such as (<u>and not limited to</u>) college course, Advanced Placement course, certificate program, career technical coursework or internship.	<p>Exceeding Expectations Exceeds 80%</p> <p>Meeting Expectations 70% - 79.9%</p> <p>Approaching Expectations 60% - 69.9%</p> <p>Not Meeting Expectations Fewer than 60%</p>
1.6.d	Post-Secondary Readiness: FAFSA	The Commission will monitor a charter school's ability to support students with FAFSA completion.	School has reported the annual rates and provided

² Successfully is defined as passing, meeting appropriate standards, or other clearly defined measure of success.

		Schools will report annual rates and school-supported opportunities for FAFSA support.	opportunities for FAFSA support
1.7	Student Attendance	<p>Chronic absenteeism rate</p> <p>Schools will have 10%-18% or fewer students classified as chronically absent on the last day of school.³</p> <p>Chronic absenteeism rates will be reported at both the campus and district levels.</p> <p>PreK rates are not part of MDOE's chronic absenteeism calculations. Schools will report PreK chronic absenteeism rates, though this target outcome will not be rated.</p>	<p>Exceeding Expectations Fewer than 10%</p>
			<p>Meeting Expectations 10%-18%</p>
			<p>Approaching Expectations 17.9% - 25%</p>
			<p>Not Meeting Expectations Greater than 25%</p>

RATINGS AND EVALUATION IN THIS SECTION IS DEPENDANT ON PERFORMANCE IN THE PREVIOUS SECTION

Program Delivery: The school delivers a high-quality academic program that meets the needs of all students.

(Only used for a Charter District Leadership's evaluation when **two** CRITERIA in SECTION 1 are Approaching Expectations or Does Not Meet Expectations for **two or more evaluation cycles in the same criteria.**

Criterion	Indicator	Target	Rating
1.8	Curriculum	The school's documented curriculum is aligned to the Maine Learning Results; is aligned vertically between grades and horizontally across classrooms at the same grade level; provides lessons and materials that	<p>Refer to the Commission's Intervention Protocol.</p> <p>Schools will likely be required to</p>

³ Students are labeled chronically absent if they miss more than 18 days, or 10% of the school year.

		represent a variety of cultures and perspectives; and supports opportunities for all students to master these skills and concepts. The curriculum is regularly reviewed and revised.	submit a self-assessment and the Commission conducts classroom observations, interviews/focus groups/document review as applicable to analyze each Program Delivery Component.
1.9	Instruction	The school staff has a common understanding of high-quality instruction. Instructional practices are aligned to this common understanding. Instructional practices are based on high expectations for all students and reflect cultural proficiency. Instruction fosters student engagement. Classroom environments are conducive to learning.	
1.10	Assessment	Teachers and administrators use disaggregated qualitative and quantitative data to modify instruction to improve academic and non-academic outcomes for all students and subgroups. School staff and administrators use disaggregated data to evaluate the quality and effectiveness of its program to serve all students and modify the program in order to improve student outcomes.	
1.11	Support for All Learners	The school has a proactive system (such as MTSS/RTI) to effectively identify and address all students' strengths and needs for academic, behavioral, and social-emotional development through a tiered support model, as well as providing Special Education and English Learner services as required by law. Data and progress monitoring are used to ensure that all students across all subgroups have equal access and equitable support, interventions, and resources to achieve, grow, and advance. The school regularly uses data to evaluate and modify its support programming to ensure student success.	

If the school has more than 18% students chronically absent OR the school maintains approaching for 2 successive accountability cycles, MCSC will measure:

1.12 is only used for an Charter District Leadership's evaluation when, on CRITERIA 1.7, the school is above 18% students chronically absent OR the school maintains approaching expectations for 2 successive accountability cycles.

1.12	Student Attendance	Chronic absenteeism rate	Chronic absenteeism as it relates to the state average Absentee trends over time (growth)/ability to change trends
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SECTION 2: SCHOOL CLIMATE AND FAMILY ENGAGEMENT

The school creates safe, positive, healthy, culturally responsive, inclusive, and welcoming learning environments. These environments cultivate supportive, authentic relationships and a strong sense of belonging and connection, which value the diverse assets and voices of all students, staff, and families.

Framing Question:

Does the school provide the conditions for students to be successful?

Criterion	Indicator	Target	Rating
2.1	State Compliance	The school operates in compliance with the terms of its charter and applicable federal and state laws and regulations regarding public Charter District Leaderships, including exclusionary practices. MRSA 20-A Title 20-A, Chapter 112: Public Charter District Leaderships Individuals with Disabilities Education Act (IDEA)	No rating is provided for <i>Criterion 2.1: State Compliance</i> . Site visit reports that include a section for this criterion identify specific concerns the school must address.

2.2	Family Engagement: Panorama School Climate Survey- Family Results	<p>Results from 3/3 required scales* on the Family Panorama School Climate Survey will be 50% or higher when compared to like schools (%FRL, grade band, urban/rural).</p> <p>Participation must be a minimum of 35% in order to qualify. Participation under 35% will automatically result in a “does not meet standard.”</p> <p><i>*Required Scales: School Climate, Safety, and School Fit</i></p>	<p>Exceeding Expectations 3 of the 3 required scales are 50% or higher when compared to like schools</p> <p>Meeting Expectations 2 of the 3 required scales are 50% or higher when compared to like schools</p> <p>Approaching Expectations 1 of the 3 required scales are 50% or higher when compared to like schools</p> <p>Not Meeting Expectations 0 of the 3 required scales are 50% or higher when compared to like schools OR participation rate is less than 35%</p>
2.3	School Climate: Panorama School Climate Survey- Student Results	<p>Results from 4/4 of the required scales* on the Student Panorama School Climate Survey will be 50% or higher when compared to like schools (%FRL, grade band, urban/rural).</p> <p>Participation among eligible students must be a minimum of 75% in order to qualify. Participation under 75% will automatically result in a “does not meet standard.”</p> <p><i>*Required Scales: School Climate, Safety, Rigorous Expectations and Teacher-Student Relationships</i></p>	<p>Exceeding Expectations 4 of the 4 required scales are 50% or higher when compared to like schools</p> <p>Meeting Expectations 3 of the 4 required scales are 50% or higher when compared to like schools</p> <p>Approaching Expectations 2 of the 4 required scales are 50% or higher when compared to like schools</p> <p>Not Meeting Expectations Fewer than 2 of the required scales are 50% or higher when compared to like schools OR participation rate is less than 75%</p>

<p>2.4</p>	<p>School Climate: Panorama School Climate Survey-Teacher Results</p>	<p>Results from at least 4/4 of the required scales* on the Teacher Panorama School Climate Surveys will be 50% or higher when compared to like schools (%FRL, grade band, urban/rural).</p> <p>Participation must be a minimum of 75% in order to qualify. Participation under 75% will automatically result in a “does not meet standard.”</p> <p><i>*Required Scales: School Climate, Leadership, Professional Learning and Feedback and Coaching</i></p>	<p>Exceeding Expectations 4 of the 4 required scales are 50% or higher when compared to like schools</p> <hr/> <p>Meeting Expectations 3 of the 4 required scales are 50% or higher when compared to like schools</p> <hr/> <p>Approaching Expectations 2 of the 4 required scales are 50% or higher when compared to like schools</p> <hr/> <p>Not Meeting Expectations Fewer than 2 of the required scales are 50% or higher when compared to like schools OR participation rate is less than 75%</p>
<p>2.5</p>	<p>School Climate: Panorama School Climate Survey-Staff Results</p>	<p>Results from at least 4/4 of the required scales* on the Staff Panorama School Climate Surveys will be 50% or higher when compared to like schools (%FRL, grade band, urban/rural).</p> <p>Participation must be a minimum of 75% in order to qualify. Participation under 75% will automatically result in a “does not meet standard.”</p> <p><i>*Required Scales: School Climate, Leadership, Professional Learning and Feedback and Coaching</i></p>	<p>Exceeding Expectations 4 of the 4 required scales are 50% or higher when compared to like schools</p> <hr/> <p>Meeting Expectations 3 of the 4 required scales are 50% or higher when compared to like schools</p> <hr/> <p>Approaching Expectations 2 of the 4 required scales are 50% or higher when compared to like schools</p>

			<p>Not Meeting Expectations Fewer than 2 of the required scales are 50% or higher when compared to like schools OR participation rate is less than 75%</p>
2.6	School Climate: Panorama Survey Action Plan	Annually, the school will review its Panorama Education School Climate survey results and develop an action plan to address areas for continued improvement. Plan and outcome will be submitted to the Commission.	<p>Meeting Expectations School develops and implements plan</p> <p>Approaching Expectations School develops and partially implements plan</p> <p>Not Meeting Expectations School does not develop or does not implement plan</p>

RATINGS AND EVALUATION IN THIS SECTION IS DEPENDANT ON PERFORMANCE IN THE PREVIOUS SECTION

Capacity: The school sustains a well-functioning organizational structure and creates a professional, inclusive, respectful, and welcoming working climate for all staff.
Only use for a Charter District Leadership’s evaluation when **two of the** CRITERIA in SECTION 2 fall into Approaching Expectations or Does Not Meet Expectations for **two or more evaluation cycles in the same criteria.**

Criterion	Indicator	Target	Rating
2.7	School Systems and Leadership	The school's leadership team implements school academic programming and operations in a manner to meet a clearly defined mission and set of goals. The school defines and delineates clear roles and responsibilities among leaders,	Refer to the Commission's Intervention Protocol.

		<p>staff, management, and board of trustee members. The school has clear and well-understood systems for decision-making and communication processes among all members of the school community.</p> <p>School leadership fosters a culture of accountability, trust, and collaboration with school stakeholders to promote joint responsibility for student learning. Based on data, school leadership takes concrete and ambitious steps to close identified achievement, access, and opportunity gaps. School leadership sets goals and establishes systems and structures for the recruitment, development, and retention of educators reflective of the racial and ethnic composition of the students and families it serves. School leadership ensures an inclusive, respectful environment for all staff.</p>	<p>School will likely be required to submit a self-assessment and the Commission staff conducts interviews/focus groups/document review as applicable to analyze each Capacity Component.</p>
2.8	Professional Climate	<p>The school staff frequently collaborate and engage in professional development to improve implementation of the curriculum and instructional practice. The school implements a comprehensive professional learning culture that supports the development of effective educators. The school develops staff capacity to examine and dismantle implicit biases and systemic inequalities in order to create environments in which all students can deeply learn, grow, and thrive.</p> <p>All school staff are provided the tools and resources to perform their responsibilities and meet expectations for performance. An objective and transparent system is in place for monitoring individual staff performance against established expectations, which includes a formal process of evaluation for all employees, including teachers.</p>	

SECTION 3: ORGANIZATIONAL SUSTAINABILITY

Effective Governing Boards: Members of the Governing Board uphold their responsibilities under Maine law and regulations to act as public agents authorized by the state and provide competent and appropriate governance to ensure the success and sustainability of the school.

Facilities: The school maintains a facility that allows the school’s mission to excel.

**Framing Question:
Is the school an effectively run and sustainable organization?**

Criterion	Indicator	Target	Rating
3.1	Governing Board effectiveness	Legal and Fiduciary Responsibilities: <ul style="list-style-type: none"> Board of trustee members are active and engaged, fulfill their legal responsibilities and obligations, comply with the board’s bylaws, and always act in the best interests of the school community. Talent strategy and accountability <ul style="list-style-type: none"> The Governing Board demonstrates appropriate oversight of the Charter District Leadership administration, financial health, progress towards 	Lower Risk Board has fulfilled contract obligations as charter contract holder in the State of Maine

		<p>meeting academic and other school goals, and alignment with the mission and other terms of the charter, without managing the day-to-day operations of the school. The board conducts appropriate oversight of the officers and leaders of the organization, including an annual evaluation of the leader and considers succession planning.</p> <p>Culture of Collaboration</p> <ul style="list-style-type: none"> • The Governing Board has clear and well-understood systems for decision-making and communication processes; board of trustee’s meetings are designed to foster open, deliberate, and thorough discussions to facilitate and ensure public accountability. <p>Focus on Improvement</p> <ul style="list-style-type: none"> • The Governing Board engages in continuous and strategic improvement planning by setting, and regularly monitoring progress relative to, priorities and goals that are aligned with the school’s mission, vision, and educational philosophy and the accountability cycles of the authorizer. 	<p>Moderate Risk Board has demonstrated a lack of capacity to be a strong contracting partner and may have failed to fulfill some contract obligations as charter contract holder in the State of Maine. MCSC may develop a monitoring plan to ensure the solvency of the school</p>
3.2	Public Accountability: Transparent, responsive, and legally compliant Board operations	The Governing Board will hold a minimum of 6 meetings per school year ⁴ in accordance with approved bylaws and in accordance with the Freedom of Access Act (FOAA).	<p>Meeting Expectations 6 or more meetings</p> <p>Not Meeting Expectations 5 or fewer meetings</p>

⁴ A school year is July 1 – June 30

3.3	Public Accountability: Transparent, responsive, and legally compliant Board operations	Timely ⁵ publication of Board meeting agenda and minutes upon approval and submission to the Charter Commission, that thoroughly captures the discussion and decisions of the board.	Meeting Expectations All minutes and agendas posted timely
			Approaching Expectations 1-2 items not posted timely
			Not Meeting Expectations 3 or more not posted timely
3.4	Reporting Accuracy and Timeliness	80%-90% of reports are submitted on time and are accurate and complete.	Exceeding Expectations More than 90% of reports are submitted on time and are accurate and complete
			Meeting Expectations 80%-89.9% of reports are submitted on time and are accurate and complete
			Approaching Expectations 70%-79.9% of reports are submitted on time and are accurate and complete
			Not Meeting Expectations Fewer than 70% of reports are submitted on time and are accurate and complete
3.5	Board Training	Board members will engage in a baseline of annual training and development using the following guidelines. (LINK)	Exceeding Expectations Board provides evidence of

⁵ Timely is defined as posting agenda a minimum of 5 business days before the meeting and for minutes, posting within 5 business days of approval.

			<p>development opportunities, such as: an annual board retreat, third-party consultation for board training on identified growth areas, an annual self-governance evaluation process, etc. and has completed 100% of required courses</p>
			<p>Meeting Expectations 100% of required courses have been taken and evidence is provided</p>
			<p>Approaching Expectations 80%-99.9% of required courses are taken and evidence is provided</p>
			<p>Not Meeting Expectations Less than 80% of required courses have been completed</p>
<p>3.6</p>	<p>Facility meets Local and State requirements</p>	<p>The school certifies that its facility (or facilities) meets all local and state requirements for public school facilities, including current Certificate of Occupancy and a Plan for maintenance and capital improvements of school facilities consistent with <i>20-A M.R.S. §§ 1001(2), 4001, 4502(5)(C); Maine DOE Rule Chapter 125.5.03 and 20-A M.R.S. §§ 6302, 6501; Maine DOE Rule Chapter 125.5.10</i> Public School Approval Requirements and Citation Chart</p>	<p>Exceeding Expectations Charter District Leadership has obtained an environmentally friendly certification such as LEED and it approved by the Board</p> <p>Meeting Expectations Certified as required and approved by the Board</p>

			<p>Not Meeting Expectations Not certified as required</p>
<p>3.7</p>	<p>Facility supports Programming</p>	<p>The facility provides a safe, clean, and aesthetically pleasing campus environment that optimizes learning, teaching, and working for all students, faculty, and staff.</p>	<p>Meeting Expectations Facility provides a campus environment that optimizes learning, teaching and working that supports mission and key design element implementation</p> <hr/> <p>Approaching Expectations Facility partly, but not fully, provides a campus environment that optimizes learning, teaching and working that supports mission and key design element implementation</p> <hr/> <p>Not Meeting Expectations Facility does not provide a campus environment that optimizes learning, teaching and working that supports mission and key design element implementation</p>

SECTION 4: FINANCIAL MANAGEMENT AND VIABILITY

The school maintains a sound and stable financial condition and operates in a financially sound and publicly accountable manner.

Framing Question:
Is the school financially viable?

Criterion	Indicator	Target	Rating
4.1.a	Current Ratio (Near-Term Measures)	Current ratio is greater than or equal to 1.1. <i>Current assets divided by current liabilities</i>	Lower Risk Greater than 1.5
			Moderate Risk 1.0 - 1.5
			High Risk Less than 1
4.1.b	Unrestricted Days Cash on Hand (Near-Term Measures)	Unrestricted days cash will be at least 30 days. <i>Unrestricted cash divided by ([total expenses minus depreciation expense]/365)</i>	Lower Risk 60 or more days
			Moderate Risk 30-60 days
			High Risk Fewer than 30 days
4.1.c	Enrollment Variance (Near-Term Measures)	Actual enrollment is within 5% of the enrollment projected in the approved budget. <i>Actual Enrollment divided by Enrollment Projection in Charter District Leadership Board Approved Budget</i>	Lower Risk Actual within 2% of the projected enrollment
			Moderate Risk Variance is between 2 and 5%

			<p>High Risk Variance is greater than 5% of the projected enrollment</p>
4.1.d	Financial Obligations Default (Near-Term Measures)	<p>The school meets all debt and real estate lease obligations.</p> <p><i>Failure to make required lease, principal and interest payments on-time or to meet covenant terms.</i></p>	<p>Lower Risk Not in default and not delinquent</p>
			<p>Moderate Risk In default and/or delinquent and has obtained waivers from lenders and/or lessors</p>
			<p>High Risk In default and/or delinquent and has not obtained waivers from lenders and/or lessors</p>
4.2.a	Total Margin (Sustainability Measures)	<p>The School's Aggregated Three-Year Total Margin is positive, and the most recent year Total Margin is positive.</p> <p><i>Net Surplus divided by Total Revenue</i></p>	<p>Lower Risk Aggregated Three-Year Total Margin is at least 1.5% and the most recent year Total Margin is positive</p>
			<p>Moderate Risk Aggregated Three-Year Total Margin is positive or zero AND the current year Total Margin \geq -10%</p>
			<p>High Risk Aggregated Three-Year Total Margin is negative OR the current year Total Margin is $<$ -10%</p>

4.2.b	Debt to asset ratio (Sustainability Measure)	The debt to asset ratio will be less than 90%. <i>Total Liabilities divided by Total Assets</i>	Lower Risk Less than 90%
			Moderate Risk 90 to 100%
			High Risk Greater than 100%
4.2.c	Cash Flow (Sustainability Measure)	Charter District Leadership maintains a positive cumulative 2-year cash flow. <i>Cash Flow = Net Annual Change in Unrestricted Cash. Cumulative Cash Flow is the sum of current and prior year Cash Flow</i>	Lower Risk A positive cumulative 2-year cash flow and positive cash flow in the most recent year.
			Moderate Risk A positive cumulative 2-year cash flow
			High Risk Does not have a positive cumulative 2-year cash flow
4.2.d	Financial Obligations Coverage Ratio (Sustainability Measure)	Charter District Leadership is able to pay current debt principal and interest and lease payments from the current year surplus. <i>(Net Surplus + Depreciation + Interest + Lease Expense) / (Annual Principal + Interest + Lease Payments)</i>	Lower Risk Exceeds 1.1
			Moderate Risk Is 1.0 to 1.1
			High Risk Is less than 1.0
4.3	Financial Planning and Budgeting	School publishes a 3-year annual financial plan that includes a 2-year annual budget and a 1-year projection for year 3 that is board approved. The 3-year annual financial plan is due on June 30th.	Meeting Expectations School annually publishes a 3-year financial plan that includes a budget for the next 2-years and a 1-year projection for year 3.

			<p>Not Meeting Expectations School has not published a current 3-year financial plan that includes a budget for the next 2-years and a 1-year projection for year 3.</p>
<p><i>If Oct 1st number is 10% or more below the contracted enrollment, the school must submit a Recruitment Plan and Supporting Materials to the Commission by January 1st.</i></p> <p>4.4 is only used when, on CRITERIA 4.1c, the school is 10% or more below the contracted enrollment on October 1st.</p>			
4.4	Student Recruitment and Enrollment	The School has a recruitment strategy that yields consistent enrollment within the charter's contracted enrollment range.	Commission reviews Oct 1st enrollment figure.

SECTION 5: SCHOOL MISSION AND STUDENT PERSISTENCE

Mission and Key Design Elements: The school is faithful to its mission, implements the key design elements outlined in its charter.

Access: The school ensures access for all students eligible to attend the school. Student enrollment and persistence is a leading indicator of school health.

Criterion	Indicator	Target	Rating
5.1	Mission and Key Design Implementation	1. The school demonstrates its approved mission. 2. The school implements the key design elements* in the approved charter and any subsequently	<p>Meeting Expectations School is implementing the mission and design elements as outlined in the charter and amendments</p>

		<p>approved amendments in a manner that serves all of its students.</p> <p>3. The Board and Administration share a common and consistent understanding of the school’s mission and key design elements outlined in the charter.</p>	<p>Approaching Expectations School is partially implementing the mission and design elements as outlined in the charter and amendments</p> <p>Not Meeting Expectations School is not implementing the majority of the mission and design elements as outlined in the charter and amendments</p>
		<p><i>* Key Design Elements are aspects of the school, originally articulated in the charter application or in subsequent amendments, which make the school unique and distinct from other district or Charter Schools.</i></p>	
5.2	Student Persistence - School Year	<p>Persistence throughout the school year</p> <p>85% or more of eligible⁶ students enrolled on the last day of school will be the same students who were enrolled on State Student Count Day.⁷</p>	<p>Exceeding Expectations 90% or more</p> <p>Meeting Expectations 85% - 89.9%</p> <p>Approaching Expectations 75% - 84.9%</p> <p>Not Meeting Expectations Fewer than 75%</p>
5.3	Student Persistence - Year-to-year	<p>Recurrent enrollment from one year to the next</p> <p>85% or more of eligible students enrolled on the last day of school will have completed an Intent to</p>	<p>Exceeding Expectations 90% or more</p> <p>Meeting Expectations 85% - 89.9%</p>

⁶ Student residing in the state of Maine

⁷ Student Count day is October 1.

		Reenroll form for the following SY by the last day of school.	Approaching Expectations 75% - 84.9%
			Not Meeting Expectations Fewer than 75%

SECTION 6: SCHOOL CUSTOMIZATION

- Schools will work with the Commission to design and execute customized criteria that enhances the context and connection to the school's mission.

Criterion	Indicator	Target	Rating
6.1.a	Participation in extracurricular activities	At least 80% of students will participate in 1 or more school sponsored field trip, activity day, special event, or club.	Exceeding Expectations Exceeds 85%
			Meeting Expectations 75% - 84.9%
			Approaching Expectations 65% - 74.9%
			Not Meeting Expectations Fewer than 65%

Acknowledgements:

The Maine Charter School Performance Framework was developed with the support and collaboration of our partners. In particular, we would like to acknowledge the team at the Massachusetts Department of Elementary and Secondary Education that developed the Massachusetts Charter School Performance Criteria, from which we adopted much of our Program Delivery, Capacity, School Leadership, Governing Board, and Mission and Key Design Elements language. For their thoughtful feedback and contributions, we would like to thank the National Association of Charter School Authorizers, the National Charter Schools Institute, WestEd, the Charter School Resource Center, Ryan Marks at the Colorado Charter Schools Institute, Dr. Kenneth Holder at Northern Michigan University, and Erin Kupferberg at Verite Educational Services. Finally, we would like to thank the Maine Charter Schools for their feedback, continued partnership, and for the work they do on behalf of the students and families in Maine.

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