Great Schools for Nevada Charter School Program Grant
COMPLIANCE AND PERFORMANCE MONITORING REPORT

Purpose, Overview, and Expectations of the Report

Opportunity 180 serves as a strategic funder and a strategic thought partner to all recipients of the Great Schools for Nevada Charter School Program Grant (CSP). In order to gain the context necessary to work in a strategic partnership, we conduct periodic grant monitoring that includes a comprehensive desktop review of critical documents as well as site visits with interviews. This allows the Great Schools for Nevada CSP team to build a stronger understanding of a school's model in action and helps the team think about how to be the best thought partner on improving student success aligned to the school's CSP project goals.

The following Compliance and Performance Monitoring Report, written by the Great Schools for Nevada CSP Grant Team, provides headlines following the desktop monitoring analysis and the site visit for Strong Start Academy Elementary School and serves as a baseline for future periodic grant monitoring. This report was informed by data from publicly available and school-provided sources, site observations, and interviews with key school personnel and other stakeholders, all grounded in the data made available through the research on charter school functions, school improvement, and successful school implementation, expansion, and replication. The final report considers Strong Start Academy Elementary School's work related to indicators in three core areas of charter school functions (Compliance, Fiscal, and Grant Implementation), as well as two areas, focused on the school's progress on project goals and overall high-quality indicators of school-based practice. All these indicators and their criteria are described in detail throughout the Desktop Monitoring Tool.

GOALS AND INDICATORS

With the Compliance and Performance Monitoring Report, the Great Schools for Nevada CSP Grant Team has two goals:

- *Goal 1*: to ensure that the school complies with grant requirements, federal and state mandates, and provides results-driven stewardship of grant funds
- *Goal 2*: to understand how the school is on a path to being a sustainable high-quality school for students.

Goal 1 was assessed on a comprehensive Desktop Monitoring Tool where some items were additionally validated during the Site Visit.

Goal 2 was assessed with evidence of the school model and its overall operations (academic program, governance, and school culture) through materials/resources, observation, and school interviews during the Site Visit. The Great Schools for Nevada CSP Grant Team prioritizes progress over perfection and hopes to operate as a partner in how the team can be supportive of the school's operation and goals.

The indicators in the following Compliance and Performance Monitoring Report are organized in five areas that were touched on in both Desktop Monitoring and Site Visits and Interviews:
> 1) *Compliance*
> 2) *Fiscal*
> 3) *Grant Implementation*
> 4) *Progress on Project Goals*
> 5) *High-Quality Indicators of School-Based Practice*

Overall, these indicators allow the Great Schools for Nevada CSP team to assess overall school risk to

track the overall standing of subgrantees, based on signals that indicate the likelihood of success on both the implementation of the grant and on school performance. The Great Schools for Nevada CSP team will utilize the Compliance and Performance Monitoring Report risk assessment to determine the frequency of monitoring and types throughout the following academic school year. The indicators also allow the Great Schools for Nevada CSP team to generate major headlines, share tips and tricks, and items that will require follow-up within subsequent site visits and desktop monitoring processes. These major headlines, tips and tricks, and follow-up items are shared at the end of the report.
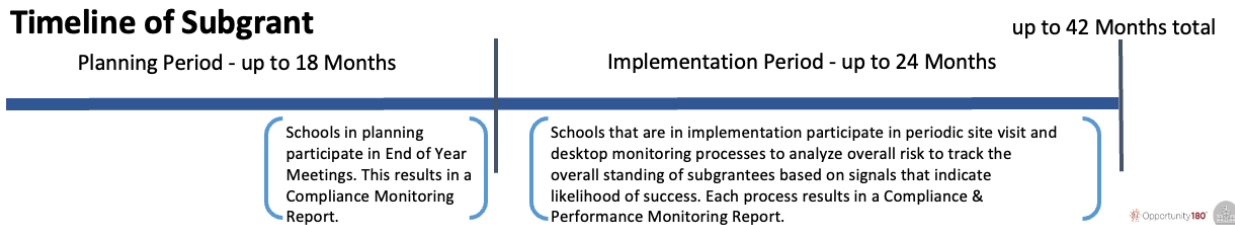
Timeline of Subgrant

up to 42 Months total

Planning Period - up to 18 Months	Implementation Period - up to 24 Months
Schools in planning participate in End of Year Meetings. This results in a Compliance Monitoring Report.	Schools that are in implementation participate in periodic site visit and desktop monitoring processes to analyze overall risk to track the overall standing of subgrantees based on signals that indicate likelihood of success. Each process results in a Compliance & Performance Monitoring Report.

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I.   COMPLIANCE AND PERFORMANCE MONITORING REPORT

A. Scored Desktop Monitoring Tool

Bright Spots (Keep doing)

Headlines	Indicator(s)	Evidence
Desktop Monitoring Tool was detailed and concise.	Compliance, Fiscal, Grant Implementation, Progress on Project Goals, High-Quality Indicators	There was thorough detail for many responses. Indicated where to find the documents and labeled them accordingly - made them easy to find!

Opportunities to Raise the Bar

Headlines	Indicator(s)	Evidence
Continue to use the Desktop Monitoring Tool and other regular connection and engagement opportunities to keep the Great Schools for NV CSP Team up to date in regards to all the indicators, and in particular, the CSP Project Goals.	Compliance, Fiscal, Grant Implementation, Progress on Project Goals, High-Quality Indicators	School team was proactive in asking the Great Schools for NV CSP team questions and clarifications during the completion of the Desktop Monitoring Tool.

B. Site Visit and Interviews

Bright Spots (Keep doing)

Headlines	Indicator(s)	Evidence
The staff, students, parents and board members are happy with the school and feel a sense of belonging.	Compliance, Fiscal, Grant Implementation, Progress on Project Goals, High-Quality Indicators	Interviewees indicated their appreciation of Strong Start Academy Elementary School's Executive Director and the relationship they have built with the school.
The Executive Director acknowledges the school's opportunities for growth and is actively thinking of ways to navigate them for future success.	Compliance, Fiscal, Grant Implementation, Progress on Project Goals, High-Quality Indicators	The Executive Director gave attention to weak areas in their school's site visit interview questions and utilized the CSP Team as a strategic thought partner to explore ways they

		could improve their school's project goals and recruitment/enrollment numbers for the next academic school year.

Opportunities to Raise the Bar

Headlines	Indicator(s)	Evidence
The Great Schools for NV CSP team did not see student-driven instruction in classrooms.	Compliance, Fiscal, Grant Implementation, Progress on Project Goals, High-Quality Indicators	*Future Action-* During the next site visit, the Great Schools for NV CSP team will prioritize seeing classroom instruction and evidence of student work along the classroom walls.

C. Progress on Project Goals

Bright Spots (Keep doing)

Headlines	Indicator(s)	Evidence
Significant progress has been made towards achieving CSP Project Goals!	Progress on Project Goals	Many of the project goals are either 100% met or nearing the 100% mark.
Project Goal 4 - the school has completed this goal in finding a permanent location, even with the setbacks that occurred in early and mid 2022.	Progress on Project Goals	*Future Action* - Consider changing this goal to something else SSAES may actively be working to accomplish.

Opportunities to Raise the Bar

Headlines	Indicator(s)	Evidence
Project Goal 2 - While there was progress, the Executive Director agreed this goal was too broad	Progress on Project Goals	*Corrective Action -* By December 15, schedule and have a call with the CSP Team to

and would like to make this more specific.		revise project goals together before our next school visit in April.
High Quality Indicator 3 - The CSP team did not see a leadership team meeting agenda or a teacher team agenda.	High Quality Indicators	*Corrective Action -* As of right now, a running agenda with a provider is uploaded to Basecamp. Please upload a leadership team meeting agenda and a teacher team agenda to Basecamp by December 15. *Corrective Action -* By December 15, please upload a professional development schedule/plan for this school year.

D. Overall Risk with Rationale - *Is the school on track to becoming a high quality, sustainable school that serves students of the highest need?*

Low - Strong Start Academy Elementary School has made significant progress on student outcomes so far. There is strong alignment of CSP Project Goals across several stakeholders. The Great Schools for NV CSP team initially placed Strong Start Academy Elementary School as moderate risk and based on the Desktop Monitoring Tool and the corresponding Site Visit and Interviews, Strong Start's overall risk will be moved to Low (see Road Map for more details below).

Road Map for Next Academic School Year

1. Site Visits and Interviews - Based on the Overall Risk with Rationale, the Great Schools for NV CSP Team will plan a site visit in April. The Frequency of Monitoring Activities is included in the appendix.
   a. There will be priority in classroom observations and in interviewing any staff that is funded by CSP.

2. Project Goals - Given that several Project Goals may have shifted from what was originally stated, please submit any amendment to the goals on the Basecamp platform that is both ambitious and realistic by December 16, 2022.
   a. Continue to monitor your goals and upload any student academic evidence that has been made to the Basecamp platform by our next school visit in April.

Conclusion
The CSP Grant represents significant funds available to help Nevada expand opportunities for students to attend excellent public charter schools that prepare them for both college and career. The Great Schools for NV CSP Team disperses the CSP Grant while embracing the concept of working with the best intention for impact. The Great Schools for NV CSP Team acts as a partner in successful CSP Grant implementation and will continually find ways for the school to utilize the CSP funds meaningfully so that the school successfully reaches its goals.

If the school would like to request a formal follow-up meeting to what is discussed above, please email a request to greatschoolsnvcsp@opportunity180.org.

The Great Schools for NV CSP Team is grateful for the ongoing partnership and what Strong Start Academy Elementary School means to the community and to students.

II.   APPENDIX

A. Blank Desktop Monitoring Tool with Indicators and their Criteria

B. School's Project Goals

C. Scored Desktop Monitoring Tool

D. Risk Assessment
   a. In order to best align monitoring with the individual school's status in grant implementation, the Great Schools for NV CSP team utilizes a red/yellow/green risk assessment that gives guidance on what grant periodic monitoring will look like next in order to avoid a 1-size fits all approach.
   b. General Risk Rubric to Inform Frequency and Intensity of Subgrantee Monitoring Activities

Low-Risk	Moderate Risk	High Risk
Conditions for Risk Assessment		
Has an existing track record of success, particularly in serving at-risk student populations. Is in good academic, and operational standing with the authorizer. Financial plan demonstrates long term, sustainable plan for delivering full program; After 1year 1 audits with no findings and no concerns identified by authorizer on financial standards.	First year subgrantee No existing track record of success but has strong plans and evidence-based strategies in place to lead a quality school. Is in good academic and operational standing with the authorizer. Financial plan that shows narrow cash flow margins; After year 1 audit with no findings and either or non-material changes to financial practices noted in management letter or a concern identified by authorizer on financial standards.	No existing track record of success. Not in good academic, financial, or operational standing with the authorizer. Receives a Notice of Concern from the authorizer. Financial plan that shows narrow cash flow margins; after year 1 audit with findings and or multiple concerns identified by authorizer on financial standards

*Please note that the Great Schools for Nevada CSP Team expanded the risk assessment to include information captured through the Desktop Monitoring Tool, Site Visit, and

Interviews and overall progress on CSP project goals. The overall risk assessment of each subgrantee is ultimately decided by the Great Schools for Nevada CSP Team.

E. Periodic Grant Monitoring Timeline

    a. Frequency of Monitoring Activities

Low-Risk	Moderate Risk	High Risk
[April] Annual Site Visits and Interviews and Data captured through the Desktop Monitoring Tool	[October and April] Biannual Site Visits Annual Data Assessment captured through the Desktop Monitoring Tool with mid-year check-in	[September, December, March, May] Quarterly Site Visits and progress reports Schools that receive a Notice of Concern from the authorizer will receive intervention Technical Assistance (TA) to improve academic achievement. If the school fails to improve within 3-years, all remaining CSP funds will be revoked as the school enters the closure process with its authorizer.