WARTS AND ALL

How Honest Data Storytelling Built Renewal Confidence

SPEAKERS

Dr. Brent Daniels
Superintendent/CEO
Leadership Public Schools

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Director of Student Data Services
Charter Impact

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ACE Charter Schools

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CEO
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AGENDA

- Lay the Foundation

- Share School Stories (3)

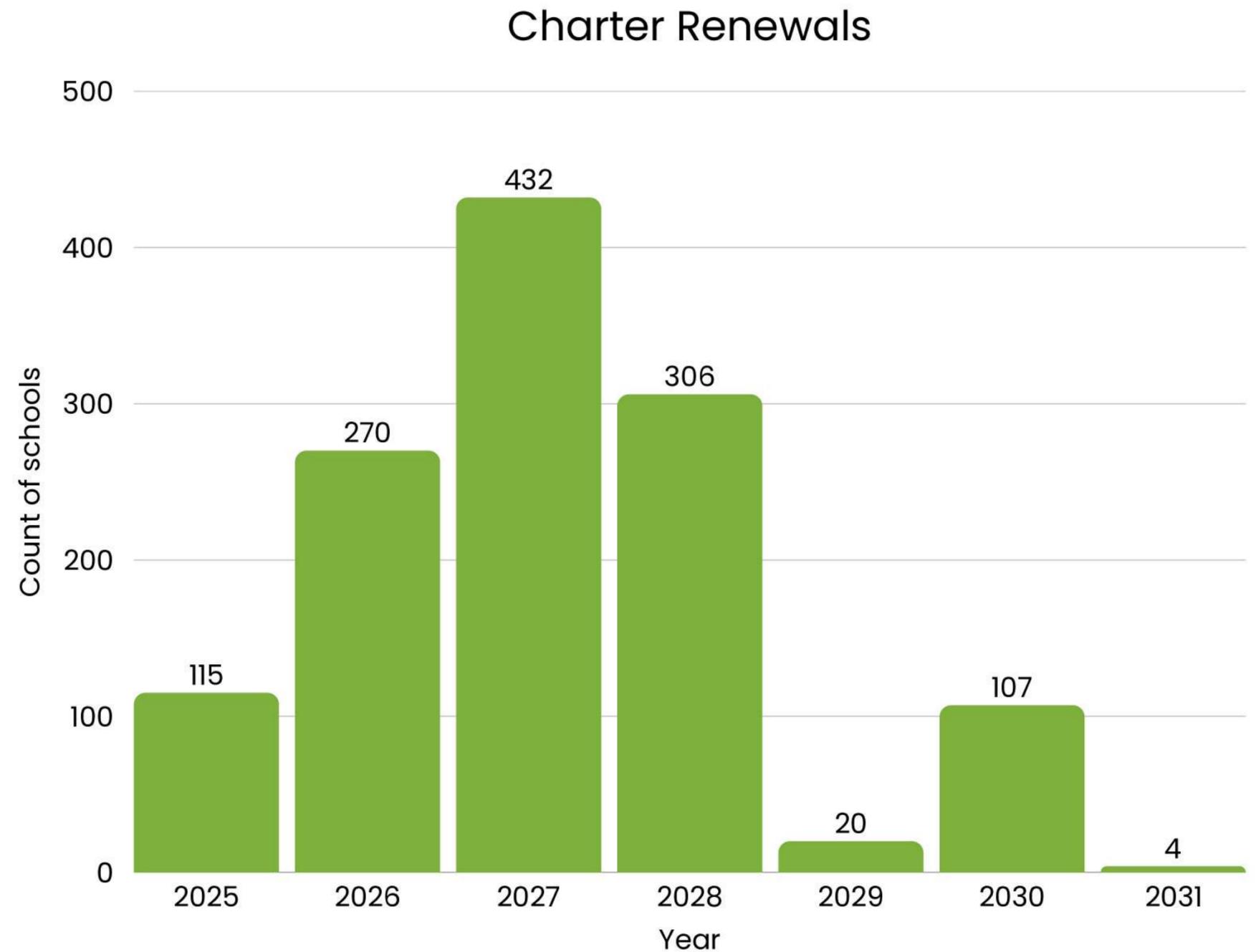- Engage in Turn & Talk

WHO'S IN THE ROOM?

- Your role
- Single site school / Multi-site network / CMO
- Enrollment #s
- Enrollment - increasing or declining?
- Renewal Track
- Renewal Veterans

KNOW THE CLIMATE

Strategic Approach
=
Strategic Narrative

- Data Integrity/Governance
- Internal/External Plans
- Authorizer Relationships
- Own the data

Charter Renewals

LAY THE FOUNDATION: DATA INTEGRITY

- **Connect the dots!**
  - SIS → CALPADS → Dashboard
  - Other publicly reported data
  - Understand the impact of each step

- **Error Free ≠ Accurate**
  - Systematic Processes
  - Year-over-Year Trends
  - Reconcile systems routinely
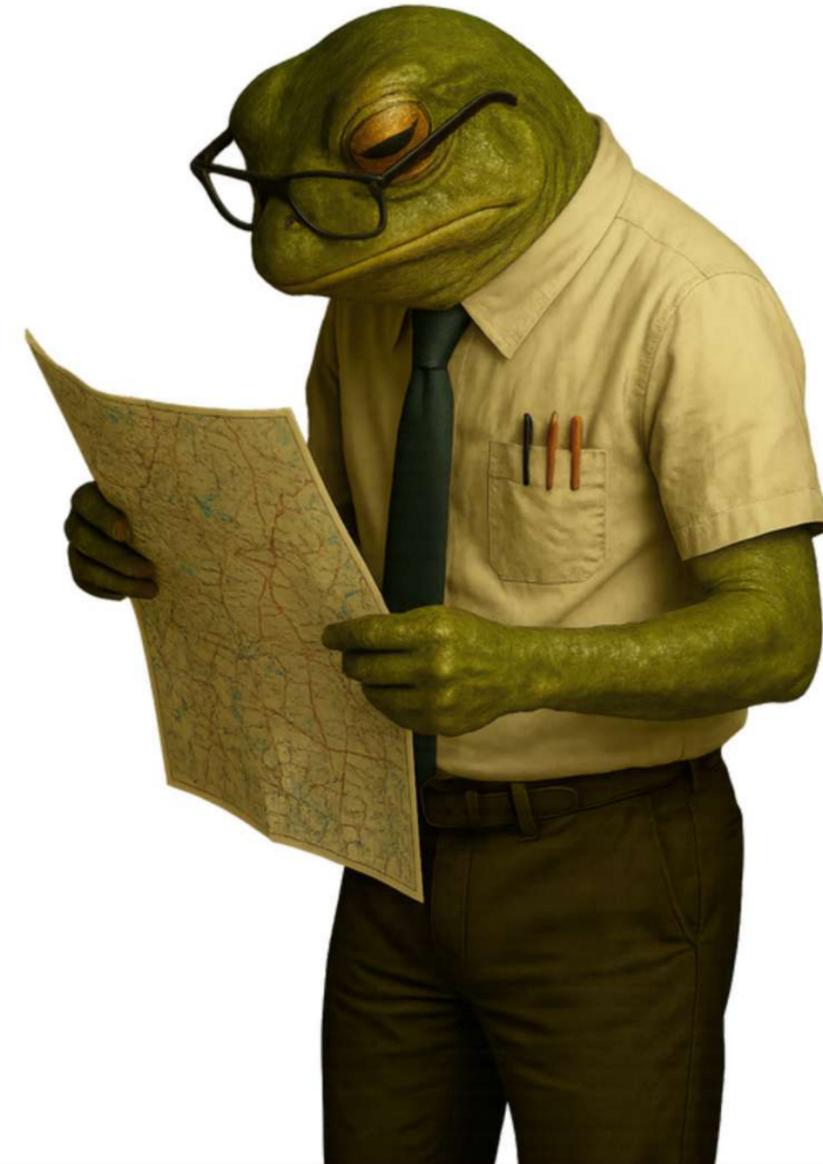
LAY THE FOUNDATION: DATA GOVERNANCE

- **Who** is responsible for the data at various stages?
  - Leaders- Set expectations and data review cadence
  - Ensure clarity on roles / responsibilities
  - Avoid "expertise islands"

- **What** data are essential for team to review regularly?
  - Identify key metrics
  - Standardize sources/reports
  - Document data processes and decisions

- **When** do we review data?
  - Schedule regular cadence for review throughout the year to impact instructional outcomes
  - Plan for time to review summative/reported data

LAY THE FOUNDATION: DATA GOVERNANCE

- **Where** does reportable and local data live?
  - Have one source of truth for each metric
  - Build a "roadmap to renewal" file
  - Maintain clarity across teams

- **How** do we analyze data?
  - What are our essentials vs. "nice to haves?"
  - What types of analysis are we conducting?
  - How are we comparing student groups?

Have the **RIGHT PEOPLE** at the table

Use the **RIGHT DATA** for analysis

Analyze in the **RIGHT WAY** for narratives

SHAPE YOUR STORY

- **Look beyond the dashboard**
  - Longitudinal growth
  - Additional disaggregated groups
  - State/district/school comparisons
  - Cohort Analysis

- **Link outcomes** to instructional programs and strategies

- **Present with clarity**
  - Use clean, modern visuals
  - Always include context - visuals have a supporting role

SHAPE YOUR STORY

Bad Data? Try a different lens.

Lens	Data	Adjusted Framing
Growth	22% of students scored Met/Exceeded in Math *(Last year, 15% were proficient)*	We achieved a nearly 50% growth rate in math proficiency in a single year, showing the impact of our intervention strategies.
Numbers	Graduation rate is 80%, below state average *(however, more students graduated)*	While our rate dipped slightly due to larger cohorts, we graduated 50 more students, and of those, more students are leaving with college credits or career credentials.
Action-Oriented	Low Status, Low Growth	Although our current status and growth numbers are lower than we would like, we have identified where and why the slide occurred, and we already see recovery in our local assessments based upon adjusted interventions and supports.

GROWING GAINS

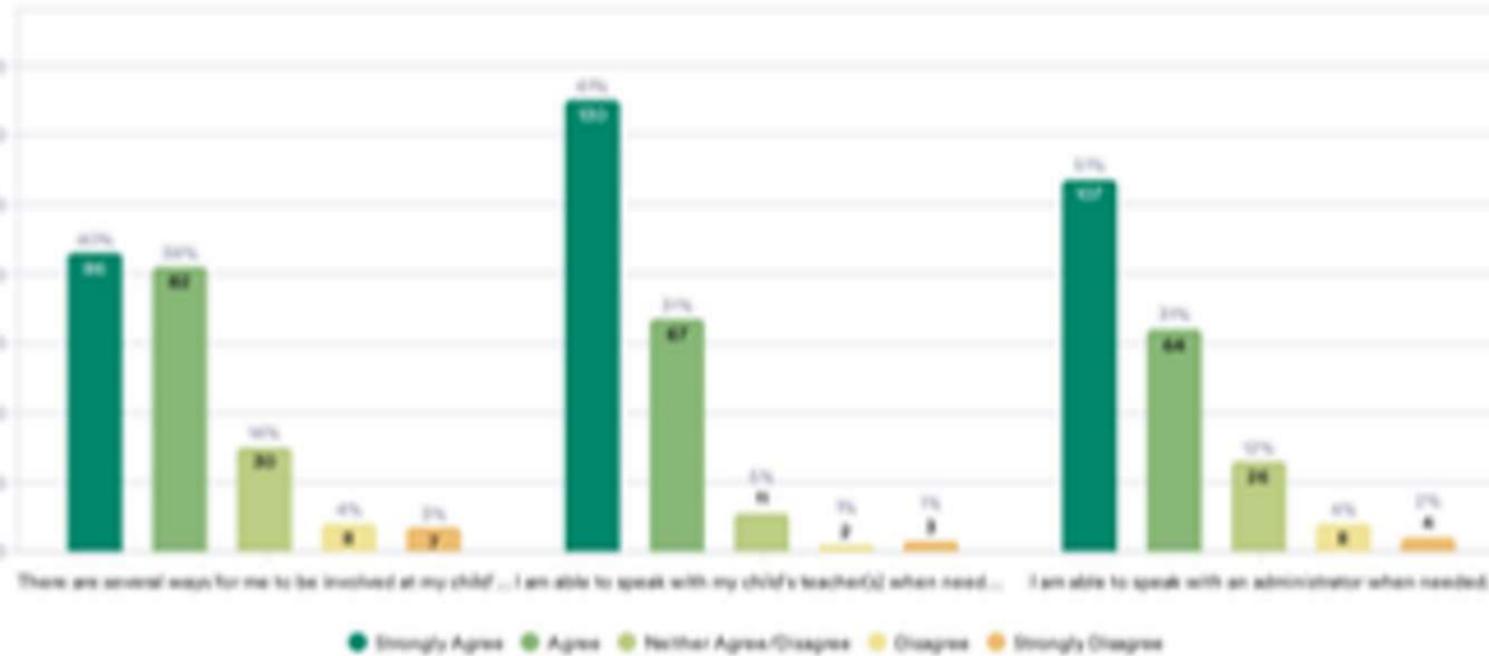**Community and Climate:**

Encouraged to take risks and grow: +13.0%

Social-emotional safety: +9.2%

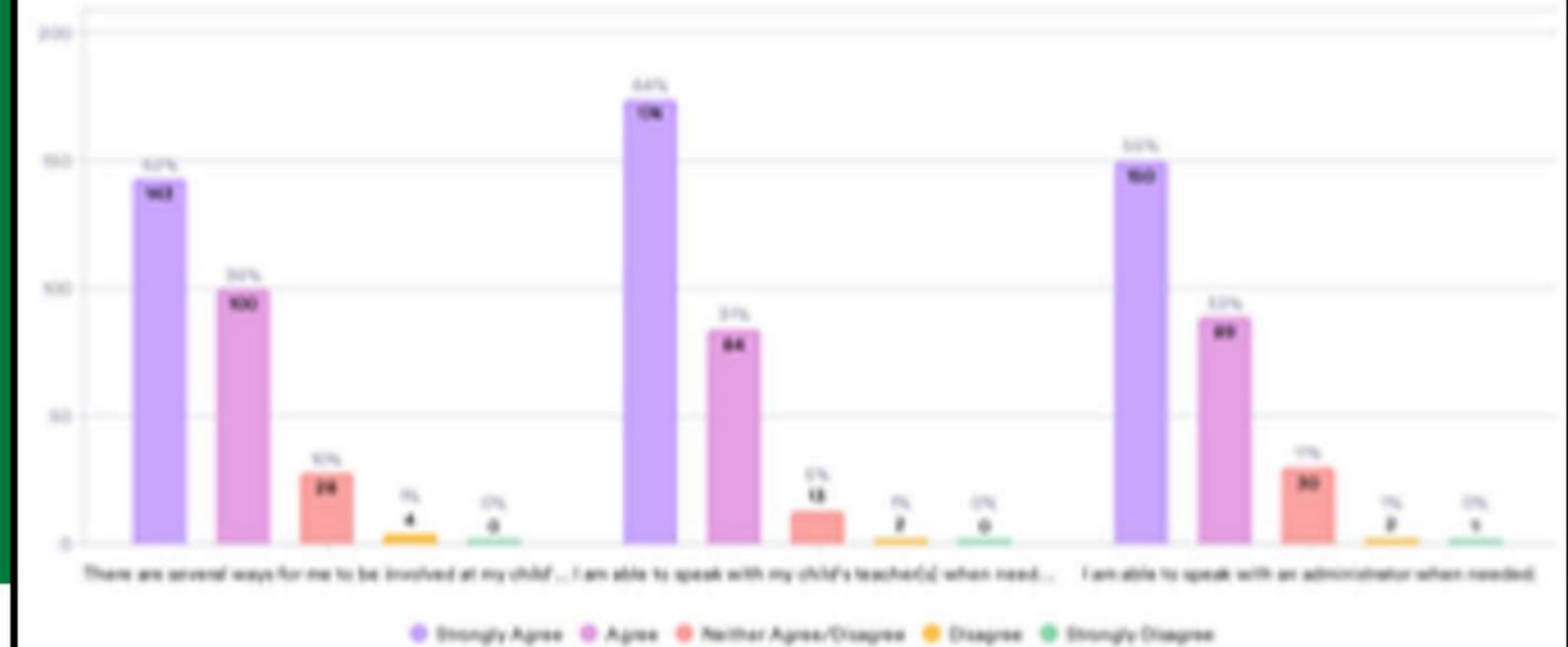Physical safety: +7.2%

GROWING GAINS

Family Engagement: Substantial improvements in:
Speaking to admin when needed: +6.0%
Knowing strengths/needs of students: +5.1%
Multiple opportunities for involvement: +9.8%

ALLEGIANCE

- **The Formula We "Stumbled Upon"**
  - Share the data you *want* to celebrate → show how it was built
  - Acknowledge where we fell short → share the plan to improve
  - Look backward at results, then forward at changes

- **Why It Matters**
  - Transparency + responsiveness = authorizer confidence
  - Boards benefit from open, clear conversations
  - Staff need support to feel included in the data story

- **Case Example: Fontana**
  - Year 1: Parent feedback was rough → safety concerns, principal turnover
  - Year 2: Feedback improved significantly with new leadership + systems

- **Great schools don't hide hard data – they use it as a springboard for growth.**

ALLEGIANCE

- Be proactive
- Align to the mission/vision where possible
- Amplify qualitative data
- Be Transparent- Wins and Opportunities
- Anticipate challenging questions
  - Be critical
  - Stess-test the story
  - Pre-build responses

RELATIONSHIP WITH AUTHORIZING BOARD

- Organize your Parents, Students, and Teachers to do testimonials during the Authorizer Board Meeting to VOTE on Charter Renewal.

- Organize Parents to send out invitations to each Authorizer Board Member to visit schools for a tour and a Q&A with parents and students to relate personal stories.

- The Authorizing Board cares about parents' and students' concerns and opinions.

RELATIONSHIP WITH AUTHORIZER BUSINESS OFFICE

Ensure annual visit is well prepared and that all files, finances, and compliance are in good order, and there is high-quality instruction going on in the classrooms.

- Ensure that all requests to cure any outstanding issues are dealt with speedily.
- Ensure that the relationship with the Superintendent (head of the Authorizing Team) is professional and cordial. It's essential to have several touch points to ensure that charter perception at the district is 'good' and there are no hidden concerns.
- Realize that the current financial landscape means that most districts are experiencing some form of declining enrollment and fiscal challenges.
- County is holding the district accountable for good oversight of their charter to prevent mismanagement. Sometimes this means financial accountability, which drives more scrutiny from the authorizer.

WHAT RENEWAL ARE YOU?
(PLEASE INCLUDE THE 2 YR, 5 YR, 7 YR)

ACE ESPERANZA & INSPIRE RENEWAL

	Day 0	By Day 60	15 Days Prior to Decision Hearing	By Day 90
	Renewal Petition Submission	**Initial Public Hearing**	**Staff Report Posted**	**Decision Public Hearing**
	Charter School submits renewal application and associated materials on Epicenter.	Charter School staff gives brief presentation followed by Board Q&A.	Full finalized staff report will be posted publicly.	OCS and charter school give a brief presentation; Board votes to approve or deny renewal.

Task

Document sharing

Initial Review, Edits & Comments on current charter
ACE Team Updates
 Element 1 Updates
 Elements 2/3 Updates
 Element 4 Updates
 Element 5 Updates
 Element 6-end Updates
Reviews by ACE Completed
Prepare Performance Report
Renewal Budget & Financial Statments [including LCFF calculator and budget in Excel]
Legal Review
Post-Legal Review & Updates
Finalize Clean Renewal with Legal Edits
Preparation of Redline
Matrix, Certification Page, Supplemental Documents

Preparation of Submission Package

Preparation of board presentation
SUBMISSION

STRENGTHEN AUTHORIZER RELATIONSHIPS

- No surprises: brief early/often
- Bring draft data for feedback
- Understand board dynamics (and back-ups)
- Identify champions & backups
- Invite for site visits with purpose
- Maintain positive relationships when possible
- Leverage community
- Research previous renewals- look at questions, meeting recordings, etc.
- Go beyond transactional relationships

LEADERSHIP

OUR 24-25 CHARTER RENEWAL "STAR"

SITUATION 🔍

- **High School Network**
  - **3 schools, 2 counties, 3 authorizers**

- **First renewals under AB 1505**

- **Leadership team navigating new renewal process**

TASK ✅

- **Renew two schools with different counties & authorizers**

- **School #1: Middle Performance Level**

- **School #2: Low Performance Level due to CALPADS reporting error**

STAR
Situation
Task
Action
Result

ACTION 🤝 ⚙️

- **Built strong AB 1505 data stories for each school**

- **Maintained and strengthened relationships with authorizers**

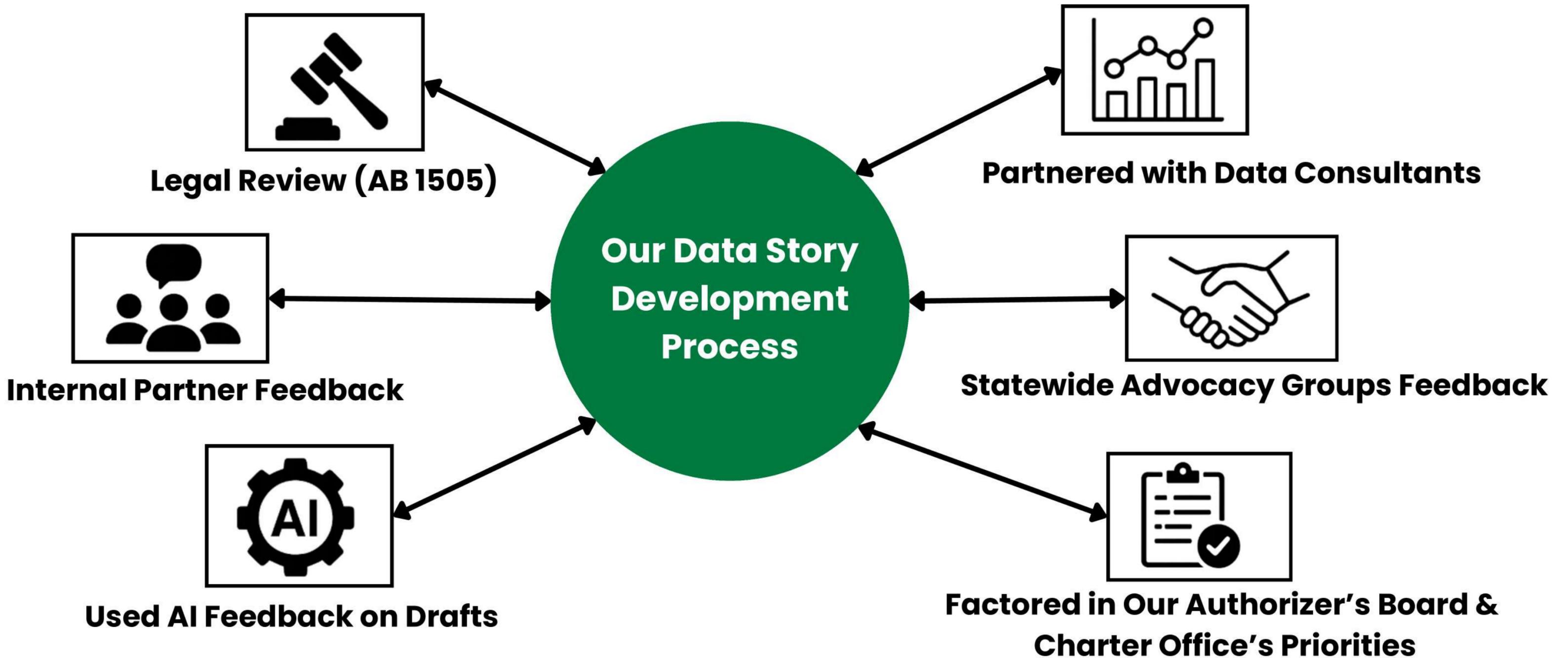- **Mobilized our school community and educational partners**

RESULT 🏆🚩

- School #1:
  - 5-year renewal approved by District

- School #2:
  - 2-year renewal approved by County (following District denial)

To achieve these results, we built compelling data stories—next, we'll show how

SHARING OUR DATA STORY (LONG RUNWAY)

Authorizer-Facing

📊 **Board Meetings (Authorizer + Internal)**

👥 **Site Visits: 1:1 with Board Members**

📧 **Board Communications: Emails + Exec Summary (before & day of hearings)**

Sharing Our Data Story to Create a Long Runway for Our Authorizer

Community-Facing

🗣️ **Hearings: Public + E-Comments, Community voices**

🌐 **Social Media**

🤝 **Partners**

Internal & External Educational Partners
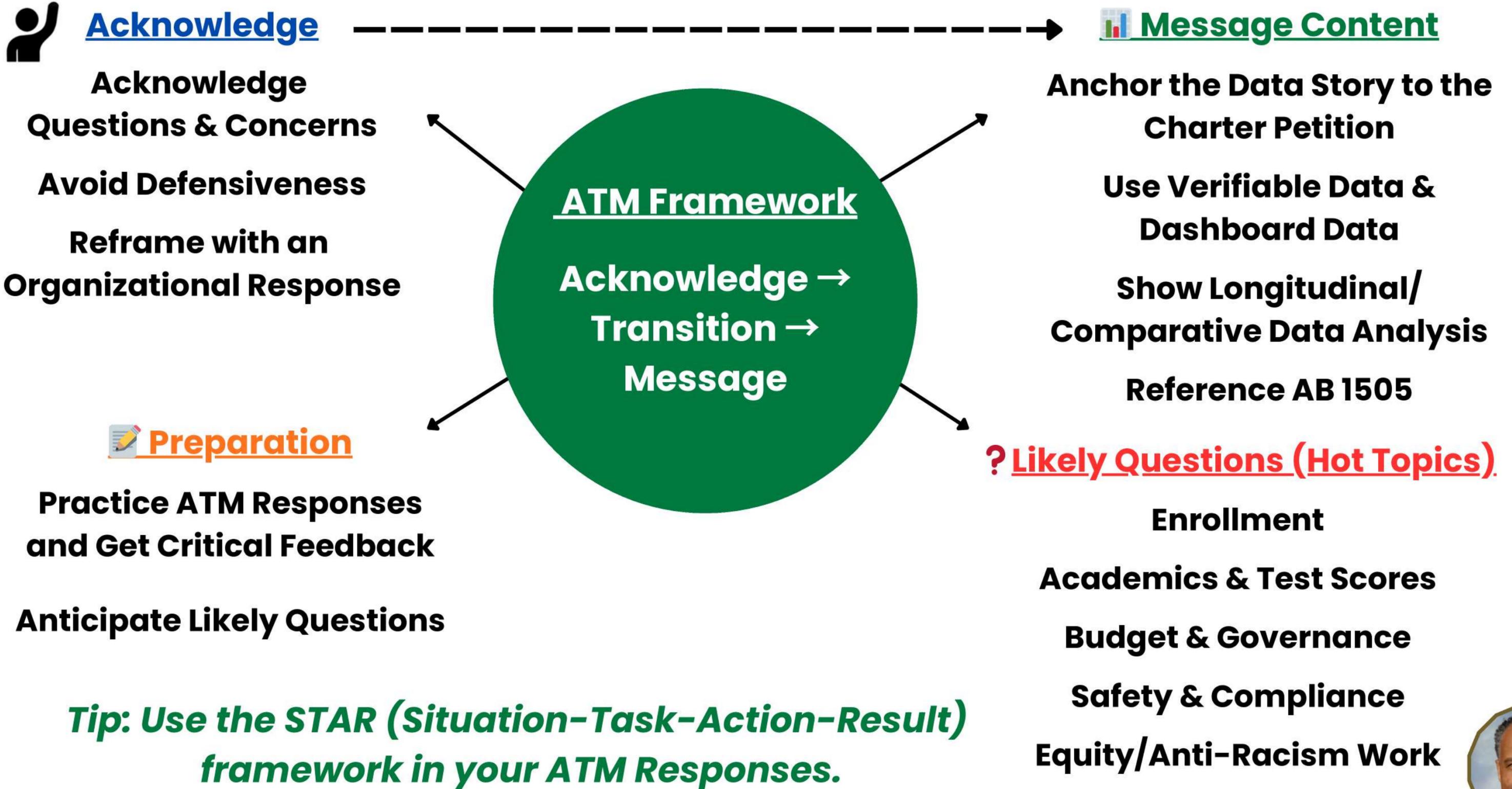
Sharing our story prepared us for authorizer questions—next, we'll show how.

THE "ATM" FRAMEWORK TO DELIVER OUR MESSAGE

Acknowledge

Acknowledge Questions & Concerns

Avoid Defensiveness

Reframe with an Organizational Response

📊 Message Content

Anchor the Data Story to the Charter Petition

Use Verifiable Data & Dashboard Data

Show Longitudinal/ Comparative Data Analysis

Reference AB 1505

ATM Framework

Acknowledge →
Transition →
Message

📝 Preparation

Practice ATM Responses and Get Critical Feedback

Anticipate Likely Questions

Tip: Use the STAR (Situation-Task-Action-Result) framework in your ATM Responses.

❓ Likely Questions (Hot Topics)

Enrollment

Academics & Test Scores

Budget & Governance

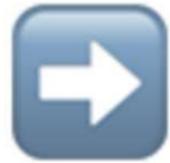**Safety & Compliance**

Equity/Anti-Racism Work

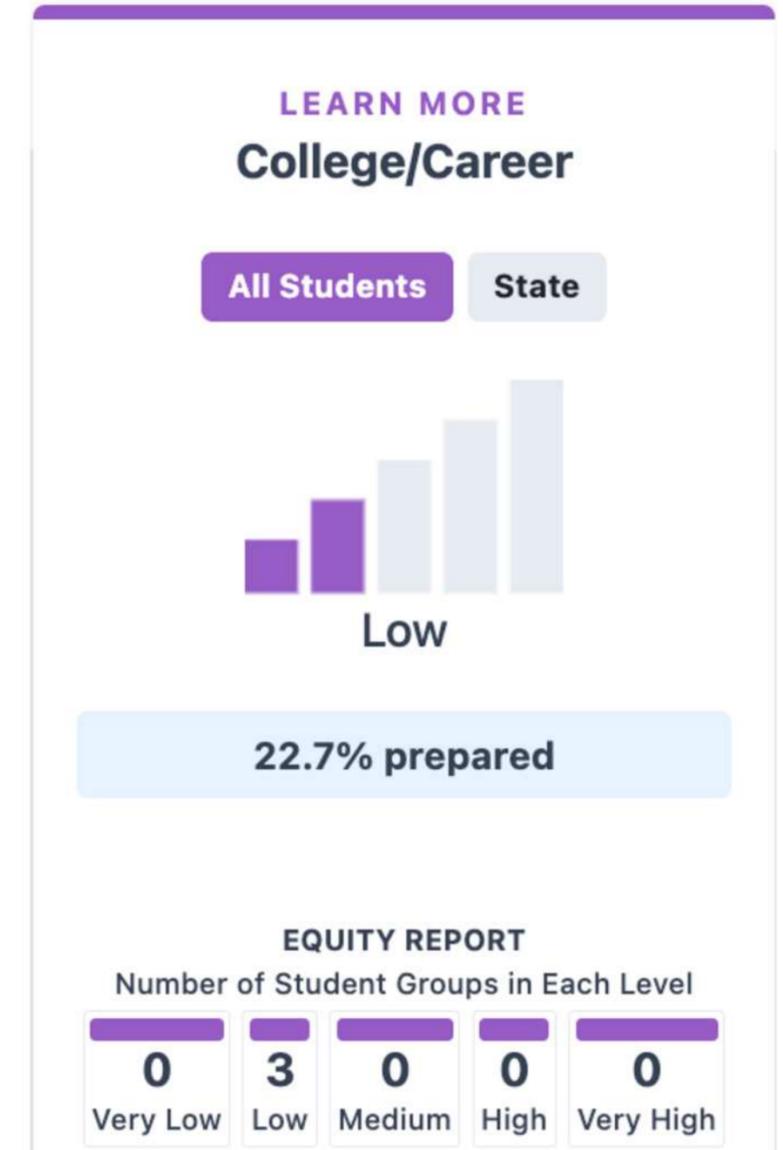# ATM + STAR IN PRACTICE: COLLEGE & CAREER INDICATOR (CCI)

Acknowledge

We acknowledge that CCI levels were incorrectly reported below the state average because of a CALPADS reporting error, which misrepresented our students' true readiness.

Transition

We have corrected our CALPADS processes while also strengthening rigor and expanding programs that accurately reflect our students' success.

2023

LEARN MORE
College/Career

| All Students | State |

Low

22.7% prepared

EQUITY REPORT
Number of Student Groups in Each Level

| 0 | 3 | 0 | 0 | 0 |
| Very Low | Low | Medium | High | Very High |

ATM + STAR IN PRACTICE: COLLEGE & CAREER INDICATOR (CCI)

MESSAGE (STAR)

Situation

The CCI (College and Career Indicator) levels were incorrectly reported as being below the state average due to an error in CALPADS reporting.

Task

Corrected the reporting error and ensured that the systems accurately reflect our students' achievements.
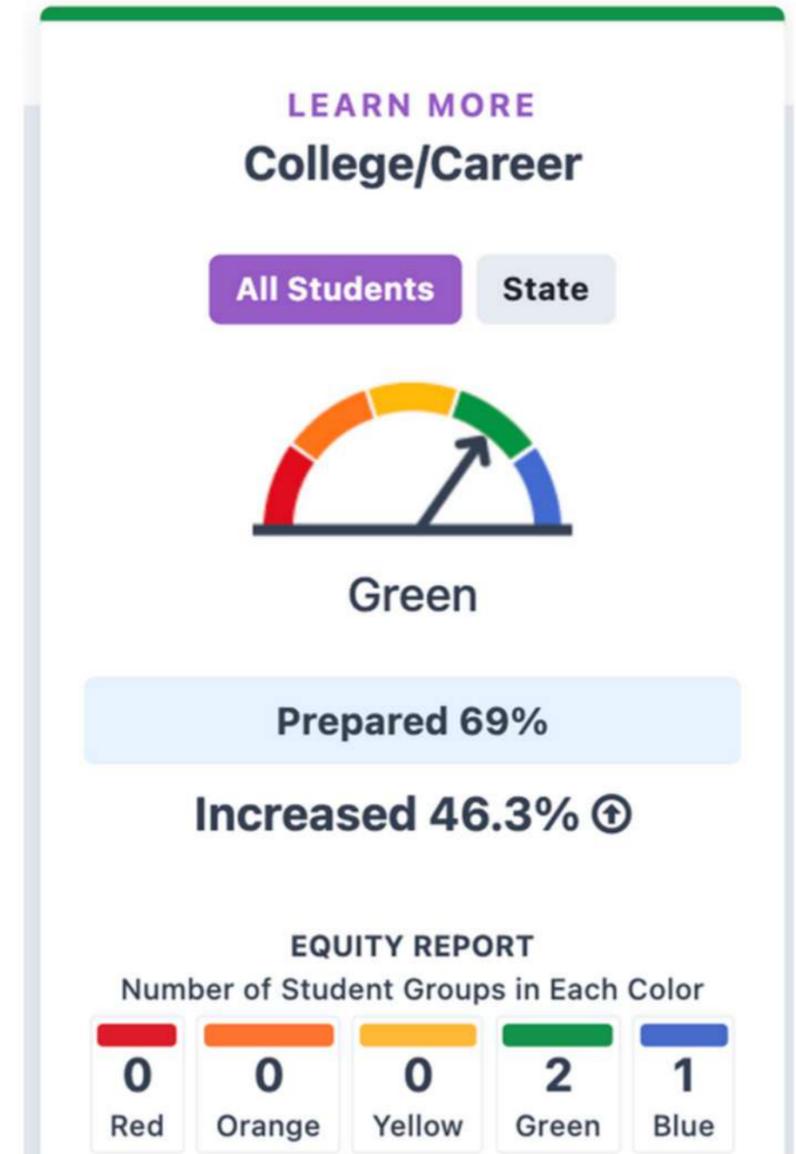
Action

We internally corrected our CALPADS reporting practices, expanded dual enrollment opportunities, and strengthened Career and Technical Education (CTE) pathways.

Result

The CCI increased by 46.3%, with 69% of students deemed prepared. Dual enrollment pass rates doubled, and 62% of seniors passed at least one dual enrollment course, while 27% completed a CTE pathway.
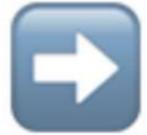
2024

LEARN MORE
College/Career

All Students   State

Green

Prepared 69%

Increased 46.3%

EQUITY REPORT
Number of Student Groups in Each Color

Red	Orange	Yellow	Green	Blue
0	0	0	2	1

ATM FRAMEWORK PRACTICE TEMPLATE

Acknowledge
Begin by acknowledging the concern, question, or issue raised.
Show you heard it, validate it, and avoid defensiveness.

Transition
Bridge from the concern to your prepared message.
Signal that you are shifting from acknowledging to responding.

Message (STAR)
Use STAR to structure your main point:
- Situation
- Task
- Action
- Result

EXEC SUMMARY LPS RICHMOND CHARTER RENEWAL

EXEC SUMMARY LPS OAKLAND R & D CHARTER RENEWAL APPEAL

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Executive Summary: LPS Richmond CharterRenewal – April 16, 2025 Decision Hearing

Respectfully submitted by Dr. Brent Daniels, Superintendent/CEO, Leadership Public Schools

April 15, 2025

Dear President Reckler and WCCUSD Board Members,

In advance of the April 16, 2025 charter renewal determination hearing, I am pleased to submit this executive summary on behalf of Leadership Public Schools (LPS) Richmond. We appreciate and value the WCCUSD staff's thorough review and recommendation for a five-year renewal, and **we respectfully request your vote to support our renewal through June 30, 2030.**

Executive Summary: LPS Richmond Charter Renewal (2025–2030)

Meeting the Standards Under AB 1505

LPS Richmond is identified as a middle-performing school by the California Department of Education and meets all renewal requirements, including:

- Demonstrated growth in academic performance across student groups
- Strong post-secondary outcomes
- Solid fiscal, governance, and compliance practices

Academic Growth on the 2024 Dashboard

- +42.7 points in ELA, +45.8 points in Math — major gains across all subgroups
- English Learner Progress improved by 13.3%, now at the Green level
- Maintained Yellow in College/Career Indicator for a second year

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1of5

ATM 1: PAIR AND SHARE

If your authorizer is really concerned about your enrollment demographics, how do you respond to them?

ATM 2: PAIR AND SHARE

When your authorizer is experiencing attrition but your enrollment is climbing, how would you approach renewals?

ATM 3: PAIR AND SHARE

If your authorizer raises concerns about your fiscal solvency, how do you demonstrate that your protocols and oversight are sound?

ATM 4: PAIR AND SHARE

How do you approach renewal conversations when your academic results are not where you want them to be?

THANK YOU!

Any Questions?