

M E M O R A N D U M

To: Jennifer Leonard, Chief of Staff, Office of the Deputy Mayor for Education
Marc Bleyer, Contract Administrator, Office of the Deputy Mayor for Education

From: Katherine Ward, Senior Associate, Collaborative Communications Group

Re: Public Education Finance Reform Commission (PEFRC) Phase I Project Summary
PO372622 – DME FY11

Date: September 30, 2011

Summary of Project Deliverables

The District of Columbia Office of Contracting and Procurement, on behalf of the Office of the Deputy Mayor for Education (DME), contracted with Collaborative Communications Group (Collaborative) and The Finance Project to provide support for the initial work of the Public Education Finance Reform Commission (Commission) through September 30, 2011. As per the charge stated in DC Code 38-2914, the Commission is responsible for studying and making recommendations on revisions to the Uniform Per Student Funding Formula (UPSFF) for consideration in the development of the Fiscal Year 2013 budget. Collaborative and The Finance Project were responsible for selecting, convening and staffing the Commission in consultation with the DME, identifying the data needed to support the work of the Commission and developing a plan for public engagement in the process. This work established a critical foundation necessary for the Commission to execute its legislative charge in Phase II.

Collaborative and The Finance Project provided the necessary staff to perform the following activities and successfully provided the required services in the time frames stated in the Statement of Work:

1. List of Commission – Within 1 week of contract award date

Collaborative and The Finance Project consulted with the DME's office, partner groups and local constituents to identify and prepare a comprehensive landscape of potential Commission members to ensure the membership of the Commission included (see Appendix D.1):

1. A representative from the Office of the Deputy Mayor for Education (DME);
2. A representative from the Office of the Chief Financial Officer (OCFO);
3. A representative from the Mayor's Budget Office (OMB);
4. A representative from the DC Council Committee of the Whole;
5. A representative from the Public Charter School Board (PCSB);
6. A representative from the District of Columbia Public Schools (DCPS);
7. A representative from the Office of the State Superintendent for Education (OSSE);
8. Two local public charter school representatives;
9. Three individuals or representatives from a community-based organization whose work is relevant to the scope of the Commission; and
10. A national or local expert in education financing.

With input from the DME, partner groups and local constituents, Collaborative identified, recommended and confirmed Commissioners that are inclusive of the categories above. To achieve this, Collaborative prepared an analysis of potential members, including recommendations (see Appendix E.1), gathered feedback to determine final selections and drafted, finalized and sent invitation letters (see Appendix B.1-2) to recruit approved members. Collaborative confirmed Commissioner participation through direct contact via telephone and email. Collaborative maintained and managed on-going communications with confirmed Commission members, including one-on-one telephone and in-person interviews with Collaborative Vice President, Elizabeth Partoyan, to ensure they were prepared to participate in Commission activities.

2. List of types of data necessary to complete the Commission's work – Prior to the Initial Commission Meeting

To inform the Commission prior to the initial meeting, The Finance Project conducted a preliminary assessment of data needs, accessibility and usability (see Appendix J.7). In this assessment, The Finance Project identified the types of data that exist pertinent to the scope of the Commission's work, the degree of accessibility and usability of those data, and which data are still needed. The assessment was delivered to Commissioners prior to the meeting and presented as a portion of the agenda during the meeting itself.

To develop the preliminary assessment, outreach was conducted to relevant agencies and organizations via email and telephone by Matthew Joseph, Program Director of Community and Economic Success at The Finance Project (see Appendix D.1). The Finance Project also identified major data needs through reference to the legislation authorizing the Commission, specific issues of concern to stakeholders as reflected in the public record, specific issues identified by Commission members during preliminary interviews and similar education finance studies previously conducted in other jurisdictions. Adjustments to the preliminary assessment were made after consultation with three national experts, Tina Bjarekull, Michael Rebell and John Myers, feedback from the Commission at its first meeting and feedback from the public at the first meeting of the Commission.

3. Schedule, convene, and staff initial Commission meeting – Within 1 week of approval of Commission members

For the inaugural Commission meeting on Tuesday, September 27, 2011, Collaborative researched meeting spaces throughout the District of Columbia to find an appropriate public space for the convening of approximately 20-35 people (13-15 commission members, staff and the public) (see Appendix I.2). Collaborative focused on finding a venue that would meet sufficient accessibility, neutrality and availability criteria. Based on this research, Collaborative secured a room at the Martin Luther King, Jr. Memorial Public Library in downtown DC for a two-hour meeting, with an additional half hour for informal public comment and inquiry.

Collaborative and The Finance Project solicited criteria from confirmed Commissioners around the qualities and attributes that they would like to see in a Chair (see Appendix A.1). Ed Lazere, Executive Director of the DC Fiscal Policy Institute, was nominated to be Chair and willingly accepted. A preliminary list of responsibilities for the Chair includes:

- Chairing the Commission meetings and moderating public comment periods;
- Serving as the spokesperson for the Commission to the media and the community;
- Leading by example, speaking and acting as a member of the Commission body rather than as an individual about the work of the Commission;
- Providing input into the development of agendas for Commission meetings and reports; and
- Ensuring questions and concerns of Commission members and the public are directed to and fielded by the organization or organizations contracted to staff the Commission in Phase II.

Collaborative strategically designed and executed the Commission meeting to engage the participants and share ideas. Working with Commissioners and The Finance Project, Collaborative:

- Secured public meeting space;
- Sent public announcements (see Appendix H.4), invitations (see Appendix B.2) and participant communications;
- Created an agenda (see Appendix J.3) to ensure delivery of key information and engagement with key questions;
- Worked with Cheryl Hayes, President and CEO, and Matthew Joseph at The Finance Project on their presentation;
- Facilitated the meeting through the leadership of Elizabeth Partoyan, Vice President, Collaborative;
- Prepared meeting materials (see Appendix J.1-7);
- Determined and ordered all logistical requirements;
- Managed on-site activities through the presence of eight staff members from Collaborative and The Finance Project; and
- Documented meeting proceedings (see Appendix H.2).

4. Post notices of initial meeting on DC government and PCSB websites; send meeting notice electronically – As needed

With support from the DME, Collaborative ensured that a comprehensive notice of the public meeting (see Appendix H.4) was posted on DC Government and PCSB websites. Additional communications and public outreach strategies for the inaugural meeting are detailed in a memo (see Appendix H.6) drafted by Collaborative. The strategies, including outreach to public information officers (PIOs) in key constituent offices for posting of notice and possibility of translation services, were developed in consultation with The Finance Project and DME.

5. Post summary of initial Commission meeting on DC government and PCSB websites; distribute electronically – 2 days after initial Commission meeting

Collaborative had two staff onsite to document the initial Commission meeting. An audio recording of the initial Commission meeting, as well as materials from the meeting (see Appendix J.1-7), were

posted to the Commission's Facebook page (see Appendix H.10). Links to these resources were also posted to DME and PCSB websites.

6. Develop public engagement plan and submit to DME – September 30, 2011

In the Public Engagement Plan draft (see Appendix C.2) submitted on September 30, 2011, Collaborative presents a recommended process by which the public may provide input, feedback and reaction to Commission proceedings and reports. The plan includes organizing, staffing and conducting public meetings and summarizing public input and feedback. Collaborative worked with DME and The Finance Project to determine the goals of public engagement in this process, to understand how public feedback will be addressed and to design questions, structures and entry points for active participation. The plan also includes a website which allows the public to view updates and to comment and connect in a virtual public forum. Future reports and meeting materials can also be posted to the Commission website.

7. Submit a summary of work completed to the DME – September 30, 2011

To ensure a seamless transition of work to the contractor awarded Phase II, Collaborative has prepared the following annotated index of appendices with documents and related information:

A. Commissioner Information

A.1 Chair Selection Criteria from Commissioners

This document contains criteria for selection of the PEFRC Chair. Information presented was voluntarily submitted by Commissioners via email to inform the nomination of the Chair.

A.2 Jennifer Comey Disclaimer for PEFRC Participation

This disclaimer must be pasted into every PEFRC document containing Jenn Comey's name.

A.3 PEFRC Contact List

This list contains the names, titles, affiliations, emails and contact phone numbers of the Commissioners.

B. Commissioner Invitations

B.1 Emails to Agency Directors

These emails were sent to DC Agency Directors requesting their nomination of a representative to the Commission.

B.2 Invitation to serve on DC Public Education Finance Reform Commission

This invitation was sent to selected individuals inviting them to serve as Commissioner.

C. Final Project Deliverables

C.1 FAQs PEFRC

This document addresses frequently asked questions about the Commission.

C.2 PEFRC Preliminary Data Report

The Finance Project developed this report which identifies the types of data that exist, pertinent to the scope of the Commission's work, the degree of accessibility and usability of those data, and which data are still needed.

C.3 Public Engagement Plan

This Public Engagement Plan details the recommended strategies for engaging a diverse array of public stakeholders in the work of the Commission.

D. PEFRC Data Outreach

D.1 Potential Sources of Data

This document contains a list of DC agencies and organizations approached for data to inform the preliminary assessment.

E. PEFRC Member Recommendations

E.1 DC PEFRC Member Recommendations for DME Office

This spreadsheet contains information about potential and recommended Commission members based on the initial landscape scan of strong candidates for the Commission's Charter Schools representatives, community-based organization representatives, and expert(s) in education finance.

F. PEFRC September 27, 2011, Meeting Preparation Materials

F.1 DC Sunshine Law

This law pertains to the requirements around public meetings held in the District of Columbia. It ensures, among other things, that advance notice is given to the public when open meetings are to take place.

F.2 DME Letterhead

This document contains the DME letterhead and electronic signature of Deputy Mayor Wright.

F.3 Fonts for Materials

This contains the fonts that Collaborative used in branding PEFRC for Phase I of the work.

F.4 Key Points for DME Wright

This document contains key points that Collaborative drafted and DME reviewed for Deputy Mayor Wright to cover in his remarks at the initial Commission meeting.

F.5 Robert's Rules

This document was considered for recommendation to the Commission as parliamentary procedure for decision-making in future Commission meetings.

G. Project Check-In Agendas

G.1 Check Ins with DME

These are meeting agendas from the three project meetings that Collaborative and The Finance Project led with DME.

G.2 Check-Ins with The Finance Project

These are meeting agendas from the three project meetings that Collaborative had with The Finance Project.

H. Public Engagement

H.1 Agency PIO Contacts

This is a list of DC Agency PIO contacts used to circulate public information about the Commission.

H.2 PEFRC Meeting Notes 9.27.11

This document contains notes from the initial Commission meeting, including speakers.

H.3 PEFRC Public Meeting Follow Up

This is an email that was sent to attendees of the initial PEFRC meeting.

H.4 PEFRC Public Meeting Notice

This public meeting notice of the initial Commission meeting was sent to DC agencies, DCPS, *The Washington Post* and community organizations.

H.5 PEFRC Post-Meeting Survey

These survey questions were sent electronically as follow-up to public attendees of the initial Commission meeting to garner feedback on the meeting process and content.

H.6 PEFRC Public Engagement Memo

This memo was developed by Collaborative to define and explain the public engagement strategies recommended and employed for the initial Commission meeting on September 27, 2011.

H.7 PEFRC Contact List for Public Distribution

This document contains a list of Commissioners, their titles and affiliations.

H.8 PEFRC Outreach

This is a list of organizations and agencies that received public engagement outreach for the initial Commission meeting.

H.9 Responses to Public Questions on PEFRC

These are the publicly posted responses to questions and inquiries from the public about PEFRC.

H.10 Social Media Key

This document contains the log in and password information for the PEFRC Facebook, Twitter and Gmail accounts.

I. September 27, 2011, Meeting Venue Information

I.1 PEFRC Meeting Venue Memo

This memo describes the criteria considered in selecting a venue for the initial Commission meeting.

I.2 PEFRC Meeting Venues

This spreadsheet contains information about the potential venues considered for the initial Commission meeting.

J. September 27th Meeting Materials

J.1 DME Letter to PEFRC

This letter to the Commission from Deputy Mayor Wright explains the charge to the Commission and highlights the importance of its work.

J.2 PEFRC 9.27.11 General Overview

This document provides a context and definitions for the main content topics pertinent to the Commission's work.

J.3 PEFRC 9.27.11 Meeting Agenda

This is the meeting agenda for the initial Commission meeting on September 27th.

J.4 PEFRC Legislation with Amendment

This is the legislation that describes the charge of the Commission.

J.5 PEFRC Presenter Biographies

This document contains the biographies of the presenters at the initial Commission meeting.

J.6 PEFRC Commissioner Biographies

These are the approved biographies of the Commissioners.

J.7 Preliminary Assessment of Data Needs, Accessibility and Usability

This preliminary assessment defines the major data needs required to support the work of the Commission.