The Performance Management Organization (PMO) score is a composite index of implementation quality. The PMO is built around 14 functions that effective schools have mastered. In each of the 14 areas, school personnel responses and field researcher observations were rated and compiled. Final scores were calculated as follows:

As an indicator of overall student achievement, we provide information regarding CRM students' performance on state standardized tests in reading and math. These data are publicly available from the Louisiana Department of Education. For each year of school operation, we report the percentage of students attending Joseph S. Clark Preparatory High School achieving proficiency or above on Louisiana's state tests in both reading and math.

Clark did not enroll a 9th grade in the 2016-17 school year in order to reboot their school’s offerings. Clark reformulated as a CTE-focused school in 2017-18. It is still operated by Firstline Schools.

**School's Current Status**
- **PMO Score:** 186
- **School Proficiency Level:** 43.60%

**Implementation Summary**
Clark originally opened with two school leadership teams within the school: a 9th grade academy under one leadership team and a 10-12 phaseout with separate administration. During their first year, Clark reunited all four grades under a single administration and attempted to implement their college preparatory model throughout the school. Leadership turnover, difficulty installing positive culture and functional operational systems, and an inadequate facility prevented Clark from achieving their vision of growing into a rigorous 9-12 school that would ultimately serve as the high school of choice for Firstline's (higher performing) 8th grade graduates.

**School’s Demographic Data**
- **Enrollment & Demographic Profile**
  - **Student Impact**
    - **PMO Score**
    - **School Proficiency Level**
  - **PMO Stage**
    - **Absent**
    - **Developing**
    - **Accomplished**
    - **Exemplary**

**PMO Score**
- **School Proficiency Level**
  - **Year 1**
    - **Reading:** 18.20%
    - **Math:** 21.70%
  - **Year 2**
    - **Reading:** 32.30%
    - **Math:** 35.80%
  - **Year 3**
    - **Reading:** 20.10%
    - **Math:** 19.80%
  - **Year 4**
    - **Reading:** 19.80%
    - **Math:** 22.40%
  - **Year 5**
    - **Reading:** 24.80%
    - **Math:** 25.60%

**PMO Stage**
- **Absent**
- **Developing**
- **Accomplished**
- **Exemplary**

**Student Impact**
- **PMO Score**
- **School Proficiency Level**
  - **Year 1**
    - **Reading:** 14.00%
    - **Math:** 28.80%
  - **Year 2**
    - **Reading:** 41.80%
    - **Math:** 32.00%
  - **Year 3**
    - **Reading:** 32.00%
    - **Math:** 24.80%
  - **Year 4**
    - **Reading:** 23.80%
    - **Math:** 35.70%
  - **Year 5**
    - **Reading:** 16.80%
    - **Math:** 30.50%

**Evaluation of Scaling the New Orleans Charter Restart Model:**
- **Student Impact**
  - **PMO Score**
  - **School Proficiency Level**
  - **PMO Stage**
  - **Student Impact**
  - **PMO Score**
  - **School Proficiency Level**
  - **PMO Stage**
  - **Student Impact**
  - **PMO Score**
  - **School Proficiency Level**
  - **PMO Stage**
  - **Student Impact**
  - **PMO Score**
  - **School Proficiency Level**
  - **PMO Stage**
  - **Student Impact**

**School’s Current Status**
Clark did not enroll a 9th grade in the 2016-17 school year in order to reboot their school’s offerings. Clark reformed as a CTE-focused school in 2017-18. It is still operated by Firstline Schools.