OFFICE OF THE STATE SUPERINTENDENT OF EDUCATION

FY 2026 PERFORMANCE PLAN

MAY 27, 2025

GOVERNMENT OF THE
DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR

CONTENTS

1 INTRODUCTION

This document is the Fiscal Year 2026 Performance Plan for the Office of the State Superintendent of Education.

This Performance Plan is the first of two agency performance documents published each year. The Performance Plan is published twice annually – preliminarily when the Mayor's budget proposal is delivered, and again at the start of the fiscal year when budget decisions have been finalized. A companion document, the Performance Accountability Report (PAR), is published annually in January following the end of the fiscal year. Each PAR assesses agency performance relative to its annual Performance Plan.

Performance Plan Structure: Performance plans are comprised of agency Objectives, Administrative Structures (such as Divisions, Administrations, and Offices), Activities, Projects and related performance measures. The following describes these plan components, and the types of performance measures agencies use to assess their performance.

Objectives: Objectives are statements of the desired benefits that are expected from the performance of an agency's mission. They describe the goals of the agency.

Administrative Structures: Administrative Structures represent the organizational units of an agency, such as Departments, Divisions, or Offices.

Activities: Activities represent the programs and services an agency provides. They reflect what an agency does on a regular basis (e.g., processing permits).

Projects: Projects are planned efforts that end once a particular outcome or goal is achieved.

Measures: Performance Measures may be associated with any plan component, or with the agency overall. Performance Measures can answer broad questions about an agency's overall performance or the performance of an organizational unit, a program or service, or the implementation of a major project. Measures can answer questions like "How much did we do?", "How well did we do it?", "How quickly did we do it?", and "Is anyone better off?" as described in the table below.

Measures are printed in the Performance Plan along with the Objective, Administrative Structure, Activity, or Project that they measure.

Measure Type	Measure Description	Example
Quantity	Quantity measures assess the volume of work an agency performs. These measures can describe the inputs (e.g., requests or cases) that an agency receives or the work that an agency completes (e.g., licenses issued or cases closed). Quantity measures often start with the phrase "Number of…".	"Number of public art projects completed"
Quality	Quality measures assess how well an agency's work meets standards, specifications, resident needs, or resident expectations. These measures can directly describe the quality of decisions or products or they can assess resident feelings, like satisfaction.	"Percent of citations issued that were appealed"
Efficiency	Efficiency measures assess the resources an agency used to perform its work and the speed with which that work was performed. Efficiency measures can assess the unit cost to deliver a product or service, but typically these measures assess describe completion rates, processing times, and backlog.	"Percent of claims processed within 10 business days"

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Measure Type	Measure Description	Example
Outcome	Outcome measures assess the results or impact of an agency's work. These measures describe the intended ultimate benefits associated with a program or service.	"Percent of families returning to homelessness within 6-12 months"
Context	Context measures describe the circumstances or environment that the agency operates in. These measures are typically outside of the agency's direct control.	"Recidivism rate for 18-24 year-olds"
District-wide Indicators	District-wide indicators describe demographic, economic, and environmental trends in the District of Columbia that are relevant to the agency's work, but are not in the control of a single agency.	"Area median income"

Targets: Agencies set targets for most performance measures before the start of the fiscal year. Targets may represent goals, requirements, or national standards for a performance measure. Agencies strive to achieve targets each year, and agencies provide explanations for targets that are not met at the end of the fiscal year in the subsequent Performance Accountability Report.

Not all measures are associated with a target. Newly added measures do not require targets for the first year, as agencies determine a data-informed benchmark. Changes in some measures may not indicate better or worse performance. They may be "neutral" measures of demand or input or outside of the agency's direct control. In some cases, the relative improvement of a measure over a prior period is a more meaningful indicator than meeting or exceeding a particular numerical goal, so a target is not set.

2   OFFICE OF THE STATE SUPERINTENDENT OF EDUCATION OVERVIEW

Mission: The mission of the Office of the State Superintendent of Education (OSSE) is to remove barriers and create pathways so District residents receive an excellent education and are prepared to achieve success in college, careers, and life.

Summary of Services: The Office of the State Superintendent of Education serves as the District of Columbia's State Education Agency (SEA). In this role, OSSE manages and distributes federal funding to education providers and exercises oversight responsibility over federal education programs and related grants administered in the District to ensure quality and compliance. OSSE also serves as the standard-bearer in education for the District of Columbia. OSSE develops state-level education policies and standards aligned with school, college, and workforce readiness expectations. OSSE further ensures that the District collects and reports accurate and reliable data. OSSE provides technical support to increase effectiveness among education providers, thereby improving outcomes for all students. OSSE also leads the Special Education Transportation (Agency Code GO0), Non-public Tuition (Agency Code GN0), and administers the District of Columbia Public Charter Schools Payments.

Objectives:

1. High quality and actionable data

2. Quality and equity focus

3. Responsive & consistent service

4. Top notch talent

5. Efficient, Transparent, and Responsive Government

3 PROPOSED OBJECTIVES

3.1 HIGH QUALITY AND ACTIONABLE DATA

OSSE will provide high-quality data and analysis that will empower Local Education Agencies (LEAs), Community-Based Organizations (CBOs), and providers to meet the needs of all learners and allow education partners to make informed policy decisions.

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Outcome	Percent of all students graduating from high school in four years	Up is Better	79.7%	Data is pending	75.7%	**75.7%**
Outcome	Percent of students in grades 3-8 at college and career ready level in mathematics on statewide assessment	Up is Better	24.9%	24.6%	42.8%	**42.8%**
Outcome	Percent of students in grades 3-8 at college and career ready level in reading on statewide assessment	Up is Better	33.7%	34.2%	44.9%	**44.9%**
Outcome	Percent of students in grades 9-12 at college and career ready level in mathematics on statewide assessment	Up is Better	10.8%	11.8%	34.2%	**34.2%**
Outcome	Percent of students in grades 9-12 at college and career ready level in reading on statewide assessment	Up is Better	33.6%	34.4%	45%	**45%**
Efficiency	Percent of user requests via the services portal solved and closed within five days of receipt	Up is Better	51.38%	70.39%	80%	**80%**

3.2 QUALITY AND EQUITY FOCUS

OSSE will work with our education partners to set high expectations for program quality and align incentives to accelerate achievement for those learners most in need.

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Number of DC residents receiving postsecondary support by DC Futures	Up is Better	1,488	1,512	900	**900**
Quantity	Number of dual enrollment seats filled by high school students	Up is Better	347	372	250	**250**

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Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Number of students placed in an internship through OSSE's CTE Advanced Internship Program	Up is Better	253	291	300	**300**
Quantity	Percent of students served with OSSE-funded HIT programs who are identified as economically disadvantaged	Up is Better	New in 2025	New in 2025	70%	**70%**
Outcome	Number of students receiving HIT in OSSE-funded programs	Up is Better	6,067	7,656	6,000	**6,000**
Outcome	Percent of DC public and public charter school graduates completing a post-secondary degree within six years of high school graduation	Up is Better	23%	Data is pending	36%	**36%**
Outcome	Percent of enrolled students in OSSE AFE Integrated Education & Training (IE&T) programs who achieve a Measurable Skill Gain (MSG)	Up is Better	54.73%	63.67%	55%	**55%**
Outcome	Percent of low-performing schools that show improvement in academic achievement	Up is Better	70%	70%	80%	**80%**

3.3   RESPONSIVE & CONSISTENT SERVICE

OSSE will provide responsive, consistent, and considerate customer service to free up LEAs, CBOs, and providers and allow them to focus on instruction and support for students.

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Number of Single Audit audit findings	Down is Better	0	0	0	**0**
Outcome	Percent of IEPs reviewed that comply with secondary transition requirements	Up is Better	57.5%	10.5%	70%	**70%**
Efficiency	Average number of business days from when OSSE receives an educator licensure application to when OSSE renders a decision	Down is Better	12.8	7.25	15	**15**

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Efficiency	Percent of eligible infants and toddlers under IDEA Part C (birth-3) for whom an evaluation and assessment and an initial IFSP meeting were conducted within required time period	Up is Better	92.98%	Data is pending	100%	**100%**
Efficiency	Percent of grant funds reimbursed within 30 days of receipt of approvable invoice	Up is Better	88.2%	85.8%	92%	**92%**
Efficiency	Percent of timely Individuals with Disabilities Act (IDEA) due process hearing decisions	Up is Better	98.5%	100%	98%	**98%**
Efficiency	Percent of timely completion of state complaint investigations	Up is Better	100%	100%	100%	**100%**

3.4   TOP NOTCH TALENT

OSSE will attract, develop, and retain top-notch talent to build a highly effective state education agency that makes a meaningful contribution to DC education.

No Related Measures

3.5   EFFICIENT, TRANSPARENT, AND RESPONSIVE GOVERNMENT

Create and maintain a highly efficient, transparent, and responsive District government.

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Outcome	Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years	Up is Better	No data available	80.25%	*	*
Outcome	Percent of employees that are District residents	Up is Better	40.58%	43.49%	*	*
Outcome	Percent of new hires that are District residents	Up is Better	39.73%	50.79%	*	*

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Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Outcome	Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia	Up is Better	11.63%	12%	*	*
Outcome	Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time	Up is Better	70.67%	73.08%	*	*

* Specific targets are not set for this measure

4 PROPOSED ACTIVITIES

4.1 KEY EDUCATION ISSUES

Conduct research and data analysis for key education issues for the District e.g., Student Mobility Report, Equity Reports, evaluations of key programs/projects, next generation assessment results, and fulfillment of additional data requests.

No Related Measures

4.2 CONTINUOUS IMPROVEMENT

Support accountability and continuous improvement across the District's education landscape. Manage state accountability system. Provide transparency on key education data.

No Related Measures

4.3 TECHNICAL ASSISTANCE AND SUPPORT TO LEAS

Provide technical assistance, oversight, and support to improve performance of low-performing schools and boost college- and career-readiness of students and equitable access to effective educators.

No Related Measures

4.4 REPORTING TO THE US DEPARTMENT OF EDUCATION

Collect, validate and aggregate data for federal reporting from LEAs.

No Related Measures

4.5 FEDERAL MEAL PROGRAMS

Administer national school breakfast, national school lunch, and child and adult food care programs and federal meal programs designed to provide nutritious meals throughout the day, particularly for low income child and students.

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Total number of meals served for the Child and Adult Care Food Program (CACFP)	Neutral	Data is pending	Data is pending	*	*

  * Specific targets are not set for this measure

4.6 IMPLEMENT POLICY AGENDA

Implement policy agenda, including coordinating with program offices to draft regulations and required reports. OSSE engages with LEAs and the public regarding proposed regulations through outreach and discussion with major stakeholder groups through means such as working groups, meetings, and public hearings. In addition, OSSE informs LEAs of new or updated regulations or policies through existing partner lists and coalitions or consortia, as well as through OSSE's weekly newsletter, the LEA Look Forward. OSSE provides a formal public comment period for proposed regulations (generally 30 days).

No Related Measures

4.7 RECRUITMENT, PROFESSIONAL DEVELOPMENT, PROGRESSIVE DISCIPLINE, COMPLIANCE, AND LEAVE AND PAYROLL FOR OSSE AND OSSE DOT EMPLOYEES

Quality design and effective implementation of Recruitment, Professional Development, Progressive Discipline, Compliance, and Leave and Payroll for OSSE and OSSE DOT employees.

No Related Measures

4.8 ALTERNATIVE DISPUTE RESOLUTION PROCESS

Provide a fair and equitable alternative dispute resolution process.

No Related Measures

4.9 CHILD CARE FACILITIES

License child care facilities and administer child care subsidies. Promote accountability and excellence; hold system accountable for results; provide high-quality, safe, and healthy early care and education opportunities for children.

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Number of children enrolled in the District's child care subsidy program	Neutral	6,699	Data is pending	*	*
Quantity	Number of infant and toddler slots at licensed child development facilities	Up is Better	11,765	11,990	*	*
Quantity	Number of infant/toddlers receiving IDEA Part C early intervention services	Neutral	1,381	Data is pending	*	*

* Specific targets are not set for this measure

4.10 ADMINISTER DC TUITION ASSISTANCE GRANT (DCTAG) AND MAYOR'S SCHOLARS PROGRAMS

Administer DCTAG and Mayor's Scholars Programs to support college access for DC high school seniors.

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Percent of high school seniors completing a DC TAG application	Up is Better	30.11%	42.17%	*	*

* Specific targets are not set for this measure

4.11 PROFESSIONAL DEVELOPMENT

Provide professional development to educators on a variety of topics that is high quality and responsive to the needs of LEAs.

No Related Measures

4.12 SUMMER FOOD SERVICE PROGRAM

Oversee the Summer Food Service Program: federal meal program operated during summer months when school is out and ensures youth have access to nutritious meals all year round.

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Total number of summer meals served through the entire summer	Up is Better	1,110,223	Data is pending	*	*

* Specific targets are not set for this measure

4.13 INDIVIDUALS WITH DISABILITIES EDUCATION ACT

Provide oversight and support to LEAs with implementation of the Individuals with Disabilities Education Act. Ensure that children with qualifying developmental disabilities access and receive timely and high-quality services.

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Amount of Medicaid reimbursement collected	Neutral	$8,325,475	Data is pending	*	*
Quantity	Number of students with Individualized Education Programs (IEPs)	Neutral	14,444	15,747	*	*

* Specific targets are not set for this measure

4.14 ACCESS TO PROGRAMS

Support increased access to and participation in programs that promote academic, physical, and emotional health and well-being of students. Activities range from implementation of the Healthy Schools Act programs including school gardens to implementation of the DC State Athletics Association.

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Total number of meals served during the school year through the School Nutrition Programs	Neutral	12,623,168	Data is pending	*	*

* Specific targets are not set for this measure

4.15   STUDENT ENROLLMENT

Manage annual student enrollment audit and ongoing student residency verification.

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Number of PK-12 students in public and public charter schools	Up is Better	96,523	99,132	*	*

* Specific targets are not set for this measure

4.16   ADULT LITERACY

Provide adult literacy, occupational literacy, and postsecondary education training to DC residents. Includes coordination with DOES and WIC.

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Outcome	Number of adults who receive a State Diploma (inclusive of National External Diploma Program or General Education Development)	Neutral	245	256	*	*
Quantity	Number of enrolled students (fundable under the National Reporting System (NRS) for Adult Education) in OSSE AFE IE&T programs	Up is Better	1,226	1,192	*	*

* Specific targets are not set for this measure

4.17   ADMINSTER GRANTS

Administer federal and local grants to LEAs, CBOs, and other organizations on a variety of topics e.g., Elementary and Secondary Education Act (ESEA), Individuals with Disabilities Education Act (IDEA), Perkins, Community Schools, environmental literacy, school gardens, McKinneyVento.

No Related Measures

4.18   RE-ENGAGEMENT

Oversee the DC Re-Engagement Center and share learnings from its operations with other city agencies and nonprofits engaged in related work with youth.

Measure Type	Measure	Directionality	FY2023	FY2024	FY2025 Target	FY2026 Target
Quantity	Number of disconnected youth that were re-enrolled in an educational program through the reengagement center	Neutral	106	114	*	*

* Specific targets are not set for this measure

4.19   ADMINISTER ANNUAL STATE ASSESSMENT PROGRAM

Successfully administer the assessment portfolio (Partnership for Assessment of Readiness for College and Career (PARCC), National Center and State Collaborative (NCSC), Science, Science Alt, Assessing Comprehension and Communication in English State to State (ACCESS)) providing clear guidance and documentation to LEAs prior to test administration, and realtime triage and comprehensive support to LEAs during test administration. Provide meaningful distribution of results to the public, LEAs, schools, and families. www.osse.dc.gov/parcc

No Related Measures

4.20   TRANSPARENT AND RESPONSIVE COMMUNICATIONS

Maintain transparent and responsive communications system to improve public outreach, inform the public and internal stakeholders about OSSE services, and provide access to critical data. osse.dc.gov learndc.org results.osse.dc.gov mcff.osse.dc.gov

No Related Measures