



**OFFICE OF THE DEPUTY MAYOR FOR EDUCATION
FY 2025 PERFORMANCE PLAN**

NOVEMBER 26, 2024

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1 INTRODUCTION

This document is the Fiscal Year 2025 Performance Plan for the Office of the Deputy Mayor for Education.

This Performance Plan is the first of two agency performance documents published each year. The Performance Plan is published twice annually – preliminarily in March 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 throughout the Performance Plan, as they may be measuring an objective, an administrative structure, an activity, or be related to the agency performance as a whole.

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”

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Measure Type	Measure Description	Example
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"
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"

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. For example, newly added measures do not require targets for the first year, as agencies determine a data-informed benchmark. Additionally, change in some quantity or context measures and District-wide indicators may not indicate better or worse performance, but are "neutral" measures of demand or input, or are 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 DEPUTY MAYOR FOR EDUCATION OVERVIEW

Mission: The Office of the Deputy Mayor for Education (DME) develops and advances the Mayor's vision for educational and workforce excellence in the District of Columbia. DME listens to residents, and actively coordinates government agencies, non-profit and private sector partners to maintain a high-quality education and workforce continuum from birth to adulthood. The office works tirelessly to create a city where all children, youth, and adults thrive; every child knows joy, feels safe, and is ready to learn; every student attends a high-quality school; and every youth and adult has opportunities for strong continuing education and family-sustaining jobs.

Summary of Services: The function of the DME is to plan, coordinate, and supervise all public education and education-related policies and activities under its jurisdiction. This includes developing and supporting policies to improve the delivery of educational services and opportunities from early childhood to the post-secondary education level; innovating and managing strategies for addressing the needs of children and families; and coordinating interagency initiatives targeted at supporting students and schools.

Objectives:

1. Community Engagement and Impact
2. District-Wide Planning
3. Strategic Coordination
4. Agency Support
5. Racial Justice and Equity
6. Efficient, Transparent, and Responsive Government

Structures:

1. DME Main
2. Office of Education through Employment Pathways
3. Office of Out of School Time Grants and Youth Outcomes

3 OBJECTIVES

3.1 COMMUNITY ENGAGEMENT AND IMPACT

Engage residents and community partners for input on initiatives, and to ensure quality services are delivered to residents.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of Engage DC meetings held with Education Cluster Agencies	Quantity	Up is Better	New in 2025	New in 2025	New in 2025
Number of events and communications posted, placed and/or held	Quantity	Neutral	203	618	*
Number of school-aged District youth served by publicly funded Out-Of-School Time programs	Quantity	Up is Better	14,827	17,318	1,800

*Specific targets are not set for this measure

3.2 DISTRICT-WIDE PLANNING

Plan for and support a high-quality, interconnected education and workforce system.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of published analysis pieces based on Education Through Employment Pathways data collection	Outcome	Up is Better	New in 2025	New in 2025	New in 2025
Percent of schools located in Wards 7 and 8 that are scoring in the top ten percentile in the accountability framework	Quantity	Up is Better	Data is pending	12%	14%
Number of Students in the Care of DC Coordinating Committee meetings	Outcome	Neutral	New in 2024	0	*
Number of unique web views on data resources	Quantity	Up is Better	39,100	38,690	*

*Specific targets are not set for this measure

3.3 STRATEGIC COORDINATION

Build collaboration and coordination among government agencies, non-profit partners, and the private sector.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of students living in Wards 7 and 8 that are participating in college and career readiness programming	Outcome	Up is Better	New in 2025	New in 2025	New in 2025
Number of students participating in Career and Technical Education	Quantity	Up is Better	New in 2025	New in 2025	New in 2025
Percent decrease of public-school students that are chronically absent	Outcome	Down is Better	Data is pending	9%	3%
Number of school engagements	Quantity	Up is Better	New in 2025	New in 2025	New in 2025
Percent of public-school students receiving high-impact tutoring services	Quantity	Up is Better	NA	NA	*
Number of high school students enrolled in college and career programming, consistent with the state accountability system, including Dual Enrollment, Early College High School, Advanced Placement, and International Baccalaureate courses	Quantity	Neutral	New in 2025	New in 2025	New in 2025
Number of students participating in the Advanced Technical Center	Quantity	Neutral	New in 2025	New in 2025	New in 2025

*Specific targets are not set for this measure

3.4 AGENCY SUPPORT

Provide agencies with guidance, support and oversight to achieve agency goals and the Mayor's city-wide priorities.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of agency investments that are on track to meet goals	Outcome	Up is Better	73%	80.9%	80%

3.5 RACIAL JUSTICE AND EQUITY

Eliminate racial disparities and improve outcomes that will systematically change how residents of color view the educational and workforce system in the District and advance equitable and sustainable opportunities for persons of color to thrive.

No Related Measures

3.6 EFFICIENT, TRANSPARENT, AND RESPONSIVE GOVERNMENT

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

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
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	Outcome	Up is Better	NA	25%	No Target Set
Percent of employees that are District residents	Outcome	Up is Better	65%	65.12%	No Target Set
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	Outcome	Up is Better	13.33%	13.33%	No Target Set
Percent of new hires that are District residents	Outcome	Up is Better	56.25%	55.56%	No Target Set
Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time	Outcome	Up is Better	66.67%	No incidents	No Target Set

4 ADMINISTRATIVE STRUCTURES

4.1 DME MAIN

Activities under DME Main:

1. Interagency Coordination: The Office of the Deputy Mayor for Education will enhance interagency coordination to streamline communication and collaboration among existing programs focused on youth safety.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of interagency engagements	Quantity	Up is Better	New in 2025	New in 2025	New in 2025

2. Data Resources: Publish visualization and data resources on DCPS and Public Charter Schools. Planning, Data, and Analysis team.
3. Racial Justice and Equity Action Plan (REAP): A comprehensive strategic plan outlining the DME's commitment to achieving racial justice and equity. The REAP will provide a landscape analysis of DME community engagement, strategic documents, and data sources that inform the DME's current project priorities and use those learnings to determine strengths and gaps within our system to inform best practices for implementing a racial justice and equity approach with fidelity.
4. School Communication: Facilitate cross-sector engagements with school communities to address and respond to their safety concerns.
5. Working Group: Per DC Official Code § 38-2911(a)(1), a UPSFF Working Group with representatives of DCPS, DC public charter schools, PCSB, the public, and government representatives to solicit input and recommendations for a final report regarding revisions to the formula.
6. SCDC Coordinating Committee: Develop recommendations for strengthening education and workforce development policies, procedures and programs for students in District care via a collaborative multi-stakeholder/agency process.
7. Communication Engagement: Monthly engagement efforts across channels in service of illustrating the Mayor's vision for academic excellence and a high-quality education continuum.
8. Virtual Course Hub: The Virtual Course Hub will provide high school students access to high-quality, rare courses not typically offered in high school or ones that are harder to staff and sustain based on individual school enrollments.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of students enrolled in Virtual Course Hub courses	Outcome	Neutral	New in 2024	443	210

9. Every Day Labs: Scaling evidence-based attendance strategies in schools utilizing attendance letters and/or technology to reduce chronic absenteeism.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of students contacted through Every Day Labs	Outcome	Neutral	51,075	163,499	*

4.2 OFFICE OF EDUCATION THROUGH EMPLOYMENT PATHWAYS

Activities under Office of Education through Employment Pathways:

1. Source Utilization: Provide insight about the return on investment for education and workforce programs and the impact on residents' long-term outcomes including employment and earnings.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of times data curated by the ETEP office is referenced or cited	Outcome	Up is Better	New in 2025	New in 2025	New in 2025

2. Vocational Study: In FY24, Council requested the Office of the Deputy Mayor for Education to conduct a historical review of the evolution of youth-based career preparation programming with a focus on vocational high schools.
3. Stakeholder Engagement: Community feedback to guide the priorities and publications of the Education Through Pathways data system

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of Education Through Employment Pathways board meetings held	Outcome	Up is Better	New in 2025	New in 2025	New in 2025

4. Education to Employment Data System: Data system, which connects education and workforce data and provides the foundation to better understand early career outcomes and the impact of specific educational programming on youth workforce opportunities.

4.3 OFFICE OF OUT OF SCHOOL TIME GRANTS AND YOUTH OUTCOMES

Activities under Office of Out of School Time Grants and Youth Outcomes:

1. My Afterschool DC: Pilot program to build online My Afterschool DC portal and award grants to Community-Based Organizations and schools (public and charter) to provide afterschool programming opportunities to all students across the District.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of students served at identified priority schools	Outcome	Neutral	New in 2024	948	1,500

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Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of MADC grants awarded to non-profit organizations (Community-based and charter)	Outcome	Neutral	New in 2024	140	20
Number of youth with disabilities served through MyAfterschoolDC	Outcome	Up is Better	New in 2025	New in 2025	New in 2025

2. Youth Scholarship: Award one grant/agreement to an intermediary to deliver a scholarship program to increase access to Out of School Time programs and for youth with disabilities.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of scholarships awarded to youth with disabilities	Outcome	Up is Better	New in 2024	31	40
Number of youth scholarships awarded	Quantity	Up is Better	165	108	110

3. Afterschool & Summer: Award targeted grants to community-based organizations to deliver high-quality afterschool & summer programs.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of Community-Based Organizations awarded grants	Quantity	Up is Better	No data available	288	150
Number of eligible youth with completed SAYO-Y Surveys	Quantity	Up is Better	No data available	4,981	5,000

4. OST Resources: Support OST Providers with resources to deliver high-quality programs through trainings, workshops and learning opportunities for practitioners.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of trainings and workshop events held	Quantity	Up is Better	New in 2025	New in 2025	New in 2025
Number of attendees	Quantity	Up is Better	New in 2025	New in 2025	New in 2025

5 PROJECTS

5.1 EDUCATION THROUGH EMPLOYMENT DATA SYSTEM

Proposed Completion Date: September 30, 2025

By the end of FY25, the Office of the Deputy Mayor for Education in partnership with involved agencies will have published a three-year research agenda, developed foundational data governance policies and procedures, and launched the Education Through Employment Data System.

Related Administrative Structure: Office of Education through Employment Pathways

5.2 VOCATIONAL EDUCATION STUDY

Proposed Completion Date: September 30, 2025

In FY24, Council requested the Office of the Deputy Mayor for Education to conduct a historical review of the evolution of youth-focused career preparation programming with a focus on vocational high schools.

Related Administrative Structure: Office of Education through Employment Pathways

5.3 RACIAL JUSTICE AND EQUITY PLAN

Proposed Completion Date: January 01, 2025

By January 2025, The Office of the Deputy Mayor for Education will have an Racial, Justice, and Equity Guide to inform all project priorities implementation of racial justice and equity and ensure meaningful community engagement with the populations we serve to achieve equitable outcomes.

5.4 RJE PROFESSIONAL DEVELOPMENT

Proposed Completion Date: May 01, 2033

A number of RJE professional development opportunities will be held for the Office of the Deputy Mayor for Education throughout fiscal year 2025

5.5 UPSFF WORKING GROUP

Proposed Completion Date: September 30, 2026

Per DC Official Code § 38-2911(a)(1), a UPSFF Working Group with representatives of DCPS, DC public charter schools, PCSB, the public, and government representatives to solicit input and recommendations for a final report regarding revisions to the formula.

5.6 UPSFF REPORT

Proposed Completion Date: September 30, 2026

Per DC Official Code § 38-2911(a)(1), a UPSFF Working Group with representatives of DCPS, DC public charter schools, PCSB, the public, and government representatives to solicit input and recommendations for a final report regarding revisions to the formula.

This project will provide updates specific to the report.