

# District of Columbia Public Schools FY2020

**Agency** District of Columbia Public Schools

**Agency Code** GAO

**Fiscal Year** 2020

**Mission** Our mission is to ensure that every school guarantees students reach their full potential through rigorous and joyful learning experiences provided in a nurturing environment.

## Strategic Objectives

Objective Number	Strategic Objective
1	Promote Equity: Define, understand, and promote equity so that we eliminate opportunity gaps and systematically interrupt institutional bias.
2	Empower our People: Recruit, develop, and retain a talented, caring, and diverse team.
3	Ensure Excellent Schools: Increase the number of excellent schools throughout the city.
4	Educate the Whole Child: Provide rigorous, joyful, and inclusive academic and social emotional learning experiences to ensure all students are college and career ready.
5	Engage Families: Ensure communication and deepen partnerships with families and the community.
6	Create and maintain a highly efficient, transparent, and responsive District government.

## Key Performance Indicators

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target
<b>1 - Promote Equity: Define, understand, and promote equity so that we eliminate opportunity gaps and systematically interrupt institutional bias. (12 Measures)</b>					
Percent of AP exams passed	Up is Better	36%	38%	41%	44%
Percent of students scoring college and career ready (Level 4+) in Math on PARCC	Up is Better	27.4%	30.5%	32.4%	34.3%
ELA achievement gap (Percent of students scoring college and career ready) between black and white students	Down is Better	63.7%	60.4%	61.2%	57.1%
Math achievement gap (Percent of students scoring college and career ready) between black and white students	Down is Better	61.3%	63.1%	63.9%	61.3%
Percent of Special Education students scoring college and career ready (Level 4+) in ELA on PARCC	Up is Better	5.5%	6.1%	9.3%	12.5%
Percent of Special Education students scoring college and career ready (Level 4+) in Math on PARCC	Up is Better	5.4%	6.9%	8.5%	10.1%
Percent of English Language Learners students scoring college and career ready (Level 4+) in ELA on PARCC	Up is Better	17.7%	20.2%	22.2%	24.2%
Percent of kindergarten, first and second grade students reading on or above grade level	Up is Better	New in 2020	Not Available	63%	New in 2020
Percent of high school students taking at least 1 Advanced Placement (AP) exam	Up is Better	27%	28.4%	30%	31.6%
Percent of students scoring college and career ready (Level 4+) in English Language Arts (ELA) on Partnership for Assessment of Readiness for College and Career (PARCC)	Up is Better	31.9%	35.1%	39.9%	44.7%
Percent of students considered college and career ready in Math, as measured by the Scholastic Aptitude Test (SAT)	Up is Better	New in 2020	New in 2020	New in 2020	New in 2020

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target
Percent of students considered college and career ready in Reading and Writing, as measured by the Scholastic Aptitude Test (SAT)	Up is Better	New in 2020	New in 2020	New in 2020	New in 2020
<b>2 - Empower our People: Recruit, develop, and retain a talented, caring, and diverse team. (1 Measure)</b>					
Retention rate of teachers rated effective or highly effective on IMPACT	Up is Better	92%	93.8%	92.9%	92%
<b>3 - Ensure Excellent Schools: Increase the number of excellent schools throughout the city. (4 Measures)</b>					
4-year graduation rate	Up is Better	73%	68.6%	65.1%	73%
In-seat attendance (ISA) rate	Up is Better	89%	89%	89%	90%
First-time 9th grade student promotion	Up is Better	86%	81%	79%	83%
Percent of schools considered highly rated or improving in rating	Up is Better	New in 2019	New in 2019	Waiting on Data	Waiting on Data
<b>4 - Educate the Whole Child: Provide rigorous, joyful, and inclusive academic and social emotional learning experiences to ensure all students are college and career ready. (6 Measures)</b>					
Audited Student enrollment	Up is Better	48,144	49,056	51,060	52,000
Percent of principals certifying that their schools have the necessary textbooks and instructional materials	Up is Better	100%	100%	100%	100%
Percent of students indicating they feel loved	Up is Better	New in 2019	59%	58%	59%
Percent of students indicating they feel challenged	Up is Better	New in 2019	79%	81%	83%
Percent of students indicating they feel prepared	Up is Better	New in 2019	67%	67%	68%
Percent of students indicating they feel loved, challenged, and prepared	Up is Better	New in 2019	New in 2019	45%	46%
<b>5 - Engage Families: Ensure communication and deepen partnerships with families and the community. (1 Measure)</b>					
Percent of students in a Family Engagement Partnership (FEP) school who receive a home visit	Up is Better	77%	82.5%	80%	80%

## Core Business Measures

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
<b>6 - Create and maintain a highly efficient, transparent, and responsive District government. (10 Measures)</b>				
Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent	Up is Better	New in 2019	New in 2019	Waiting on Data
Financial Management - Percent of local budget de-obligated to the general fund at the end of year	Down is Better	New in 2019	New in 2019	Waiting on Data
Financial Management - Quick Payment Act (QPA) Compliance - Percent of QPA eligible invoices paid within 30 days	Up is Better	New in 2019	New in 2019	96.7%
Human Resource Management - Average number of days to fill vacancy from post to offer acceptance	Down is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft	Up is Better	New in 2019	New in 2019	Waiting on Data

Measure	Directionality	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
Human Resource Management - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft	Up is Better	New in 2019	New in 2019	Not Available
IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal	Up is Better	New in 2019	New in 2019	77.3%
IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension	Down is Better	New in 2019	New in 2019	Waiting on Data
Human Resource Management – Percent of new hires that are DC residents (excludes temporary workers and contractors) (Updated by OCA)	Up is Better	New in 2020	New in 2020	New in 2020
Human Resource Management – Percent of employees that are DC residents (excludes temporary workers and contractors) (Updated by OCA)	Up is Better	New in 2020	New in 2020	New in 2020

\*The above measures were collected for all mayoral agencies in FY2019. The 2019 open data inventory includes data for calendar year 2018. Due to data lags, FY2019 data for the following core business measures will be available in March 2020: Contracts and Procurement - Percent of Small Business Enterprise (SBE) annual goal spent; Financial Management - Percent of local budget de-obligated to the general fund at the end of year; Human Resource Management - Average number of days to fill vacancy from post to offer acceptance; Human Resource Management - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft; and IT Policy and Freedom of Information Act (FOIA) Compliance - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension.

## Operations

Operations Header	Operations Title	Operations Description	Type of Operations
<b>1 - Promote Equity: Define, understand, and promote equity so that we eliminate opportunity gaps and systematically interrupt institutional bias. (1 Activity)</b>			
Promote Equity	Promote Equity	Define, understand, and promote equity so that we eliminate opportunity gaps and systematically interrupt institutional bias.	Daily Service
<b>2 - Empower our People: Recruit, develop, and retain a talented, caring, and diverse team. (1 Activity)</b>			
Empower Our People	Empower our People	Recruit, develop, and retain a talented, caring, and diverse team.	Daily Service
<b>3 - Ensure Excellent Schools: Increase the number of excellent schools throughout the city. (1 Activity)</b>			
Ensure Excellent Schools	Ensure Excellent Schools	Increase the number of excellent schools throughout the city.	Daily Service
<b>4 - Educate the Whole Child: Provide rigorous, joyful, and inclusive academic and social emotional learning experiences to ensure all students are college and career ready. (1 Activity)</b>			
Educate the Whole Child	Educate the Whole Child	Provide rigorous, joyful, and inclusive academic and social emotional learning experiences to ensure all students are college and career ready.	Daily Service
<b>5 - Engage Families: Ensure communication and deepen partnerships with families and the community. (1 Activity)</b>			
Engage Families	Engage Families	Ensure communication and deepen partnerships with families and the community.	Daily Service

## Workload Measures

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual
<b>5 - Engage Families (1 Measure)</b>			
Percent of schools with active Local School Advisory Teams (LSAT) who meet regularly with school leadership.	New in 2020	New in 2020	New in 2020

## ▼ Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
<b>Educate the Whole Child (2 Strategic initiatives)</b>		
Curriculum and Coaching	DCPS will support teachers with the curriculum and coaching, with a specific focus on narrowing the opportunity gap and achievement gap. For example, DCPS will utilize a different reading assessment at second grade this year. Curricular support will be provided through LEAP and cluster model coaching cycles with a focus on supporting students furthest from opportunity; outcomes will be measured in PARCC and other academic achievements (see KPIs).	09-30-2020
Ensure Students are Ready for Post-Secondary Success	Ensure students and their families have access to actionable information that helps to prepare students for post-secondary success. For example, high school students and their families will have access to actionable data in their Student Guide to Graduation, Career, and College.	09-30-2020
<b>Empower our People (1 Strategic Initiative)</b>		
Talent	Recruit and select the best possible teacher and school leader talent with a focus on equitable access while supporting retention of our highest performers and developing them to their full potential. Two examples of focus areas are: (1) prioritizing bilingual teacher recruitment and hiring through targeted bilingual educator pipelines, and (2) earlier recruitment and hiring processes for school leaders in preparation for the 2020-2021 school year.	09-30-2020
<b>Engage Families (1 Strategic Initiative)</b>		
Family Communication	During FY20/ SY19-20, DCPS will improve and increase mechanisms to communicate with and listen to families by ensuring that 100% of all schools have a Local School Advisory Teams (LSAT) which meet regularly with school leaders and have family/community representation and support monthly meetings for DCPS Leadership engagement with four Parent and Community Advisory Boards.	09-30-2020
<b>Ensure Excellent Schools (4 Strategic initiatives)</b>		
Attendance	Develop and implement a strategy to increase attendance. For example, DCPS will be implementing an attendance initiative for kindergarten students focused on clear communication on attendance from teachers to families at an early age. DCPS is also scaling up its Proving Ground "Energy" letter project and will send families whose students missed 5% or more of SY18-19 regular attendance notifications encouraging improved attendance.	09-30-2020
Connected Schools	In the 2019-2020 school year, DCPS will expand our connected schools work to focus on ten schools. These schools will form a community of practice and implement best practices of the connected schools model. This work will include establishing schools as neighborhood hubs, implementing trauma-informed practices, and creating a school-wide system of comprehensive supports.	09-30-2020
DCPS Capital Projects	In the 2019-2020 school year, DCPS will focus on the successful renovation and modernization of multiple capital improvement projects, including the opening of modernized facilities at CW Harris, Houston, Eliot-Hine, Jefferson and Thaddeus Stevens, and continued HVAC replacement projects.	09-30-2020
Enrollment	Develop and implement a strategy to increase enrollment. One example of a strategy for FY20 is a focus on ensuring school staff have supports for engagement with students and families in their feeder patterns.	09-30-2020
<b>Promote Equity (2 Strategic initiatives)</b>		

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Empowered Learners Initiative – 1:1 Technology	In the FY20 / 2019-2020 school year, DCPS will begin a three-year investment in technology for students beginning in grades 3, 6 and 9. In this work, DCPS will ensure device access, responsible use protocols and rigorous integrated academic experiences. This year, students in grades 3, 6 and 9 will receive the devices and utilize those devices in rigorous and joyful learning experiences. (Note: Budget Enhancement)	09-30-2020
East of the River Supports focused on Anacostia and Ballou Community	In the 2019-2020 school year, DCPS will deepen our investment in the Anacostia and Ballou communities. An example of this work is our school transformation work - members of the community, school staff, and DCPS staff will select redesign models for Anacostia HS and Ballou HS during the 2019-2020 school year. It is important to note that this is a part of a multi-faceted and multi-year strategy to invest in the Anacostia and Ballou communities.	09-30-2020