

District of Columbia Public Schools FY2021

Agency District of Columbia Public Schools

Agency Code GAO

Fiscal Year 2021

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 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Target
1 - Promote Equity: Define, understand, and promote equity so that we eliminate opportunity gaps and systematically interrupt institutional bias. (12 Measures)					
Percent of AP exams passed	Up is Better	38%	41%	55%	47%
Percent of students scoring college and career ready (Level 4+) in Math on PARCC	Up is Better	30.5%	32.4%	Not Available	36.2%
ELA achievement gap (Percent of students scoring college and career ready) between black and white students	Down is Better	60.4%	61.2%	Not Available	57.1%
Math achievement gap (Percent of students scoring college and career ready) between black and white students	Down is Better	63.1%	63.9%	Not Available	61.3%
Percent of Special Education students scoring college and career ready (Level 4+) in ELA on PARCC	Up is Better	6.1%	9.3%	Not Available	15.7%
Percent of Special Education students scoring college and career ready (Level 4+) in Math on PARCC	Up is Better	6.9%	8.5%	Not Available	11.7%
Percent of English Language Learners students scoring college and career ready (Level 4+) in ELA on PARCC	Up is Better	20.2%	22.2%	Not Available	26.2%
Percent of high school students taking at least 1 Advanced Placement (AP) exam	Up is Better	28.4%	30%	Not Available	33.2%
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	35.1%	39.9%	Not Available	49.5%
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	Not Available	Waiting on Data
Percent of kindergarten, first and second grade students reading on or above grade level	Up is Better	New in 2019	63%	Not Available	Waiting on Data

Measure	Directionality	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Target
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	Not Available	Waiting on Data
2 - Empower our People: Recruit, develop, and retain a talented, caring, and diverse team. (1 Measure)					
Retention rate of teachers rated effective or highly effective on IMPACT	Up is Better	93.8%	92.9%	95%	92%
3 - Ensure Excellent Schools: Increase the number of excellent schools throughout the city. (4 Measures)					
4-year graduation rate	Up is Better	68.6%	65.1%	Waiting on Data	73%
In-seat attendance (ISA) rate	Up is Better	89%	89%	90%	90%
First-time 9th grade student promotion	Up is Better	81%	79%	85%	83%
Percent of schools considered highly rated or improving in rating	Up is Better	New in 2019	66%	Not Available	Waiting on Data
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)					
Audited Student enrollment	Up is Better	49,056	51,060	Waiting on Data	53,000
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 challenged	Up is Better	New in 2019	81%	Not Available	85%
Percent of students indicating they feel prepared	Up is Better	New in 2019	67%	Not Available	69%
Percent of students indicating they feel loved, challenged, and prepared	Up is Better	New in 2019	45%	Not Available	47%
Percent of students indicating they feel loved	Up is Better	New in 2019	58%	Not Available	60%
5 - Engage Families: Ensure communication and deepen partnerships with families and the community. (1 Measure)					
Percent of students in a Family Engagement Partnership (FEP) school who receive a home visit	Up is Better	82.5%	80%	Not Available	80%

Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Promote Equity: Define, understand, and promote equity so that we eliminate opportunity gaps and systematically interrupt institutional bias. (1 Activity)			
Promote Equity	Promote Equity	Define, understand, and promote equity so that we eliminate opportunity gaps and systematically interrupt institutional bias.	Daily Service
2 - Empower our People: Recruit, develop, and retain a talented, caring, and diverse team. (1 Activity)			
Empower Our People	Empower our People	Recruit, develop, and retain a talented, caring, and diverse team.	Daily Service
3 - Ensure Excellent Schools: Increase the number of excellent schools throughout the city. (1 Activity)			

Operations Header	Operations Title	Operations Description	Type of Operations
Ensure Excellent Schools	Ensure Excellent Schools	Increase the number of excellent schools throughout the city.	Daily Service
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)			
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
5 - Engage Families: Ensure communication and deepen partnerships with families and the community. (1 Activity)			
Engage Families	Engage Families	Ensure communication and deepen partnerships with families and the community.	Daily Service

Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
5 - Engage Families (1 Measure)			
Percent of schools with active Local School Advisory Teams (LSAT) who meet regularly with school leadership.	New in 2020	New in 2020	Waiting on Data

Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Educate the Whole Child (1 Strategic Initiative)		
Curriculum and Coaching	In the 2020-2021 school year, DCPS will provide curricular support to teachers will be provided for virtual and in person instruction through coaching (LEAP) and the cluster support model. Assessments such as ANET will be used to track outcomes.	09-30-2021
Empower our People (1 Strategic Initiative)		
Talent	Recruit and select the best possible teacher and school leader talent with a focus on recruiting applicants that reflect our student population, screening for equity-minded candidates who are invested in the theory of the whole child, and selecting and retaining top talent to serve all our schools, particularly those serving students furthest from opportunity. Examples of this approach include posting teacher job opportunities on websites like DiversityJobs.com, AllBilingualJobs.com, LatinoJobs.org, and TopSchoolJobs.org and updating candidate-facing resources to be translated and shared with bilingual candidates.	09-30-2021
Engage Families (1 Strategic Initiative)		
Family Communication	DCPS will host regular information sessions (currently at least monthly) on top-of-mind questions we are hearing from families. In addition, DCPS will provide in-depth budget information and operating updates throughout the ongoing public health crisis.	09-30-2021
Ensure Excellent Schools (4 Strategic initiatives)		
Capital Projects	In the 2020-2021 school year, DCPS will focus on the successful modernizations of multiple schools, including the opening of modernized facilities at Banneker HS, Eaton ES, West ES, and Capitol Hill Montessori at Logan, and continued small capital projects across the school district such as HVAC replacement at Ludlow Taylor, elevator installation at Ross and Truesdell, and football field replacement at Cardozo EC and Anacostia HS. DCPS will focus on working with inter-agency partners, including DGS, on successful completion of planned work for FY21.	09-30-2021

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
East of the River Supports focused on Anacostia and Ballou Community	DCPS continues to deepen our investment in the Anacostia and Ballou communities. Anacostia and Ballou selected their redesign models last year and continue to focus on implementation for the 2020-2021 school year. This implementation will include working with partners such as New Tech Network at Anacostia and 3DE by Junior Achievement at Ballou who are providing training and support.	09-30-2021
Enrollment	Develop and implement a strategy to increase enrollment. One example of a strategy for FY21 is focusing on enrollment throughout the year, especially as the needs of families shift with COVID19. This will include reviewing enrollment audit data and creating school-specific plans for enrollment outreach beginning in December 2020 and continuing through fall 2021.	09-30-2021
Attendance	Develop and implement a strategy to increase attendance, with a focus on every day counting no matter if a student is in a virtual or in-person learning environment. For example, DCPS will focus on ensuring all students are logging into Canvas this fall during virtual instruction. To ensure students are attending, staff members will directly reach out to support students attending and explore creative ways to connect with students during learning at home, including Student Support Centers.	09-30-2021
Promote Equity (1 Strategic Initiative)		
Post-Secondary Success	DCPS will provide students and their families with 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. This includes ensuring students have access to information regarding high school options. DCPS will provide a personalized guide for middle school students to the NAF College & Career Academies available at DCPS high schools during Term 2. This guide will be shared with eighth grade students and will help students and families with more information about DCPS college and career programs before the My School DC lottery process opens in December.	09-30-2021