

Office of the State Superintendent of Education FY2019

Agency Office of the State Superintendent of Education

Agency Code GDO

Fiscal Year 2019

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 GOO), Non-public Tuition (Agency Code GN0), and administers the District of Columbia Public Charter Schools Payments.

2019 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Successful release of the DC School Report Card	<p>The successful release of the STAR Framework and DC School Report Card are intrinsically linked to the pillar of the OSSE Strategic Plan related to sharing and using actionable data.</p> <p>Internally, the agency has worked to ensure that the critical information from the STAR framework and report card and used to inform our own decision-making and priorities. For example, we have used the Report Card data to develop professional development opportunities based on performance trends as well as in the analysis of trends in leading and lagging data points.</p>	<p>The DC School Report Card provides parents, family members, and the public with clear and transparent information about all schools across the city, including DCPS and DC public charter schools. Built in partnership with parents and families, the DC School Report Card is a tool and a step toward a more transparent, equitable educational system into the District of Columbia.</p> <p>In addition to helping OSSE keep students at the center of critical decision-making, the Report Card provides families with a window into understanding how their child(ren)'s school is doing and can lend perspective that helps parents make informed decisions about school choice. Since launching in December 2018, more than 55,000 people have visited the DC School Report Card and there have been nearly 150,000 views of key videos on the report card and the STAR Framework.</p>
Development of 2019-23 OSSE Strategic Plan	<p>The 2019-2023 Strategic Plan has provided OSSE with an opportunity to reflect on the progress made over the last four years and realign around a common framework for excellence in education for the District. Setting concrete student outcome goals has helped to create a new north star for our internal focus, bring additional clarity to our agency's work, and ensure that all of the work across the agency is aligned toward the ultimate vision of improving outcomes for students and families.</p>	<p>OSSE's 2019-2023 Strategic Plan sets forth an ambitious vision for the agency's work over the next five years, publicly sharing our vision, mission, concrete goals for improving student outcomes, and the strategic pillars we will use to get there.</p> <p>By 2023, OSSE aims to meet the following goals:</p> <ul style="list-style-type: none"> • 1,500 more vulnerable infants and toddlers accessing quality care, • 4,100 more students in high-quality pre-K classrooms, • 6,700 more students meeting or exceeding expectations on state assessments while closing achievement gaps, and • 1,100 more students enrolling in higher education and on a path to completion.
Expanded access to infant and toddler seats	<p>OSSE's Strategic Plan also set the goal of providing 1,500 additional vulnerable infants and toddlers with access to high quality child care slots by 2023. OSSE will meet this goal by creating new seats, improving the quality of existing seats, and helping more vulnerable families access quality programs.</p> <p>Moving forward, OSSE will expand the impact of the Quality Improvement Network (QIN), a comprehensive system of supports for infant and toddler providers and families; engage providers in the continuous improvement of the Capital Quality process; and offer providers quality supports to help improve the quality of care and learning. Finally, OSSE will also strengthen communication and outreach to parents and families by promoting My Child Care DC and the Capital Quality designations to help ensure families, especially those from low-income backgrounds, have more equitable access to high-quality care and learning.</p>	<p>Children under 5 years old currently make up 45,000 of the District's 700,000 residents, and there is a shortage of child care for families across the city. We are in our second year of a three-year project to help address this challenge by creating 1000 new slots for infants and toddlers. By the end of FY19, we have funded the creation of 887 infant and toddler seats, through \$5,062,386 in sub-grant awards, in Wards 1, 3, 4, 5, 6, 7, and 8.</p> <p>OSSE's focus on increasing access to early childhood care for vulnerable infants and toddlers has great potential for positive impact in addressing the shortage of child care for families across the city. To enable the creation of 887 new quality slots, we have provided grants that help to both establish new or renovate existing child development facilities serving infants and toddlers and offer technical assistance and training to child development facility operators to support compliance with the licensure requirements for efficient and effective operations.</p>

2019 Key Performance Indicators

Measure	Frequency	FY 2017	FY 2018	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019	FY 2019	KPI Status	Explanation
		Actual	Actual	Target	Q1	Q2	Q3	Q4	Actual		
<p>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. (4 Measures)</p>											

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Percent of user requests via the services portal solved and closed within five days of receipt	Annually	77.5%	68.5%	85%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	87.8%	Met	
Percent of all students graduating from high school in four years	Annually	Waiting on Data	Waiting on Data	79%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	66%	Unmet	Graduation rates decreased year-over-year, mostly driven by a lower rate within DCPS as compared to charters. DCPS suggests this is the result of the enactment of a credit recovery policy that increased the rigor of graduation requirements.
Percent of all students at college and career ready level in reading on statewide assessment	Annually	31%	33%	34%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	37%	Met	
Percent of all students at college and career ready level in mathematics on statewide assessment	Annually	28%	29%	32%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	31%	Nearly Met	While we saw improvement overall, there was a decrease in performance in grades 5-8 which tempered the statewide improvements

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. (4 Measures)

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Percent of childhood and development programs that meet "Quality" and "High-Quality" designations	Annually	49.5%	49.7%	55%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	42.9%	Unmet	<p>The methodology to compute this metric has changed in FY19 to reflect the shift from "Going for the Gold" (previous Quality Rating and Improvement System (QRIS) based on accreditation) to Capital Quality, the redesigned QRIS (based on observational assessments).</p> <p>FY19 data is calculated based on the recently implemented Capital Quality program. The numerator is the number of facilities having Quality or High-Quality designation and the denominator is the total number of subsidy providing facilities participating in the Capital Quality program.</p> <p>Previous years used Going for the Gold data, wherein the numerator is calculated with facilities having Quality tier (Gold previously) and the denominator is the total number of subsidy providing facilities included in the Going for the Gold QRIS program.</p>
Percent of residents enrolled in an adult and family education program who complete at least one functioning level	Annually	36.6%	42.8%	40%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	47.6%	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
Percent of DC public and public charter school students completing a post-secondary degree within six years of college enrollment	Annually	Waiting on Data	Waiting on Data	37%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
Percent of low-performing schools that show overall growth in academic achievement	Annually	Waiting on Data	Waiting on Data	65%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	80%	Met	
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. (8 Measures)											
Number of A-133 audit findings	Annually	0	0	5	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0	Met	
Average number of days taken to complete reviews of educator licensure applications	Quarterly	135	16.8	30	19.3	26.5	23.2	29.9	24.7	Met	System flagging as unmet because is incorrectly adding values for Q1 - Q4; metric was met, as the average of Q1 - Q4 is 24.7.
Percent of IEPs reviewed that comply with secondary transition requirements	Quarterly	Waiting on Data	80%	70%	93%	93%	62%	62%	77.5%	Met	
Average response time for complaints filed against early child care facilities	Annually	72	36	48	Annual Measure	Annual Measure	Annual Measure	Annual Measure	37	Met	
Percent of timely Individuals with Disabilities Act (IDEA) due process hearings	Quarterly	98.3%	98.5%	95%	82.4%	96.6%	100%	100%	95.4%	Met	
Percent of grant funds reimbursed within 30 days of receipt	Quarterly	83.2%	85.8%	90%	96.2%	90.8%	96.6%	97.7%	95.6%	Met	
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	Annually	Waiting on Data	Waiting on Data	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
Percent of timely completion of state complaint investigations	Annually	100%	100%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
5 - Create and maintain a highly efficient, transparent and responsive District government. (8 Measures)											

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
HR MANAGEMENT - Percent of eligible employees completing and finalizing a performance plan in PeopleSoft (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	98.7%	No Target Set	
HR MANAGEMENT - Percent of eligible employee performance evaluations completed and finalized in PeopleSoft (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
FINANCIAL MANAGEMENT - Quick Payment Act Compliance - Percent of QPA eligible invoices paid within 30 days (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	98.3%	No Target Set	
FINANCIAL MANAGEMENT - Percent of local budget de-obligated to the general fund at the end of year (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	
CONTRACTS AND PROCUREMENT - Percent of Small Business Enterprise (SBE) annual goal spent (Updated by OCA)	Annually	New in 2019	New in 2019	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data		
IT POLICY AND FOIA COMPLIANCE - Percent of "open" data sets identified by the annual Enterprise Dataset Inventory published on the Open Data Portal - (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	No Target Set	
IT POLICY AND FOIA COMPLIANCE - Percent of FOIA Requests Processed in more than 25 business days - statute requirements allow 15 business days and a 10 day extension - (Updated by OCA)	Annually	New in 2019	New in 2019	Not Available	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Target	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual	KPI Status	Explanation
HR MANAGEMENT - Average number of days to fill vacancy from post to offer acceptance (Updated by OCA)	Annually	New in 2019	New in 2019	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data	No Target Set	

*Mayoral agencies include agencies under the Health and Human Services, Education, Public Safety and Justice, Operations and Infrastructure, Economic Development, and Internal Services clusters. It excludes all independent agencies and select EOM agencies.

*The HR management, Financial Management, IT Policy and FOIA Compliance, and Contracts and Procurement measures were collected for all mayoral agencies in FY 2019. OCA calculates these measures based on summary-level data from various agencies, and cannot verify the accuracy of any calculations.

*The 2019 DC Enterprise Data Inventory (EDI) contains datasets published on DC's Open Data Portal, which is current as of March 9, 2019, and any datasets published to the portal after the above date were not included in the measure's calculation.

*Due to data lags, FY 2019 data for the following core business measures will be published 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.

2019 Workload Measures

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual
1 - Federal Meal Programs (3 Measures)							
Average number of students participating daily in the National School Lunch Program	Waiting on Data	Waiting on Data	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data
Average number of meals served in Child and Adult Care Food Program	Waiting on Data	Waiting on Data	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data
Average number of students participating daily in the School Breakfast Program	Waiting on Data	Waiting on Data	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data
2 - Adult Literacy (2 Measures)							
Number of adults who receive a State Diploma (inclusive of National External Diploma Program or General Education Development)	350	388	Annual Measure	Annual Measure	Annual Measure	Annual Measure	329
Number of residents who enroll in an Adult and Family Education funded program	3032	1126	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1062
2 - Student Enrollment (1 Measure)							
Number of PK-12 students in public and public charter schools	90,061	92,245	Annual Measure	Annual Measure	Annual Measure	Annual Measure	93,016
3 - Administer DC Tuition Assistance Grant (DCTAG) and Mayor's Scholars Programs (1 Measure)							
Percent of high school seniors completing a DC TAG application	48.2%	49%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	57.3%
3 - Child Care Facilities (3 Measures)							
Number of affordable infant and toddler slots at child development centers	4213	7421	Annual Measure	Annual Measure	Annual Measure	Annual Measure	7201
Number of children subsidized by child development programs	11,210	11,257	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data
Number of infant/toddlers receiving IDEA Part C early intervention services	Waiting on Data	Waiting on Data	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1056
3 - Individuals with Disabilities Education Act (2 Measures)							
Amount of Medicaid reimbursement collected	\$3,763,557	\$4,823,383	Annual Measure	Annual Measure	Annual Measure	Annual Measure	\$7,731,612.2
Number of students with Individualized Education Programs (IEPs)	12,811	12,596	Annual Measure	Annual Measure	Annual Measure	Annual Measure	13,319
3 - Re-Engagement (1 Measure)							

Measure	FY 2017 Actual	FY 2018 Actual	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4	FY 2019 Actual
Number of disconnected youth that were re-enrolled in an educational program through the reengagement center	205	245	40	21	20	128	209
3 - Summer Food Service Program (1 Measure)							
Percent of low income students participating in the Summer Food Service Program	Waiting on Data	Waiting on Data	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Waiting on Data

2019 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
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. (6 Activities)			
OFFICE OF THE STATE SUPERINTENDENT	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	Key Project
OFFICE OF THE STATE SUPERINTENDENT	Continuous Improvement	Support accountability and continuous improvement across the District's education landscape. Manage state accountability system. Provide transparency on key education data	Daily Service
ELEM & SECOND ASST SUPERINTENDENT'S OFF	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.	Daily Service
OFFICE OF THE ENTERPRISE DATA MANAGEMENT	Reporting to the US Department of Education	Collect, validate and aggregate data for federal reporting from LEAs.	Key Project
NUTRITION SERVICES	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.	Daily Service
OFFICE OF THE ENTERPRISE DATA MANAGEMENT	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	Key Project
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. (4 Activities)			
NUTRITION SERVICES	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.	Daily Service
STUDENT ENROLLMENT AND RESIDENCY	Student Enrollment	Manage annual student enrollment audit and ongoing student residency verification	Key Project
ADULT AND FAMILY EDUCATION	Adult Literacy	Provide adult literacy, occupational literacy, and postsecondary education training to DC residents. Includes coordination with DOES and WIC.	Daily Service
GRANTS MGMT AND PROGRAM COORDINATION	Administer 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.	Daily Service
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. (8 Activities)			
DC REENGAGEMENT CENTER	Re-Engagement	Provide a fair and equitable alternative dispute resolution process. Oversee the DC Re-Engagement Center and share learnings from its operations with other city agencies and nonprofits engaged in related work with youth.	Daily Service
STUDENT HEARING OFFICE	Alternative Dispute Resolution Process	Provide a fair and equitable alternative dispute resolution process.	Daily Service
CHIEF INFORMATION OFFICER	Operate Schools Technology Fund	Distribute small grants to LEAs to support technology in schools.	Key Project
ECE CHILD CARE SUBSIDY PROGRAM	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.	Daily Service

Operations Header	Operations Title	Operations Description	Type of Operations
HIGHER EDUC FINANCIAL SVCS & PREP PRGMS	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.	Key Project
ELEM & SECOND ASST SUPERINTENDENT'S OFF	Professional Development	Provide professional development to educators on a variety of topics that is high quality and responsive to the needs of LEAs.	Daily Service
NUTRITION SERVICES	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.	Key Project
SPECIAL EDUCATION ASST SUPERINTENDENT'S	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.	Daily Service
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. (1 Activity)			
HUMAN RESOURCES	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.	Daily Service
5 - Create and maintain a highly efficient, transparent and responsive District government. (2 Activities)			
OFFICE OF THE CHIEF OF STAFF	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	Daily Service
OFFICE OF THE CHIEF OF STAFF	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).	Daily Service

2019 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Adminster Grants (1 Strategic Initiative)				
Maximize the impact of OSSE's grantmaking	Maximize how OSSE grants support outcomes for students and families. Internally, this includes implementing intentional and effective systems and a new training initiative to support staff to make, manage, and learn from our grants. Externally, this includes launching a forecast to enable strategic planning and engagement for upcoming FY20 grants.	Complete	OSSE released the 19-20 external forecast on time in January 2019. In addition, the agency has developed an internal planning calendar for FY20 grant development and completed all grant development that was scheduled for release this fiscal year. The training program continues to be expanded with in-person sessions and ongoing updates to our online Hub.	
Child Care Facilities (1 Strategic Initiative)				

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Expand access to infant and toddler seats	Maintaining the District's investment, OSSE will continue to incentivize child development providers to increase the supply of child care services for infants and toddlers throughout the District, creating 1,000 quality new slots by 2020. OSSE will provide grants that aid in the 1) establishment of new or renovation of existing child development facilities serving infants and toddlers and 2) offer technical assistance and training to child development facility operators to support compliance with the licensure requirements for efficient and effective operations.	75-99%	The Access to Quality Child Care Expansion Grant, which was announced in March of 2018, has awarded \$5,062,386 in sub-grant funding to date. These funds will be used to create 887 infant and toddler seats in Ward 1, 3, 4, 5, 6, 7 and 8.	The deadline for creation of 1,000 infant and toddler slots is September 2020. This will be completed ahead of schedule.
Continuous Improvement (1 Strategic Initiative)				
Accountability System & School Report Card	Manage a smooth and effective launch of the school new report cards and STAR accountability system to schools and parents by December 2018. Support schools, parents, and the community in understanding how to use the new tool by developing tools and other resources.	Complete	Complete as of FY19 Q1	
Recruitment, Professional Development, Progressive Discipline, Compliance, and Leave and Payroll for OSSE and OSSE DOT employees (1 Strategic Initiative)				
Strengthen Recruitment	Develop new and strengthened supports for managers in response to manager and employee feedback, including a manager training on employee relations issues (employee discipline, medical and disability-related benefits), regular manager communities of practice, systematic coaching and mentoring opportunities, and a regular manager orientation.	75-99%	The OSSE Talent team completed the second cohort for the Manager Coaching Program, offered systematic coaching opportunities, established a Manager Community of Practice, introduced an annual manager discipline training, and a held manager retreat. The mentorship program, formalized manager orientation, and employee leave trainings are scheduled to launch in FY20.	This is a multi-year initiative. The mentorship program pilot, formalized manager orientation, and manager employee leave trainings are scheduled to launch in FY20.
Student Enrollment (1 Strategic Initiative)				
Systems and Data Support for District Residency Framework	This initiative will include expanding and solidifying OSSE and Office of Enrollment and Residency policies, leveraging MySchool DC for outreach and data insights, and rolling out a first-ever case management system for end-to-end management of residency work streams including tips, investigations, and tuition collection.	75-99%	OSSE completed the digital residency requirement ad campaign in September. In addition, the OER Handbook, which compiles all policies produced by OER was also released in September. The only outstanding item is the case management system (CMS), which has not been fully rolled out. The CMS has an awarded contract and is currently in development.	Only item outstanding is the CMS which is in development and should be operational in the next two months.