

# Office of the Deputy Mayor for Education FY2017

## FY2017 Performance Accountability Report

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives, and key performance indicators (KPIs).

## Mission

The Office of the Deputy Mayor for Education (DME) is responsible for developing and implementing the Mayor's vision for academic excellence and supporting the education-related District Government agencies in creating and maintaining a high quality education continuum from birth to 24 (from early childhood to K-12 to post-secondary and the workforce).

## 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.

## FY17 Top Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
<p>In 2017, DME launched the Every Day Counts! Initiative &amp; Public Campaign. The Every Day Counts! initiative seeks to ensure that every student in Washington, DC attends school every day through a public campaign, a task force of education, health, and safety leaders and investments in data-driven strategies to reduce absenteeism. To date, the public campaign has earned 3,193,361 digital impressions (Twitter, Facebook, iHeartMedia, Spotify, Pandora), resulting in 9,194 clicks on <a href="http://attendance.dc.gov/countmein">attendance.dc.gov/countmein</a>. DME has participated in 30+ back-to-school events and DME/MOCRs have collected approximately 3,000 student and community pledges. The campaign is currently leveraging \$250K in philanthropic support for the initiative to pilot new, data-driven solutions and incentives to recognize students and families who improve attendance this school year. The Task Force has used a measure, monitor, act framework to inform new investments in programs in our schools, such as Show Up Stand Out, to check-in with students about their attendance and provide them with the resources they need. The initiative also includes supporting teams of high school students as they design and implement their own solutions to attendance challenges in their school. Finally, the Task Force partner are currently working to provide school leaders with helpful tools and resources, and incentives to award improved or perfect student attendance, tackling transportation barriers by ensuring Kids Ride Free and safe passage, and connecting with health care partners to address physical and mental health challenges students face.</p>	<p>DME is building connections and strengthening planning and coordinate with the partners agencies outside of education who are critical to support schools and families. The initiative has also provided an opportunity to engage with the community on an issue that resonates with many residents as neighbors, parents or educators and connects with other initiatives like safe passage, Kids Ride Free, and child care.</p>	<p>Changing attendance behavior at scale is the ultimate impact of the initiative and campaign, but we anticipate this initiative is already impacting residents who are hearing a message that Every Day Counts! and learning about resources the city is offering to address the challenge of attendance in areas like health, education, transportation and justice.</p>
<p>In 2017, DME launched a new out of school time (OST) system to replace the DC Trust. This included establishing the OST Office within DME, including a new Executive Director, to lead grantmaking, quality standards, data and public engagement and creating the Youth Development Institute in partnership with UDC to provide training and capacity building to OST staff and leaders. In 2017, DME awarded \$4M to 65 OST organizations to provide learning opportunities to more than 23,500 youth after school, over summer and on weekends. Finally, the new OST Office initiated the first ever OST program quality pilot at 23 sites including DCPS, DPR and CBO sites.</p>	<p>DME expanded to welcome this new initiative into its work and is well positioned to made connections with its existing agencies (e.g., DCPS, DPR, OSSE, DCPL and UDC) and engage with</p>	<p>Based on the mayor's investment in OST, more children and youth had access to a free or low-cost OST opportunity over summer and in school year 2017-18.</p>

	stakeholders on this issue.	Additionally, by leading planning and investment in training and quality standards, the programs residents experience over time will reflect a common understanding of quality and improvement over time.
<p>In 2017, DME supported negotiation of the first successful Washington Teachers Union Contract in five years. The new contract significantly increases compensation for teachers in DC Public Schools and additional funding to the District's education budget, which is already the largest commitment in DC's history. Specifically, under the proposed contract, educators will receive salary increases, including a 4 percent retroactive increase in Fiscal Year 2017, a 3 percent increase in Fiscal Year 2018, and a 2 percent increase in Fiscal Year 2019; additional benefits; and structured collaborative engagement between DCPS and the WTU on various issues, including extended-year schools. The new contract values a positive work environment, opportunities for growth, and compensation that encourages teachers to base their careers at DC Public Schools. The contract builds on DCPS's strong system of teacher support by providing teachers with additional professional compensation and benefits.</p>	<p>DME had the opportunity to demonstrate the strong leader it selected in Chancellor Antwan Wilson to lead DCPS and to collaborate with the Washington Teachers Union on an issue of critical import.</p>	<p>The new contract demonstrates the mayor's commitment to educators and impacts teachers who are seeking to grow their careers at DCPS with the support and resources they need. Stronger teachers and teacher retention has the power to continue the path of growth and performance District students are currently on.</p>
<p>In 2017, DME increased support for childcare offerings in the District. It announced reuse of Thaddeus Stevens School as child development center and announced availability of space in three government buildings for providers. The mayor additionally committed \$11M to support the creation of 1,000 additional infant &amp; toddler seats. Finally, to increase access to child care options, DME supported OSSE's launch of MyChildcareDC.org</p>	<p>DME collaborated with OSSE and other cluster agencies to make this work possible and expanded its reach beyond Pre-K-12 to better make linkages to child care.</p>	<p>As more spaces and more seats are made available to support child care, residents will find that the District is better meeting their child care needs. Additionally, with more consumer-friendly resources like MyChildcareDC.org available, families will have more equitable and comprehensive knowledge of their options.</p>
<p>DME's Cross-Sector Collaboration Task Force convened on a monthly basis and formed two working groups, one focused on coordinating the two sector's planning processes for opening, closing, and the other on collaborating across sectors to better serve at-risk students. The first working group focused on three areas in which better coordination across sectors would have positive impacts on students and families: (1) identifying</p>	<p>DME will learn from the pilots started to inform future policy work and also continue to seek recommendations from</p>	<p>The pilot programs related to mid-year transfer and safety transfer have the potential to provide</p>

common data and information that should inform program and facilities planning; (2) establishing processes for securing and considering public input on planning decisions; and (3) aligning each sector's decision-making timelines. The Task Force's second working group has focused broadly on identifying areas in which citywide, cross-sector efforts can dramatically improve outcomes for students who are at-risk of academic failure. DME and My School DC launched pilot programs to implement the Task Force's initial recommendations, designed to streamline the process of mid-year entry and transfer, create a new program to support students in need of a mid-year transfer based on safety-related concerns, and collect information and data to better understand student mobility and how our choice-rich education environment impacts enrollment across schools, LEAs, and sectors. DME also planned a study visit to Denver, CO for Task Force members to learn about another jurisdiction with a strong two-sector system.

the Task Force this spring.

our most mobile and underserved families with new options when it comes to school choice.

## 2017 Strategic Objectives

Objective Number	Strategic Objective
1	Improve the coherence and collaboration across and among public schools (District of Columbia Public Schools (DCPS) and Public Charter Schools (PCS) so that the District can have the most impact on improving student outcomes.
2	Enhance equity of programming and outcomes for all learners.
3	Increase coordination across government agencies to improve the delivery, effectiveness, services to schools and students and optimize the use of public resources.
4	Create and maintain a highly efficient, transparent and responsive District government.**

## 2017 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY 2017	KPI Status	Explanation
<b>1 - Improve the coherence and collaboration across and among public schools (District of Columbia Public Schools (DCPS) and Public Charter Schools (PCS) so that the District can have the most impact on improving student outcomes. (1 Measure)</b>									
Increase the availability and transparency of data reporting	Semi-Annually	6	Annual Measure	Annual Measure	Annual Measure	Annual Measure	16	Neutral Measure	
<b>2 - Enhance equity of programming and outcomes for all learners. (2 Measures)</b>									
Reduce the number of public school students who are chronically truant.	Annually	23.3%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	27.3%	Unmet	After consultation with the nationally recognized organization, Attendance Works, we learned that DC has significant numbers of students that are in Tier 2, meaning they are at risk for becoming chronically absent. In order to ensure more students remain in Tier 1 (satisfactory attendance), we need to focus efforts on Tier 1 strategies such as messaging and incentives which are lower

									cost and directed at all students and families. We have started this strategy but it will have most of its impact in FY18.
Percentage of Local Education Agencies serving PK3-12 that opt-in to the Common Lottery	Annually	95%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	97%	Met	
<b>3 - Increase coordination across government agencies to improve the delivery, effectiveness, services to schools and students and optimize the use of public resources. (1 Measure)</b>									
Reduce barriers for students to attend school by reducing the gap between Kids Ride Free bus/rail passes issued and passes used by students.	Annually	5%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	8.7%	Met	.

We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

### 2017 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2017
<b>3 - DME Planning Office (1 Measure)</b>						
Total Public School Enromment	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	90061
<b>3 - Improved Inter-agency collaboration and coordination (1 Measure)</b>						
Total number of youth served by the Office of Out of School Time Grants and Youth Programs	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4661

### 2017 Strategic Initiatives

Title	Description	Complete to Date	Status Update	Explanation
<b>AGENCY OVERSIGHT AND SUPPORT (5 Strategic initiatives)</b>				
Citywide Attendance/Anti-Truancy Campaign	A campaign led by DME to increase student attendance and reduce truancy and chronic absenteeism. The campaign includes both public engagement elements and policy elements informed by the work of the District's Truancy Taskforce, co-chaired by DME and DMHHS. Working through the Truancy Taskforce, DME will continue to lead a coordinated effort across government agencies and	Complete	In FY17 we launched a large communications campaign to be implemented in FY18. We also held a design challenge with students, which is informing activities in school this year. We also engaged in a review of investments that informed FY18 spending on attendance. Finally, we	

	<p>community stakeholders to improve attendance by:</p> <ol style="list-style-type: none"> <li>1. Leveraging existing programs, resources, and structures to ensure that they are employing attendance strategies that reflect best practices;</li> <li>2. Tracking data and providing guidance on the implementation of attendance related programs and services; and,</li> <li>3. Assessing program impact and effectiveness and making adjustments as necessary.</li> </ol>		<p>started a new partnership with Attendance Works to help us engaged more evidence-based approaches in FY18.</p>	
Kids Ride Free	<p>Work in partnership with DDOT, DCPS, PCSB and OCTO, to support the implementation and management of the Kids Ride Free program.</p>	Complete	<p>To increase the number of students prepared prior to the Nov. enforcement deadline, DME has collaborated with WMATA, DDOT, OCTO, DCPS, and PCSB to host on-site DC One Card Activation Events at secondary schools that had some of the lowest KRF activation rates. WMATA has agreed to visit 16 schools across both sectors and activate cards from students and cards delivered by the Government Printing Office. Currently, 39% of DCPS students and 37% of charter school students have the KRF pass active and ready to use.</p>	
School Safety and Safe Passage Working Group	<p>Work with DMPSJ, OSSE, DCPS, LEA leaders and other District agencies, to develop recommendations for improved policies, supports and programs to enhance the safety and security of public schools. DME will spearhead and facilitate a working group to support interagency and public school coordination to maximize and ensure safe and efficient travel to/from school by DCPS and public charter school students.</p>	Complete	<p>DME reconstituted a Safe Passage Working Group through which 5 focus areas were identified and coordination calls for each area were set up. DME also successfully led a Safe Passage Back to School Campaign on August 21st and August 25th.</p>	
Out of School Time and Youth Programs.	<p>DME will establish, staff and manage operations of the Office of Out of School Time (OST) Grants and Youth Programs. The OST office will be responsible for dissemination of grants to support programming before and after school and during the summer for youth in the District.</p>	Complete	<p>In FY17 the DME set up a new Office of Out of School Time Grants and Youth Outcomes including hiring a new executive director, forming a new Institute for Youth Development at UDC-CC, completing a needs analysis of OST opportunities in DC, and nominating 8 public members of a new Commission. While setting up the new office, the DME via a team at the United Way was able to continue making a total of over 4M in grants to out of school time providers.</p>	
Develop and Lead the Access to Public Space Initiative	<p>DME will lead an initiative to develop an online portal, and coordinate across DCPS, DPR and DCPL, that allows District residents to reserve and access public space in one, easy-to-use process.</p>	75-99%	<p>DPR has launched it's new portal for reserving its public spaces. As a result, the process for reserving spaces is dramatically improved. We are still looking into using the portal with other</p>	<p>We have not received final direction regarding</p>

			DME agencies include DCPL and DCPS.	whether or not to proceed with forming a public working group on this topic.
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**Cross Sector Collaboration (5 Strategic initiatives)**

Cross-Sector Collaboration Task Force	The DC Cross-Sector Collaboration Task Force is charged with developing clear and fair recommendations for the Mayor on how to improve the coherence of public education in DC for parents and increase the collaboration across and among public schools to improve effectiveness, efficiency, and student outcomes. The task force will focus its efforts on identifying key aspects of education that would benefit from cross-sector –DCPS and public charter schools – efforts. This includes developing a framework for coordinating processes on school openings, closings, and facilities planning. This is a two year initiative.	75-99%	The Cross-Sector Collaboration Task Force met 2 times in Q4 and held an additional 2 conference calls with its two working groups. The working groups, focused on coordinating sector processes for opening, closing, and siting schools; and (2) collaborating across sectors to better serve at-risk students have also heard from various experts. In addition, DME convened a working group to launch the implementation of one of the Task Force’s initial recommendations on mid-year mobility.	The Task Force has elected to continue its work through June 2018 in order to incorporate a robust community engagement strategy.
My School DC	DME will continue to support the management and delivery of the common lottery system for DCPS and public charter schools.	Complete	The school lottery for the 2017-2018 school year has completed its deadline for students entering high school, and will soon close for elementary students. The MSDC team continues to provide in-person, phone and on-location supports for District families seeking to enroll in the lottery and access DC public schools.	
Expand on the supply, demand, and need dataset for public schools.	DME is compiling student, school and neighborhood level data from DC agencies, which allows the DME to analyze public school students and schools across multiple domains of information. For instance, DME users can analyze data related to enrollment, demographics, academic quality, programs, facilities, neighborhood conditions, and expected population projections. DME intends to update the data system annually and the data system will be longitudinal (i.e., include historical data).	Complete	DME published 13 data sets, maps and other resources in FY17.	
Continue to manage the Request for Offer (RFO) process for excess DCPS facilities.	The DME will complete the RFO process, and will assist DGS with the lease negotiation and final Council approval of vacant buildings.	50-74%	Two former DCPS school buildings have been identified for solicitation via RFO. To formalize community engagement in these processes, DME held three community meetings, attended multiple ANC meetings, and released online surveys to the community in FY17. DME also had a Market Feasibility Study conducted for the	DME plans to release an RFO in fall 2018 for the Fletcher-Johnson site and plans to make an

			Fletcher-Johnson site which outlined potential reuse options in addition to an education function. DME plans to release an RFO in fall 2018 for the Fletcher-Johnson site and plans to make an award in spring 2018.	award in spring 2018.
Development of Master Facilities Plan.	DME will spearhead a team that includes DGS, DCPS and the Public Charter School Board to compile and release the next Master Facilities Plan.	50-74%	DME released an RFO for the Master Facilities Plan (MFP) in July 2017. Evaluation of initial offers was completed in Q4FY17 in partnership with DCPS, the Office of Planning, the DC Public Charter School Board, and the Office of Contracting and Procurement. The award of the contract is scheduled for November 2018. DME continues to engage LEAs and other education stakeholders regarding the data that will inform the analysis to ensure the plan includes the information that will be most helpful to the education sector.	DME has been working to make a timely award but the process but it is ultimately taking us slightly beyond FY17.