



FY 2015 PERFORMANCE PLAN Office of the State Superintendent of Education

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 for success in college, careers, and life.

State Education Plan (Elementary and Secondary Education Act Waiver)

In 2012, the U.S. Department of Education granted OSSE permission to waive specific requirements of the *No Child Left Behind Act (NCLB)* in exchange for adopting rigorous statewide reforms. These reform principles include 1) implementing college-and career-ready standards; 2) developing a system of differentiated support, recognition and accountability; 3) supporting effective teaching and leadership; and 4) reducing administrative burdens. OSSE understands that these reforms are critical to achieving the following statewide goals.

- At least 75% of young children will be ready at the start of kindergarten.
- At least 75% of our students will be proficient in reading and math.
- At least 75% of all students will graduate ready for college and careers in four years.
- At least 50% of our young people will complete a post-secondary credential within six years of high school completion.
- Decrease by 20% the number of low income youth ages 16 to 24 who are not in school nor employed.
- At least 66% of young people ages 20 to 24 are employed full-time.

OSSE is organizing itself around these reform principles, and the FY15 Performance Plan objectives support the achievement of our goals.

SUMMARY OF SERVICES

The Office of the State Superintendent of Education (OSSE) serves as the District of Columbia's State Education Agency (SEA), thereby granting OSSE oversight responsibility over all federal education programs and related grants administered in the District of Columbia. OSSE has responsibility for setting state-level standards and annually assessing student proficiency; ensuring universal access to childcare and pre-k programs; providing funding and supports to adult education providers and Local Education Agencies (LEAs) in achieving objectives; ensuring the state tracks and makes available accurate and reliable data; and assessing meaningful interventions to ensure quality improvements and compliance with state and federal law.

OSSE also leads *Special Education Transportation* (Agency Code GO0) and *Non-public Tuition* (Agency Code GN0), and administers the *District of Columbia Public Charter Schools* payments (Agency Code GC0).



PERFORMANCE PLAN DIVISIONS¹

- Office of the Director²
- Office of the Chief Operating Officer
- Office of the Chief Information Officer³
- Office of Early Childhood Education⁴
- Office of Elementary and Secondary Education
- Office of Wellness and Nutrition Services⁵
- Office of Post-Secondary Education and Career Readiness
- Office of Special Education

AGENCY WORKLOAD MEASURES

Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual
# of children subsidized by child development programs [One City Action Plan Action 2.1.4]	13,393	12,000	10,612
# of infant/toddlers receiving IDEA Part C early intervention services	467	482	510
# of PK-12 Local Education Agencies	54	59	61
# of PK-12 students in public and public charter schools	76,753	80,854	82,958
# of students with Individual Education Plans (IEPs)	12,536	12, 585	11774
# of students participating in lunch programs	47,735	50,502	TBD
# of students participating in breakfast programs	33,281	35,038	TBD
# of schools in priority and focus school classifications (lowest performing schools requiring supports and interventions)	NA	48	56
% of high school seniors completing a DC TAG Application	51%	48%	TBD

¹ General Education Tuition (D200) is not included as a separate Division because it is a line item in the budget for making general education tuition payments for children who are wards of the District enrolled in non-DC Public Schools based on the location of their foster home. The budget Division does not include any FTEs and is only used for budgeting purposes.

² The Office of the Director (D100) includes the Agency Financial Operations (100F) and the Office of the Chief Information Officer (D400).

³ Formerly part of the Office of the Director, now a separate division for the FY15 performance plan.

⁴ This Division is commonly referred to as the Division of Early Learning.

⁵ Budgeted as a separate division for FY15. Initiatives formerly included in the Office of Elementary & Secondary Education FY14 performance plan.



*Office of the Director*⁶

SUMMARY OF SERVICES

The Office of the Director provides executive leadership to the mission of the Office of the State Superintendent of Education. This division contains the following four functions: Office of the State Superintendent; Office of the Chief of Staff (includes Communications, Intergovernmental Affairs); Office of Data, Research and Assessment.⁷

OBJECTIVE 1: Disseminate transparent, responsive, and high-quality data to empower all stakeholders to improve educational outcomes for children and families.

INITIATIVE 1.1: Develop a transition plan for Common Core aligned assessment.

OSSE will develop a multi-year plan for transitioning to a new CCSS-aligned assessment with measurable goals, action steps, and timelines. A summary will be shared with LEAs and other stakeholders as a means to communicate intentions and means of supporting local implementation. **Completion Date: May 30, 2015.**

INITIATIVE 1.2: Add performance metrics for schools to enhance and improve state report cards LEARN DC. Improve the quality and transparency of the state report cards and ensure parents and the public have improved access to information to aid in decision-making and understanding of schools. **Completion Date: May 30, 2015.**

OBJECTIVE 2: Continue to improve service delivery, ensuring the highest level of quality is displayed in all agency efforts and across the District’s public education landscape while providing quality data on D.C. education to the public and other stakeholders. Develop high-quality data and information systems to inform education decisions at all levels.

INITIATIVE 2.1: Implement an Early Warning System and develop the link to new “at-risk” indicator in weighted Uniform Per Student Funding Formula (UPSFF).

In FY14, OSSE completed development of an Early Warning System, which helps schools identify students at risk for failing to meet key outcomes associated with academic success by isolating factors predictive of dropouts. The system will be used to inform the new “at-risk” weight in the uniform per student funding formula to ensure a more accurate projection of the at-risk population for fall 2015 enrollment.

Completion Date: January 30, 2015.

⁶ For the purposes of the FY15 Performance Plan, the Office of the Director (D100) includes the Agency Financial Operations (100F) and Human Resources.

⁷ One of the primary functions of a state education agency is to possess the ability to use data to improve academic outcomes. Due to the nature of the work, SEA administrators must have access to high-quality data and research to support LEAs and other stakeholders. Therefore, the Office of Enterprise Data Management and Human Resources were added to this division.



OBJECTIVE 3: Support and align agency personnel and resources to promote and achieve the agency's mission⁸.

INITIATIVE 3.1: Implement an outcomes-based learning management system. Develop and implement a plan to ensure each employee has a tailored professional development plan aligned with the core competencies, required job knowledge, agency mission, career trajectory and individual performance goals.
Completion Date: September 30, 2015.

INITIATIVE 3.2: Provide OSSE employees with Equal Employment Opportunity (EEO) and diversity training. OSSE will partner with the Office of Human Rights & the Office of Human Resources to provide trainings, workshops and implement awareness campaigns of compliance with local and federal antidiscrimination laws to all agency employees. Trainings will include in-depth training for EEO Counselors and Management Liaison Specialists (HR) handling employee relations matters.
Completion Date: January 30, 2015.

OBJECTIVE 4: Provide targeted professional development and technical assistance to increase educator effectiveness with students and families.

INITIATIVE 4.1: Launch a comprehensive training program to support data use in schools. In FY15, OSSE will work with LEAs to ensure all data produced by OSSE is clearly communicated and train school and LEA staff on the use of this data for data-based decision-making. **Completion Date: February 15, 2015.**

INITIATIVE 4.2: Streamline a new process for developing policies and regulations. In FY 2015, the OSSE policy committee will institute a new process with the goal of ensuring timely and compliant policies to advance education in the District of Columbia.
Completion Date: September 30, 2015.

OBJECTIVE 5: Ensure all low-performing schools receive interventions and supports leading to increased college- and career-readiness in students.

INITIATIVE 5.1: Produce a state teacher equity plan: Write a state plan to ensure that poor and minority students get access to as many great teachers as their more advantaged peers. The plan would comply with the recent "50 states strategy" for teacher equity that was presented by the Department of Education. **Completion date: April 15, 2015.**

⁸ This objective and its initiatives appear in the Office of the Chief Operating Officer in the FY15 budget chapter for the agency but were moved to the Office of the Director following the agency's realignment. The Office of Human Capital is currently in the Office of the Director.



OBJECTIVE 6: Ensure a transparent and responsive communications system to improve public outreach, inform the public and internal stakeholders about OSSE services, and provide access to critical data.

INITIATIVE 6.1: Launch comprehensive media strategy. OSSE will employ a targeted and comprehensive communications strategy using targeted media relations and an expanded social media presence to convey critical OSSE news, activities, educational initiatives and significant reports to the public with the goal of meeting the needs of diverse audiences. **Completion Date: September 30, 2015.**

INITIATIVE 6.2: Develop a signature recognition program for LEAs and students. The program will recognize and honor schools and students for excellence and achievement. **Completion Date: April 1, 2015.**

OBJECTIVE 7: Oversee the implementation of agency-wide priorities.

INITIATIVE 7.1: Conduct agency sustainability assessment using OCA approved criteria developed by DDOE and OP in accordance with Mayor's Order 2013-209 (Sustainable DC Governance Goal 1, Action 1.2; Built Environment Goal 3)

Within one hundred twenty (120) days after the City Administrator approves sustainability assessment criteria developed jointly by the District Department of the Environment and the Office of Planning, each agency head subject to the authority of the mayor shall use the criteria to evaluate the sustainability of their respective operations in accordance with the requirements of Mayor's Order 2013-209, the Sustainable DC Transformation Order, and submit to his or her responsible Deputy Mayor and the Office of the City Administrator the results of the agency's internal assessment.

Completion Date: April 15, 2015.



KEY PERFORMANCE INDICATORS – Office of the Director⁹

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 YTD ¹⁰	FY 2015 Projection	FY 2016 Projection	FY2017 Projection
Percent of LEA weekly newsletters that readers open	N/A	N/A	N/A	38%	50%	65%
Percent of LEAs who submit a nomination for the OSSE Teacher Recognition Program	N/A	N/A	N/A	50%	70%	85%
Percent Employees on track to complete annual professional development plan	N/A	N/A	N/A	85%	95%	98%
Percent timely compliance of legislatively mandated guidelines, policies, and regulations.	N/A	N/A	N/A	N/A	75%	85%
Current guidance, policies, regulations, and laws listed on OSSE’s website	N/A	N/A	N/A	70%	100%	100%
Percent of LEAs visited	90%	85%	90%	85%	85%	100%
Percent of helpdesk calls answered within the Service Level Agreement (SLA)	96%	95%	95%	95%	96%	96%
Percent uptime of OSSE servers against SLA	100%	100%	100%	100%	100%	100%
Percent of positions filled and or reclassified within 60 days	83%	85%	97%	90%	92%	95%
OSSE’s employee retention rate	77%	88%	92%	89%	90%	92%
Percent of user requests via the services portal solved and closed within 5 days of receipt	93%	95%	79%	95%	95%	96%

⁹ Some KPIs have been deleted as of this year’s performance plan to better reflect the agency’s core services.

¹⁰ The date of this data was not reported at the publishing of this report.



Office of the Chief Operating Officer

SUMMARY OF SERVICES

The Office of the Chief Operating Officer (OCOO) is responsible for delivering excellent operations and customer service. The OCOO includes functions related to procurement, grants management and compliance, the student hearing office, operations, customer service, and day-to-day functions of the agency including facilities management, and general operations.

OBJECTIVE 1: Provide high-quality internal and external customer service.

INITIATIVE 1.1: Improve the Freedom of Information Act (FOIA) process.

In FY15, OSSE will streamline the FOIA system, develop external constituent expectations, and increase internal FOIA communication. OSSE will be enhancing the internal FOIA process to increase transparency, communication, and timeliness. OSSE will also implement an electronic tracking system to provide alerts to program leads to ensure we provide information to our constituents in accordance with FOIA requirements and regulations. **Completion Date: December 30, 2014.**

INITIATIVE 1.2: Enhance and expand functionality of the agency enterprise grants management system.

In FY14, OSSE implemented phase one of an electronic enterprise grants management systems for public use. In FY15, OSSE will implement Phase two of the enterprise grants management system, which will include activities such as enhanced upload capabilities to reduce burdens on end-users, lapsing funds strategy coding into the system hierarchy, and a monitoring and compliance repository. Every phase of the grants management lifecycle will be electronically managed, monitored, and accessed through the web portal. **Completion Date: September 30, 2015.**

OBJECTIVE 2: Provide effective and efficient operational support to promote organizational effectiveness and achieve programmatic goals.

INITIATIVE 2.1 – Develop necessary trainings for the procurement team as part of OSSE’s procurement reform.

In FY 15, OSSE will hire and build capacity of the newly formed procurement and contracting team to support the agency’s core mission of education related services. OSSE will offer three trainings in contracts, writing effective statements of work, and effective procurement planning. to build the internal capacity of the agency’s fiscal and procurement staff. OSSE will partner with the DC Office of Contracts and Procurement and create its own training to support this initiative.

Completion Date: September 30, 2015.



OBJECTIVE 3: Provide a fair and equitable alternative dispute resolution process for OSSE programs.

INITIATIVE 3.1: Create new rules and guidance for residency verification across DC and ensure that all families have access to due process resolutions.

In FY15, OSSE will introduce new residency verification rules that seek to improve the residency verification process and outcomes. Improvements will include removing investigation burdens from LEAs and instead centralize and conduct them at the state-level; expanding the Office of Dispute Resolution (ODR) to include hearings on residency disputes; and rolling out new resources to aid LEAs and schools with residency verification. These improvements will ensure that any non-DC residents attending DC public schools are paying tuition and families have timely due process for resolving questions related to residency fraud. **Completion Date: December 30, 2014.**

KEY PERFORMANCE INDICATORS - Office of Chief Operating Officer

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY2017 Projection
Percent of procurements less than \$25,000 completed within 10 days	76%	90%	NA	95%	95%	97%
Percent of timely Individuals with Disabilities Education Act (IDEA) due process hearings	73%	80%	NA	85%	90%	95%
Percent of complaints referred to mediation	3%	20%	NA	25%	30%	35%
Percent of complaints referred to Facilitated Resolution Meetings	NA	30%	NA	35%	40%	45%
Percent of grant funds reimbursed within 30 days of receipt of invoice	70%	85%	NA	85%	90%	93%
Number of A133 Audit findings ¹¹	16	10	NA	5	5	4

¹¹ Findings are determined one year after fiscal year. The A133 Audit is conducted by KPMG. This audit reviews the fiscal and programmatic internal controls of the agency.



Office of the Chief Information Officer¹²

SUMMARY OF SERVICES

The Office of the Chief Information Officer coordinates collaborative agency-wide technology strategic and tactical planning to ensure delivery of high-quality technologies, voice communications, infrastructure, and networking services. The OCIO leads the OSSE community in discussing, understanding, prioritizing, planning, applying, and refreshing information technology to advance the mission and attain strategic goals.

OBJECTIVE 1: Develop high quality data and information systems to inform education decisions at all levels.

INITIATIVE 1.1 Develop OSSE Executive Dashboards

In FY15, OSSE will develop a series of programs and OSSE related metrics to be used in an executive dashboard application. The intent is to leverage the very rich data stored in OSSE applications to display identified metrics in near real-time so that changing trends can be researched and acted upon as needed. **Completion Date: December 30, 2015.**

INITIATIVE 1.2: Modernize the Wellness and Nutrition Services System.

In FY15, OSSE will develop a new Wellness and Nutrition Services System. The focus on implementing a system will achieve the following high-level objectives: modernize the technology; establish security and role-based user access; allow for integration with other OSSE and DCGOV systems; establish a web-based interface for applications and claims; modernize reporting and internal user interfaces. **Completion Date: March 28, 2015.**

OBJECTIVE 2: Provide effective and efficient operational support to promote organizational effectiveness and achieve programmatic goals.

INITIATIVE 2.1: Centralize information technology support and infrastructure.

In FY15, OSSE will centralize all IT initiatives and staff within the Office of the Chief Information Officer (CIO). The intent is to leverage all technical assets across the agency to provide a unified and uniform approach to technical deliverables. As part of this effort, OSSE will formalize an enterprise architecture framework and standardize the purchase of common technologies using the standards adopted by the CIO for hardware, software, and equipment. **Completion Date: September 30, 2015.**

OBJECTIVE 3: Provide targeted professional development and technical assistance to increase educator effectiveness with students and families.

INITIATIVE 3.1: Implement PARCC technology readiness assessments and supports at all schools transitioning to Common Core aligned assessments.

¹² Formerly part of the Office of the Director, now a separate division for the FY15 performance plan.



In FY14, OSSE disseminated a city-wide technology fund for PARCC readiness. In FY15, OSSE will conduct technology-readiness assessments at each school and provide customized recommendations for each school based on its current level of readiness and needs as compared to the PARCC Guidelines for computing and technology. OSSE will ensure the recommendations are communicated to LEAs along with the disbursement of this year's FY15 technology fund. **Completion Date: September 30, 2015.**

KEY PERFORMANCE INDICATORS - Office of Chief Information Officer

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY2017 Projection
Percent of helpdesk calls answered within SLA.	96.02	94%	NA	95%	95%	95%
Percent of uptime of OSSE servers against SLA	99.9%	99.8%	NA	99.9%	99.9%	99.9%
Percent of user requests via the services portal solved and closed within 5 days of receipt.	91.91%	85%	NA	90%	92%	95%
PARCC Tech Readiness Indicator?	NA	80%	NA	85%	90%	95%



*Office of Early Childhood Education*¹³

SUMMARY OF SERVICES

The Office of Early Childhood Education, commonly referred to as the Division of Early Learning (DEL), provides leadership and coordination to ensure access to high-quality early childhood development programs for District children from birth to kindergarten entry. The Division also serves as the lead agency for implementation of Part C of the IDEA, the Early Intervention Program for Infants and Toddlers with Disabilities.

OBJECTIVE 1: Promote accountability and excellence; hold system accountable for results. Provide high-quality, safe, and healthy early care and education opportunities for children (One City Action Plan Actions 2.1.3, 2.1.4 and Indicator 2B; and Sustainable DC Plan Equity and Diversity Action 1.2).

INITIATIVE 1.1: Develop a Quality Rating Improvement System (QRIS) framework that is directly linked to positive outcomes for children and families in all early childhood settings.

In FY 15, OSSE will develop a framework for measuring quality in community-based organizations, traditional public schools (DCPS), and charter schools. As a part of this initiative, OSSE will convene and collaborate with an expert and stakeholder advisory group. **Completion Date: December 30, 2014.**

INITIATIVE 1.2: Implement a new community-based network approach to improving quality in early childhood education. This new initiative—Neighborhood-based Networks—will ensure more children and families benefit from early, continuous, intensive, and comprehensive child development and family support services. OSSE will establish competitive grants with hubs and child care partners participating in the network and comprehensive service grants to hubs to provide health, child nutrition, mental health, CACFP administration, eligibility intake, outreach/ enrollment and maintain wait lists. **Completion Date: September 30, 2015.**

INITIATIVE 1.3 Revise and implement new childcare licensing regulations. OSSE will promulgate and implement new childcare licensing regulations in DC to better link quality and effectiveness to childcare licensing. OSSE will develop new guidance and implement new training modules to ensure all OSSE licensing staff understand new regulations. **Completion Date: December 30, 2014.**

OBJECTIVE 2: Ensure Increased Readiness Rates in Children Entering Kindergarten (One City Action Plan Action 2.1.2)

INITIATIVE 2.1: Develop a comprehensive kindergarten entrance assessment (KEA) framework as part of a 10-state consortium. OSSE will work with a 10-state consortium to develop a comprehensive kindergarten entrance assessment (KEA). The results of the KEA will be used to drive policy and program improvements, inform

¹³ This Division is commonly referred to as the Division of Early Learning.



instruction at the classroom level, and provide families with information about their children's progress. OSSE will also convene a steering group comprised of teachers and leaders from DCPS and public charter schools that will provide feedback and guidance on planning and deliverables. The EAG-KEA will be ready for implementation in SY 17.
Completion Date: July 15, 2015.

OBJECTIVE 3: Provide targeted professional development and technical assistance to increase educator effectiveness with students and families. Support early care and education professionals with targeted and intentional professional development and technical assistance.

INITIATIVE 3.1 Introduce developmentally appropriate practices regarding teaching young children with developmental delays and disabilities through an intensive professional development series. OSSE will collaboratively work with early intervention professionals and post-secondary institutions to develop a professional develop plan for professionals working with children with disabilities.
Completion Date: December 30, 2014.

OBJECTIVE 4: Inform parents, families and the community about early learning.

INITIATIVE 4.1: Resource, Referral & ChildFind Expansion.
Expand resource and referral and consumer education activities that help families make informed decisions about programs that best meet their children's needs in every ward of the city. **Completion Date: June 30, 2014.**

OBJECTIVE 5: Provide effective and efficient operational support to promote organizational effectiveness and achieve programmatic goals.

INITIATIVE 5.1: Implement a web-based payment system to improve the subsidy payment process. In FY 15, OSSE will implement a web-based solution to make monthly time entry easier for community-based organizations and family home providers. This system will pre-populate attendance and interface with OSSE's accounting system to ensure timely payments and reduce burdens for community-based and family home providers. **Completion Date: January 30, 2015.**

INITIATIVE 5.2: Develop a pilot case management system for early intervention services. In FY15, OSSE will complete a pilot phase of the development of a new IDEA Part C case management system compliant with HIPPA and IDEA regulations. **Completion Date: June 30, 2015.**

INITIATIVE 5.3: Enhance Childcare Licensing System. DEL will create a system to support the automation of inspection visits, initial licensure and renewals. DEL will establish a system to identify and track unusual incidents and complaints. **Completion Date: September 30, 2015.**



Key Performance Indicators – Office of Early Childhood Education¹⁴

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY2017 Projection
Number of affordable infant and toddler slots at child development centers (One City Action Plan Action 2.1.4)	6,457	6,660	NA	6,790	6,950	7091
Percent of childhood and development programs that meet gold tier[One City Action Plan Action 2.1.3, SDC Action ED1.2]	38%	50%	NA	55%	60%	65
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 45-day window	92%	100%	NA	100%	100%	100%
Percent of Directors, Teachers & Teacher Assistants in Professional Development Registry	22%	50%	NA	70%	90%	95%
Number of parents using Resource and Referral	330	1,000	NA	1,200	1,300	1300
Average response time for complaints (hours)	72 hours	48 hours	NA	48 hours	48 hours	48 hours

¹⁴ Some KPIs have been deleted as of this year's performance plan to better reflect the agency's core services.



*Office of Elementary and Secondary Education*¹⁵

SUMMARY OF SERVICES

The Office of Elementary and Secondary Education (ELSEC) implements programs and reforms under the Elementary and Secondary Education Act (ESEA) and Race to the Top (RTTT) program in support of increased academic achievement for all students. ELSEC is responsible for improving student outcomes through LEA support, monitoring, and accountability.

OBJECTIVE 1: Provide targeted professional development and technical assistance to increase educator effectiveness with students and families.

INITIATIVE 1.1: Disseminate best practices for rigorous teacher and principal evaluation systems and monitor LEAs for effective implementation of high-quality evaluation systems.

In FY 14, OSSE monitored the implementation of evaluation systems developed by Race to the Top participating LEAs. In FY15, OSSE will work with a cohort of LEAs to develop and pilot a model teacher evaluation system for the District that can be adopted for implementation by any District LEA. **Completion Date: September 30, 2015.**

INITIATIVE 1.2: Develop guidance and training for LEAs to support effective implementation and accountability for compliance with the Attendance Accountability Amendment Act of 2013.

OSSE will update its SY 2014-2015 guidance for LEAs, provide a training series on prevention and early intervention, and streamline data collection systems to reduce administrative burden and ensure compliance with LEA reporting requirements. **Completion Date: September 30, 2015.**

OBJECTIVE 2: Ensure that all LEAs are equipped with rigorous learning standards to support student learning from grades K to 12 so all students graduate from high school ready for college, meaningful careers, and success in life.

INITIATIVE 2.1: Expand materials made available to support implementation of Common Core State Standards (CCSS) documents for English Language Arts and Math and the Next Generation Science Standards (NGSS).

OSSE will expand the tools, materials, and training opportunities available to assist LEAs with the implementation of CCSS. OSSE will host a newly developed online, interactive lesson plan tool consisting of a) deconstructed standards, b) principles of universal design for learning, c) learning targets, d) Bloom's taxonomy, and e) Webb's depth of knowledge. Resources will be available for LEAs to access online through LearnDC, OSSE's common core web hub. In addition to training on using the new tool, OSSE will provide educators with numerous trainings on meaningfully incorporating the CCSS and NGSS for all students. **Completion Date: September 30, 2015.**

¹⁵ Some objectives have been deleted or modified as of this year's performance plan to better reflect the agency's core services



OBJECTIVE 2: Ensure all low-performing schools receive interventions and supports leading to increased college-and career-readiness in students. Ensure LEAs have the resources to support and sustain school improvement for all schools.

INITIATIVE 2.1: Implement a high-quality differentiated system of support and interventions for schools.

OSSE will implement a Statewide System of Support primarily focused on improving performance in priority and focus schools. This system of interventions and supports will be anchored in the District's approved ESEA flexibility waiver and will ensure sustainability of reforms and improvements aligned to the District's Race to the Top grant.
Completion Date: September 30, 2015.

OBJECTIVE 3: Expand the number of high-quality public charter school seats available to students (One City Action Plan Action 2.2.2).

INITIATIVE 3.1: Provide planning and implementation support to new public charter schools in order to provide sound foundations for sustainability and thus contribute to the creation of additional new high-quality public charter school seats.

OSSE will coordinate a joint technical assistance series with the Public Charter School Board (PCSB) to ensure high-quality support for charter founders and leaders. Will include topics such as managing federal funds; understanding legal obligations regarding students with disabilities; and navigating federal reporting requirements.
Completion Date: September 30, 2015.

INITIATIVE 3.2: Increase high-quality public charter schools' access to affordable facilities and grants to support continuous academic, programmatic, and operational improvement.

Through Scholarships for Opportunity and Results (SOAR) Act funding, OSSE provides support to public charter schools to assist in their academic, operational, and programmatic improvements specific to their school needs. In FY15, OSSE will make available grants to support the following: academic quality designed to have a direct and rapid impact on student achievement in charter schools; facilities improvements and upgrades—addressing an expressed need in the public charter school community across the District; capacity-building through third-party organizations; and replication and growth of proven public charter schools in the District.
Completion Date: September 30, 2015.



KEY PERFORMANCE INDICATORS – Office of Elementary and Secondary Education

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY2017 Projection
Percent of all students proficient in reading on statewide assessment.	49%	54%	NA	60%	66%	72%
Percent of all students proficient in math on statewide assessment.	53%	58%	NA	63%	68%	73%
Percent of all students graduating from high school in four years (four-year cohort graduation rate).	64%	68%	NA	71%	74%	77%
Percent of low-performing schools that show overall growth in academic achievement.	65%	80%	NA	90%	100%	100%
Average number of days taken to complete reviews of educator licensure applications	44	25	NA	20	15	10
Percent of LEAs implementing teacher and leader evaluation systems	100%	100%	NA	100%	100%	100%



*Office of Wellness and Nutrition Services*¹⁶

SUMMARY OF SERVICES

The Office of Wellness and Nutrition Services provides comprehensive oversight of the U.S. Department of Agriculture child nutrition programs, U.S. Department of Health and Human Services health education programs, the DC Healthy Schools Act, the DC Healthy Tots Act and the DC State Athletic Association, which coordinates statewide athletic championships.

OBJECTIVE 1: Provide targeted professional development and technical assistance to increase educator effectiveness with students and families.

INITIATIVE 1.1: Deliver tailored professional development trainings and/or workshops in selected health topics and curricula.

Create at least five online or in-person professional development trainings and/or workshops in selected health topics about how educators can select and implement appropriate school-based health and physical education curricula. The results of each training and/or workshop will help identify instructional strategies that improve teaching and student learning, ensure a complete, thorough and consistent review of health education curricula, and provide students and families with essential health skills necessary to adopt, practice and maintain health enhancing behaviors.

Completion Date: September 30, 2015.

OBJECTIVE 2: Disseminate transparent, responsive, high-quality information to empower all stakeholders to improve educational outcomes for children and families.

INITIATIVE 2.1: Health and Physical Education Standards Assessment.

Revamp DC CAS Health Assessment to ensure items are challenging and measure higher-order thinking and problem solving. Items will be capable of measuring the full range of student achievement with respect to the health and physical education standards. This assessment will be conducted in grades 5, 8 and the grade where health is taught in high school. **Completion Date: September 30, 2015.**

INITIATIVE 2.2: Evaluation of DC Healthy Schools Act.

Oversee contractor responsible for a three year longitudinal evaluation of the DC Healthy Schools Act beginning in FY15. Establish the research questions and baseline data from at least six schools in year one of the evaluation. **Completion Date: September 30, 2015.**

¹⁶ Formerly part of the Office of Elementary & Secondary Education, now a separate division for the FY15 performance plan.



OBJECTIVE 3: Increase access to and participation in programs—in and out of school--that promote academic, physical, and emotional health and well-being of students.

INITIATIVE 3.1: Implement The DC Healthy Tots Emergency Act of 2014.

Develop regulations for the DC Healthy Tots Emergency Act of 2014 that will become effective October 1, 2014. Conduct outreach trainings to child development facilities on these regulations and the US Department of Agriculture Child and Adult Care Food Program and provide on-site technical assistance. Make grants available through a competitive process to child care facilities to support physical activity, nutrition education, gardens, and farm-to-school programs. **Completion Date: September 30, 2015.**

INITIATIVE 3.2: Partner with community-based organizations to increase participation in all child nutrition programs.

OSSE will partner with community-based organizations to increase the quality of the food served and the number of children participating in the child nutrition programs including the Child and Adult Care Food Program, the After School Snack and Supper Programs, the Free Summer Meals Program and the DC Healthy Schools and Healthy Tots Programs. Outreach materials will be updated and will be widely distributed throughout the city and in partnership with District government agencies and the Mayor's One City Youth Initiative. **Completion Date: September 30, 2015.**

INITIATIVE 3.3: Expand the District-wide high school athletic competition for students from across LEAs/schools to include middle schools.

In FY14, OSSE conducted 15 high school statewide athletic championships in: football (boys), soccer (girls and boys), cross country (girls and boys), basketball (girls and boys), indoor track and field (girls and boys), outdoor track and field (girls and boys), cheerleading (girls), softball (girls) and baseball (boys). In FY15, there will be 17 high school statewide athletic championships to include tennis (girls and boys). In addition, initiate at least one statewide middle school athletic championship for both girls and boys. **Completion Date: June 30, 2015.**

INITIATIVE 3.4: Increase access to sustainability programs related to nutrition and health (Sustainable DC Food Actions 1.3 and 1.4).

In FY15, OSSE will continue to build new and maintain existing school gardens and orchards. At least one garden will include an outdoor classroom for nutrition and health education related to fresh, healthy food. OSSE will ensure that all facilities have maintenance plans and related educational curricula.

Completion Date: September 30, 2015.



KEY PERFORMANCE INDICATORS – Office of Elementary and Secondary Education ¹⁷

Measure	FY 2013 Actual	FY 2014 Projection	FY 2014 YTD ¹⁸	FY 2015 Projection	FY 2016 Projection	FY2017 Projection
Percent of students participating in the school lunch program	61%	61%	59%	60%	61%	62%
Percent of students participating in the school breakfast program	42%	43%	43%	44%	45%	46%
Percent of low income students participating in the Summer Food Program	76%	78%	78%	74%	75%	76%
Average number of daily participants in Child & Adult Care Food Program (CACFP)	4988	5,650	5,000	5,200	5,400	5,600
Number of schools with school gardens [SDC Action FD 1.3]	93	90	107	110	112	114
Number of statewide athletic sports competitions	13	14	15	19	21	21

¹⁷ All KPIs formerly listed with the Office of Elementary & Secondary Education.

¹⁸ The date of this data was not reported at the publishing of this report.



*Office of Post-Secondary and Career Education*¹⁹

SUMMARY OF SERVICES

The Office of Post-Secondary and Career Education creates opportunities for District youth and adults to attend and persist in postsecondary education institutions gaining either a certification or a college degree, as well as assisting residents in obtaining adult literacy proficiency, acquiring a GED, or another similar credential.

OBJECTIVE 1: Increase The Percentage Of DC Youth and Adults Who Attain A College Degree Or Industry-Recognized License/Certification. (One City Action Plan Action 2.3.9). Increase the percentage of District residents participating in college and career preparatory programs within six (6) months of high school graduation. (One City Action Plan Action 2.3.9 and Indicator 2E)

INITIATIVE 1.1: Develop a family engagement strategy to increase family involvement in postsecondary planning. Studies show that parental involvement increases a student's likelihood of graduating from high school and continuing onto postsecondary education. In FY15, OSSE will conduct research on best practices to engage families in postsecondary planning and will collaborate with stakeholders to develop a comprehensive family-engagement strategy. **Completion date: June 30, 2015.**

INITIATIVE 1.2: Expand and improve Dual Enrollment throughout the city. In FY15, OSSE will expand and improve Dual Enrollment throughout the city by working with LEAs to award high school credit for courses taken on college campuses in the Washington metropolitan area and by providing financial assistance to students. **Completion Date: June 30, 2015.**

INITIATIVE 1.3: Launch an SAT prep pilot program to better prepare all DC public school students to score competitively on the SAT. OSSE will launch an SAT prep pilot program and continue to provide SAT test administration and fee payment for all public high school students. **Completion Date: June 30, 2015.**

INITIATIVE 1.4: Increase percentage of DC youth and adults who complete postsecondary education and career programs within 150% time of standard completion. In FY15, based on evidence of success, OSSE will expand *College Retention Initiative*, its mentor-based college retention program, from three institutions to five institutions and provide information to counselors and students around *Smart College Choice*. **Completion Date: September 30, 2015.**

¹⁹ Some objectives have been deleted as of this year's performance plan to better reflect the agency's core services.



OBJECTIVE 2: Promote accountability and continuous improvement across the District's education landscape.

INITIATIVE 2.1: Expand the number of IT Academies at high schools to increase students' digital literacy and to better prepare them for college and/or careers. In FY14, OSSE provided support and oversight to an expanding number of DCPS and public charter high schools as they deploy Academy curricula, resources, and learning strategies designed to increase the number of students gaining Microsoft certifications and demonstrating digital literacy. In FY15, OSSE will expand the program from eighteen high schools to at least twenty high schools. **Completion Date: July 31, 2015.**

INITIATIVE 2.3: Develop career readiness indicators of success to share with the public via Learn DC website. In FY15, OSSE will work with stakeholders to begin reaching consensus on career readiness indicators of success. These indicators will to be posted publicly at the state and LEA levels on Learn DC in FY16. **Completion Date: September 30, 2015.**

OBJECTIVE 3: Ensure opportunities for youth and adults to gains skills and re-engage in education and career programs.

INITIATIVE 3.1: Implement the newly established district-wide Youth Re-Engagement Center.

In FY14, the city established the District-wide youth Re-Engagement Center (REC) initiative to create satellite offices designed to reconnect 16 to 24 year-old, out-of-school youth to educational programs leading to high school diplomas or their equivalent. In FY15, OSSE will implement this new initiative by operating the first REC, hiring staff establishing agency/community based partnerships, and performing a formative evaluation to identify areas for improvement and expansion.

Completion Date: September 30, 2015.

INITIATIVE 3.2 Develop environmental literacy program (Sustainable DC Plan Action Jobs and Economy 2.1, Equity and Diversity Action 1.3)

In accordance with the Sustainable DC Omnibus Amendment Act of 2013, an amendment to the DC Healthy Schools Act, begin planning for the incorporation of environmental literacy and sustainability jobs training education into curricula through an environmental literacy program. **Completion Date: September 30, 2015.**

OBJECTIVE 4: Provide effective and efficient operational support services to achieve programmatic goals.

INITIATIVE 4.1: Build new DC ONE APP system to ease administrative burdens.

In FY15, OSSE will start to build a new platform to better serve students who apply to the D.C. TAG scholarship program. The new DC ONE APP will not only be easier than the current system for students to use, but it will also reduce administrative burdens and streamline system processes of the scholarship program. Initial phases completed in FY15. **Completion Date: September 30, 2015.**



INITIATIVE 4.2: Build data dashboards to inform work. In FY15, OSSE will build data dashboards for Postsecondary and Career Education programs. These dashboards will highlight pertinent data so that program and administrative teams are better able to improve programs and operations. **Completion Date: September 30, 2015.**

INITIATIVE 4.3: Streamline the licensure application process for postsecondary institutions. OSSE will develop an automated application system to better serve institutional applicants, Education Licensure Commission (ELC) commissioners and staff. The system will streamline application processing, provide a database inclusive of institutional statistical data, reduce paper collection, and diminish the storage challenges of the ELC. **Completion Date: September 30, 2015**

OBJECTIVE 5: Provide adult literacy, occupational literacy, postsecondary education training and digital literacy services to the residents of the District of Columbia.

INITIATIVE 5.1: Increase the number of adults enrolled in and matriculating through programs designed to increase their literacy levels. In FY14, OSSE collaborated with DOES and DHS to create MOUs to integrate services for district residents. In FY15, OSSE will begin implementing all phases of the work, streamlining access to adult literacy, vocational literacy, employment services, and social services for Adult and Family Education clients. **Completion Date: September 30, 2015.**

OBJECTIVE 6: Ensure educational excellence and consumer protection through the Higher Education Licensure Commission.

INITIATIVE 6.1: Update the Education Licensure Commission's (ELC) regulations to reflect postsecondary industry best practices to improve quality assurance, and to expand its jurisdiction to include distance learning. In FY14, the Mayor, on behalf of the ELC introduced legislation related to the regulation of distance learning programs. In FY15, the ELC will update regulations for degree and non-degree granting institutions, as well as distance learning programs, and codify ELC operating procedures. Updating the regulations and codifying operating procedures will clarify and improve the standards used to evaluate institutions and standardize the Commission's procedures. The work will ensure that the Commission is operating based on best practices and will eliminate unnecessary ambiguity in the Commission's work. **Completion Date: April 1, 2015.**



KEY PERFORMANCE INDICATORS – Post-Secondary and Career Education

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY2017 Projection
Percent of all students graduating from high school in four years (four-year cohort graduation rate).	64%	68%	NA	71%	74%	77%
Number of disconnected youth that were re-enrolled in an educational program through the reengagement centers.	NA	NA	NA	200	250	300
Percent of DC public and public charter school students completing a post-secondary degree or certificate within six years of college enrollment.	35.4%	35%	NA	35%	35%	35%
Percent of DC TAG students who graduated from college (A.A. or B.A.) within 6 years of enrollment in DC TAG (One City action Plan Action 2.3.9)	50.9%	51%	NA	52%	52%	52%
Percent of enrolled adult learners who complete an educational literacy level	34%	35%	NA	35%	40%	42%
Number of adults who receive a GED	660	450 ²⁰	NA	375	400	425
Percent of Education Licensure applications processed 60 days of receipt	100%	100%	NA	100%	100%	100%

²⁰ A drop is expected due to: 1) new test 2) fee increase from \$50 to \$120. 3) test will be computer-based not paper-based.



Office of Special Education

SUMMARY OF SERVICES

The Office of Special Education, commonly referred to as the Division of Specialized Education (DSE), is responsible for ensuring the delivery of timely, legally compliant, and high-quality services to children with disabilities from birth through age 21 who resides in the District of Columbia. The Division ensures Local Education Agency (LEA) compliance with Part B of the Individuals with Disabilities Education Act (IDEA) and serves as the lead agency for implementation of Part C of the IDEA, the Early Intervention Program for Infants and Toddlers with Disabilities. As such, this division oversees the development and promulgation of state policy governing special education; monitors LEAs, nonpublic, and early intervention providers to ensure their compliance with the law; monitors the allocation and administration of IDEA grant funds to LEAs; provides training and technical assistance to LEAs and providers; and investigates and helps resolve District complaints relating to special education.

OBJECTIVE 1: Disseminate transparent, responsive, and high-quality information to empower all stakeholders to improve educational outcomes for children and families. Support accountability and continuous improvement across the District’s education landscape.

INITIATIVE 1.1: DSE Performance Scorecard. OSSE will create a performance scorecard that will identify “measures that matter” and track progress against established key performance indicators. DSE will review the report card with all staff on a quarterly basis, to track progress against the FY15 Key Performance Indicators and inform performance improvement planning. **Completion Date: September 30, 2015.**

INITIATIVE 1.2: DSE Stakeholder Surveys. DSE will continue to publish monthly updates and start to solicit performance feedback from key stakeholders, including staff, parents and other community-based stakeholders, on a semi-annual basis. Responses will be used to help refine DSE’s policies and practices. **Completion Date: September 30, 2015.**

INITIATIVE 1.3: DSE Nonpublic Program Profiles. DSE will publish nonpublic program profiles which will provide stakeholders with key program information to inform decision-making regarding all nonpublic programs approved to serve DC students. **Completion Date: September 30, 2015.**

OBJECTIVE 2: Ensure all low-performing schools receive interventions and supports leading to increased college- and career-readiness in students.

INITIATIVE 2.1: DSE Cross- functional LEA Support Teams. DSE will expand data-driven inquiry teams tasked with regularly reviewing performance data to inform targeted intervention planning and delivery to include the Division of Elementary and Secondary Education, the Office of Data, Assessment, and Research, and other divisions conducting LEA continuous improvement work. **Completion Date: September 30, 2015.**



OBJECTIVE 3: Ensure that children with qualifying developmental delays or disabilities access and receive adequately funded, compliant, high quality services.

INITIATIVE 3.1: Special Education Focused Monitoring. In FY14, DSE successfully implemented a focused monitoring secondary transition pilot which demonstrated a significant impact in improving compliance and results. As a result, DSE will expand this focused monitoring initiative in FY15. **Completion Date: September 30, 2015.**

INITIATIVE 3.2: Expansion of Medicaid Claiming. In FY15, DSE will initiate collection of Medicaid reimbursements for allowable services provided to children with qualifying disabilities via OSSE's Part C Program and Non-Public Tuition Payment Unit, and ensure LEAs, Part C providers, and nonpublic programs have access to training and technical assistance that will allow for full claiming and appropriate use of reimbursements. **Complete Date: September 30, 2015.**

OBJECTIVE 4: Provide targeted professional development and technical assistance to increase practitioner effectiveness with students and families.

INITIATIVE 4.1: Special Education Training and Technical Assistance. In FY 15, DSE will collaborate with the Division of Elementary and Secondary Education to expand LEAs' use of deconstructed Common Core standards, with an emphasis on special populations. **Completion Date: September 30, 2015.**

OBJECTIVE 5: Create internal systems and structures to ensure that DSE communicates effectively to all stakeholders and is responsive to LEA and community based organization needs.

INITIATIVE 5.1: DSE Reports Framework. DSE will expand the Special Education Reports Framework. The Reports Framework is a special education interface within SLED designed to provide LEAs real-time data access to key special education performance and compliance metrics, supporting enhanced management of special education requirements and ensuring timely service delivery. **Completion Date: September 30, 2015.**



KEY PERFORMANCE INDICATORS - Office of Special Education²¹

Measure	FY 2013 Actual	FY 2014 Target	FY 2014 Actual	FY 2015 Projection	FY 2016 Projection	FY2017 Projection
Percent of IEPs reviewed that comply with IDEA secondary transition requirements	40%	45%	NA	50%	55%	60%
Percent of timely completion of state compliant investigations	100%	100%	NA	100%	100%	100%
Percent of children eligible under Part B IDEA (aged 3-22) and whose parents consented to an evaluation, who were evaluated within the State established timeframe	93%	100%	NA	100%	100%	100%
Percent of sub-grantee respondents reporting that technical assistance significantly improved their content knowledge	97%	95%	NA	95%	95%	95%
Percentage of children who transition timely from Part C to Part B services at age 3.	96%	95%	NA	95%	95%	95%
Amount of Medicaid reimbursement collected	1,228,460.56	2,000,000	NA	2,500,000	3,000,000	3,500,000

²¹ Some KPIs have been deleted as of this year’s performance plan to better reflect the agency’s core services. One in particular [“Percent of LEA findings of non-compliance identified and resolved within one year (IDEA Part B)”] was removed because it is based on a two-year measure.