

District of Columbia Public Schools FY2019

Agency District of Columbia Public Schools

Agency Code GAO

Fiscal Year 2019

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

Summary of Services DCPS delivers all services required to provide students with a quality education. These include: 1. Operating schools that provide a consistent foundation in academics, strong support for social/emotional needs, and challenging themes and programs; 2. Hiring, developing, and rewarding teachers, principals, aides, and other staff; 3. Developing and implementing academic programs that provide all students with meaningful options for life; 4. Collecting data and providing decision- and policy-makers with accurate information about how our students and the school district are performing; 5. Providing schools the administrative and operational support they need to foster student achievement; creating forums for interaction and continued dialogue between DCPS and its community stakeholders.

2019 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Opening of New Programs		DCPS launched two new programs this school year that are focused on preparing students for college and their future careers. Bard High School Early College DC in Ward 7 opened its doors to students, and will provide them the opportunity to earn college credit and an associate degree from Bard College, while earning their high school diploma. In Ward 4, Coolidge High School launched the Early College Academy, where students will gain the valuable experience of attending college-level courses while earning their high school diploma, and up to an associate degree from Trinity Washington University. Educators also welcomed 6th grade students to DCPS' newest stand-alone middle school, Ida B. Wells Middle School, which will provide a rigorous and loving learning environment for students while also engaging and developing them as change agents in their communities.
Guide to Graduation, College and Career		In spring 2019, DCPS launched the Student Guide to Graduation, College, and Career, a personalized guide that will be sent via mail and available online to all ninth through eleventh grade students to give them an in-depth look at their progress toward graduation, as well as recommended action steps for success toward graduation, college, and career. The Student Guide to Graduation, College, and Career is the first of its kind in DCPS and positions the District as a leader in providing high school students with the information they need to progress toward graduation and plan their next steps. The guide considers academic performance, standardized test scores, and personal interests to give students detailed information on what their future paths could look like.
Increase in PARCC Scores		The number of DCPS students scoring at a Level 4 or 5 increased by 4.9 percentage points in English language arts (ELA) and 1.9 percentage points in math in 2019, outpacing the state average. In 2019, 39.9 percent of DCPS students met or exceeded expectations on the grades 3-8 and high school ELA assessments, while 32.4 percent met or exceeded expectations on the grades 3-8 and high school math assessments. The 2019 PARCC scores also highlight that DCPS reduced the percentage of students scoring at Level 1 or Level 2 in ELA and math by 4.5 percentage points and 2.4 percentage points, respectively.

2019 Key Performance Indicators

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
1 - Promote Equity: Define, understand, and promote equity so that we eliminate opportunity gaps and systematically interrupt institutional bias. (11 Measures)											
Percent of high school students taking at least 1 Advanced Placement (AP) exam*	Annually	27%	28.4%	30%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	30%	Met	
Percent of AP exams passed*	Annually	36%	38%	40%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	41%	Met	
Percent of students scoring college and career ready (Level 4+) in English Language Arts (ELA) on Partnership for Assessment of Readiness for College and Career (PARCC)*	Annually	31.9%	35.1%	38.3%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	39.9%	Met	
Percent of students scoring college and career ready (Level 4+) in Math on PARCC*	Annually	27.4%	30.5%	33.6%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	32.4%	Nearly Met	32.4 percent met or exceeded expectations on the grades 3-8 and high school math assessments. The 2019 PARCC scores also highlight that DCPS reduced the percentage of students scoring at Level 1 or Level 2 in math by 2.4 percentage points. In math, 61 percent of DCPS schools made gains, and at least one school across all eight wards experienced double digit gains. However, DCPS still has more work to do to increase success and is focused on initiatives moving forward such as connected schools, student supports, and digital equity. For more information, please see https://dcps.dc.gov/release/number-dc-public-schools-students-ready-college-and-career-grows-fourth-year .

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
ELA achievement gap (Percent of students scoring college and career ready) between black and white students*	Annually	63.7%	60.4%	57.1%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	61.2%	Nearly Met	The achievement gap in ELA has slightly increased (60.4% to 61.2%). In order to close the achievement gap, DCPS is focused several initiatives, including connected schools, school supports and digital equity. For more information, please see https://dcps.dc.gov/release/number-dc-public-schools-students-ready-college-and-career-grows-fourth-year .
Math achievement gap (Percent of students scoring college and career ready) between black and white students*	Annually	61.3%	63.1%	61.3%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	63.9%	Nearly Met	The achievement gap in math has slightly increased (63.1% to 63.9%). In order to close the achievement gap, DCPS is focused several initiatives, including connected schools, school supports and digital equity. For more information, please see https://dcps.dc.gov/release/number-dc-public-schools-students-ready-college-and-career-grows-fourth-year .
Percent of Special Education students scoring college and career ready (Level 4+) in ELA on PARCC*	Annually	5.5%	6.1%	6.7%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	9.3%	Met	
Percent of Special Education students scoring college and career ready (Level 4+) in Math on PARCC*	Annually	5.4%	6.9%	8.4%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	8.5%	Met	
Percent of English Language Learners students scoring college and career ready (Level 4+) in ELA on PARCC*	Annually	17.7%	20.2%	22.7%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	22.2%	Nearly Met	English Learners have shown steady gains on the PARCC, increasing from 20.2% of students scoring a Level 4 and 5 in ELA to 22.2%. This percentage nearly doubles the proficiency rate in FY15. For additional information on supports to continue to improve results, please see https://dcps.dc.gov/release/number-dc-public-schools-students-ready-college-and-career-grows-fourth-year .
Percent of kindergarten, first and second grade students reading on or above grade level	Annually	New in 2019	65%	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	63%	No Target Set	
Percent of students considered college and career ready, as measured by the Scholastic Aptitude Test (SAT)	Annually	New in 2019	19%	New in 2019	Annual Measure	Annual Measure	Annual Measure	Annual Measure	20.3%	No Target Set	
2 - Empower our People: Recruit, develop, and retain a talented, caring, and diverse team. (1 Measure)											
Retention rate of teachers rated Effective or Highly Effective on IMPACT*	Annually	92%	93.8%	92%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	92.9%	Met	
3 - Ensure Excellent Schools: Increase the number of excellent schools throughout the city. (4 Measures)											
4-year graduation rate	Annually	73%	68.6%	73%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	65.1%	Unmet	While a 65 percent graduation rate represents a decline from the past year, our graduates are more prepared for college and career. Post-secondary success takes on many forms, but through the graduation policies updated at the beginning of the 2018-2019 school year, students are entering the workforce and stepping on their campuses with the skills and education needed to thrive. DCPS' fall college enrollment steadily increased, and 55 percent of the Class of 2018 enrolled in college, the highest fall enrollment rate since 2010.

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	Not Available	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	96.7%	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	77.3%	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	
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
5 - Engage Families (1 Measure)							
Number of general community meetings and engagements with key DCPS stakeholders completed by the Community Action Team	2057	1774	Annual Measure	Annual Measure	Annual Measure	Annual Measure	414

2019 Operations

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

2019 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Educate the Whole Child (2 Strategic initiatives)				
Early Literacy	Accelerate early literacy through innovations in the areas of curricular resources, aligned guidance, and professional development.	Complete	By the end of FY 19, DCPS had trained teachers, school leaders, and instructional superintendents on early literacy essential instructional practices, including guidance reinforcing the importance of comprehensive phonics instruction, small group literacy, and building content knowledge and vocabulary through reading and writing. In addition, at the back to school Block Party, DCPS distributed books to boost at home reading.	
Graduation Excellence	Train and support staff in a clear and aligned vision of graduation excellence at all secondary schools, including improved policies and procedures for 2018-19 school year.	Complete	DCPS closed the traditional 2018-2019 school year with more than 2,100 graduates, and an additional 203 students crossed the stage at Rainbow Graduation. The official adjusted cohort graduation rate (ACGR) data for the class of 2019 will be available later in the fall to align with the OSSE release timeline.	
Empower our People (1 Strategic Initiative)				
Talent	Recruit and select the best possible teacher and school leader talent.	Complete	During the fourth quarter of FY19, DCPS opened schools for the start of the 2019-2020 school year with 98% of teacher vacancies created before 8/15/2019 filled. Now that the 19-20 school year is in session, 95% of permanent teacher vacancies remain filled on a rolling basis. In addition, 100% of school leader vacancies were filled by the start of the school year.	
Engage Families (1 Strategic Initiative)				

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Family Communications	Improve and increase mechanisms to communicate with and listen to families.	Complete	By the end of FY 19, DCPS celebrated a strong year of family engagement, as over 11,000 DCPS families began to build relationships with their child's teacher through a Home Visit. Between May and August DCPS hosted 8 dialogues with 103 stakeholders on topics most of interest including early childhood, special education and school planning. We began a the new school year at the DCPS Back to School Block Party. This year, the event had over 1,7000 attendees including students, parents, community partners, staff and volunteers. This was a significant increase over last year, as well.	
Ensure Excellent Schools (1 Strategic Initiative)				
Attendance	Develop and implement a strategy to increase attendance.	Complete	DCPS closed the 2019-2020 school year (aligns with FY19) with our In-Seat Attendance (ISA) rate essentially remained steady as our SY18-19 was 88.8%, which is an 0.1% decrease in ISA from last year's 88.9% ISA rate. DCPS is pleased to note that there were In-Seat Attendance (ISA) increases in PK4 and grades 2, 4 and 8, and a reduction in chronic absenteeism of 10 percent or more in three (3) schools and a reduction of 5-9 percent ¹ in nine (9) schools. Attendance reporting has continued to remain steady, with a high rate of reporting across all schools (97.6% in SY17-18 to 97.9% in SY18-19).	
Promote Equity (1 Strategic Initiative)				
Equity Programming	Offer programming that supports students of color. In addition, DCPS will provide training to teachers and staff on gender and racial equity.	Complete	By the end of FY 19, DCPS had 1,000 attendees at Courageous Conversations about Race. Thus far in the 2019-2020 school year, the team has engaged almost 800 staff, school leaders and teachers through Setting the Stage with Courageous Conversation and the Equity Team Courageous Conversation Debrief. Through our flagship summer program, School Leader Institute, focused on elevating student voice in our daily work, over 650 teachers, instructional coaches, and school leaders attended and weaved in their focus on equity with instruction, operations, policy and other key aspects of DCPS leadership.	