

District of Columbia Public Schools FY2023

Agency District of Columbia Public Schools

Agency Code GAO

Fiscal Year 2023

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

Strategic Objectives

Objective Number	Strategic Objective
1	Promote Equity: Define, understand, and promote equity so that we eliminate opportunity gaps and systematically interrupt institutional bias.
2	Empower our People: Recruit, develop, and retain a talented, caring, and diverse team.
3	Ensure Excellent Schools: Increase the number of excellent schools throughout the city.
4	Educate the Whole Child: Provide rigorous, joyful, and inclusive academic and social emotional learning experiences to ensure all students are college and career ready.
5	Engage Families: Ensure communication and deepen partnerships with families and the community.
6	Create and maintain a highly efficient, transparent, and responsive District government.

Key Performance Indicators (KPIs)

Measure	Directionality	FY 2020 Actual	FY 2021 Actual	FY 2022 Target	FY2022 Actual	FY 2023 Target
1 - Promote Equity: Define, understand, and promote equity so that we eliminate opportunity gaps and systematically interrupt institutional bias. (12 Measure records)						
Percent of AP exams passed	Up is Better	55%	43%	47%	45%	47%
Percent of students scoring college and career ready (Level 4+) in Math on PARCC	Up is Better	Not Available	Not Available	36.2%	22%	36.2%
ELA achievement gap (Percent of students scoring college and career ready) between black and white students	Down is Better	Not Available	Not Available	57.1%	61%	57.1%
Math achievement gap (Percent of students scoring college and career ready) between black and white students	Down is Better	Not Available	Not Available	61.3%	64%	61.3%
Percent of Special Education students scoring college and career ready (Level 4+) in ELA on PARCC	Up is Better	Not Available	Not Available	15.7%	8%	15.7%
Percent of Special Education students scoring college and career ready (Level 4+) in Math on PARCC	Up is Better	Not Available	Not Available	11.7%	6%	11.7%
Percent of English Language Learners students scoring college and career ready (Level 4+) in ELA on PARCC	Up is Better	Not Available	Not Available	26.2%	20%	26.2%
Percent of high school students taking at least 1 Advanced Placement (AP) exam	Up is Better	Not Available	22%	33.2%	22%	33.2%
Percent of students scoring college and career ready (Level 4+) in English Language Arts (ELA) on Partnership for Assessment of Readiness for College and Career (PARCC)	Up is Better	Not Available	Not Available	49.5%	35%	49.5%

Measure	Directionality	FY 2020 Actual	FY 2021 Actual	FY 2022 Target	FY2022 Actual	FY 2023 Target
Percent of students considered college and career ready in Math, as measured by the Scholastic Aptitude Test (SAT)	Up is Better	Not Available	19%	No Target Set	20%	22%
Percent of students considered college and career ready in Reading and Writing, as measured by the Scholastic Aptitude Test (SAT)	Up is Better	Not Available	30%	No Target Set	32%	34%
Percent of kindergarten, first and second grade students reading on or above grade level	Up is Better	Not Available	46%	No Target Set	57%	62%
2 - Empower our People: Recruit, develop, and retain a talented, caring, and diverse team. (1 Measure)						
Retention rate of teachers rated effective or highly effective on IMPACT	Up is Better	95%	90%	92%	92%	92%
3 - Ensure Excellent Schools: Increase the number of excellent schools throughout the city. (4 Measure records)						
4-year graduation rate	Up is Better	68.7%	70.6%	73%	Not Available	73%
In-seat attendance (ISA) rate	Up is Better	90%	88%	90%	85%	90%
First-time 9th grade student promotion	Up is Better	85%	83%	83%	82%	83%
Percent of schools considered highly rated or improving in rating	Up is Better	Not Available	Not Available	No Target Set	Not Available	No Target Set
4 - Educate the Whole Child: Provide rigorous, joyful, and inclusive academic and social emotional learning experiences to ensure all students are college and career ready. (6 Measure records)						
Audited Student enrollment	Up is Better	Not Available	49,890	53,000	49,035	50,499
Percent of principals certifying that their schools have the necessary textbooks and instructional materials	Up is Better	100%	Not Available	100%	100%	100%
Percent of students indicating they feel challenged	Up is Better	Not Available	84%	85%	82%	85%
Percent of students indicating they feel prepared	Up is Better	Not Available	62%	69%	66%	69%
Percent of students indicating they feel loved, challenged, and prepared	Up is Better	Not Available	45%	47%	46%	47%
Percent of students indicating they feel loved	Up is Better	Not Available	59%	60%	60%	60%
5 - Engage Families: Ensure communication and deepen partnerships with families and the community. (1 Measure)						
Percent of students in a Family Engagement Partnership (FEP) school who receive a home visit	Up is Better	Not Available	Not Available	80%	61%	80%

Operations

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)		

Operations Title	Operations Description	Type of Operations
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	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	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	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	Ensure communication and deepen partnerships with families and the community.	Daily Service

Workload Measures (WMs)

Measure	FY 2020 Actual	FY 2021 Actual	FY2022 Actual
3 - Ensure Excellent Schools (1 Measure)			
School enrollment increases, as a percentage of their growth goal	New in 2023	New in 2023	New in 2023
4 - Educate the Whole Child (2 Measure records)			
Students receiving Tier 2 and/or Tier 3 MTSS supports	New in 2023	New in 2023	New in 2023
Students registered for summer programming	New in 2023	New in 2023	New in 2023
5 - Engage Families (1 Measure)			
Percent of schools with active Local School Advisory Teams (LSAT) who meet regularly with school leadership.	80%	100%	95%

Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Educate the Whole Child (1 Strategic Initiative)		
Acceleration	DCPS is committed to taking a whole child, anti-racist approach to accelerating student learning. SY22-23 is the second year that all DCPS schools will implement a Multi-Tiered System of Support to ensure all students and adults have the supports they need to thrive in our schools. Schools will ensure all students have access to rigorous, engaging instruction and supportive relationships (Tier 1). They will also provide layered, differentiated interventions for students who may benefit from additional supports to be successful. This year, we anticipate that at least 20% of DCPS students will receive a Tier 2 intervention (a targeted, typically small group support), and at least 5% will receive a Tier 3 intervention (a personalized, typically 1:1 support like High Impact Tutoring). All of these Tier 2 and Tier 3 interventions are documented and progress monitored using a centralized data system that allows schools to support implementation and reflect on progress.	09-30-2023

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Empower our People (2 Strategic Initiative records)		
Leadership Development	DCPS is committed to ensuring that it nurtures aspiring and current school leaders by supporting their school improvement efforts, strengthening their practice through coaching, and sustaining their leadership through holistic retention efforts. DCPS does this work proactively by providing 2 years of induction support for new assistant principals and principals, as well as by being responsive to the changing needs of individual school communities. DCPS also works continually to ensure that we have a strong bench of assistant principals who are ready to pursue the principalship and that they are afforded the hands-on experiences necessary to grow prior to assuming a principal role. In FY 23, DCPS will continue to support school leaders through targeted leadership trainings and assessing changing school needs, so that all students across the district can benefit from strong leadership.	09-30-2023
Talent	DCPS aims to recruit, select, and retain top instructional talent in its pursuit to leverage talent as a lever for equity. Our priority this year is to ensure we have the quantity and quality of instructional talent (i.e., teachers, educational aides, related service providers) to meet the needs of our school communities. Through our strategic recruitment, marketing, and selection efforts, we will work to provide a deep pool of teacher talent ahead of the 2023-24 school year. We will also strengthen our efforts around pipeline development, credentialing oversight, and retention as we know they are key components of a sustainable talent strategy.	09-30-2023
Engage Families (1 Strategic Initiative)		
Family Engagement and Communication	<p>DCPS will engage and communicate broadly around the next iteration of the five-year Capital Commitment strategic plan including disseminating surveys, hosting townhalls, listening sessions and speak-outs for students, staff, families, community members and more.</p> <p>DCPS will provide a two-way communication tool, Remind, to all schools in FY23. The launch will include training for school administrators and staff and turnkey materials that can be shared with families. This is the expansion of a smaller Remind Pilot that included 35 schools.</p> <p>DCPS' Engagement and Communications Teams will prioritize sharing information with and engaging Wards 5, 7, and 8 and Spanish-speaking families. DCPS will provide families with information via Parent University content that families can access in their own time in English and Spanish as well as district-wide email and text messages, social media posts, and a re-tooled back-to-school website.</p>	09-30-2023
Ensure Excellent Schools (2 Strategic Initiative records)		
Enrollment	Bolstering and growing enrollment remains a top focus for DCPS in SY22-23. In FY23, DCPS is focused on re-enrollment, especially in key entry grades 6 and 9th, and PK3 enrollment. Strategies include Feeder School Meet and Greets and stronger collaboration with sister agencies and programs including DPR and SYEP. By prioritizing enrollment, DCPS is working to ensure that students have access to a quality education and that all schools have the resources they need to provide joyful and rigorous learning.	09-30-2023
Capital Projects	In the 22-23 school year, DCPS will focus on successful modernizations including the opening of a modernized facility at Raymond Elementary School and the new MacArthur Blvd High School. DCPS will continue to complete and prioritize modernizations in line with the Capital Improvement Plan. This process evaluates key criteria, inclusive of equity, such as percent of schools in the ward that have been modernized, percentage of at-risk students, percentage of special education students, and percentage of English language learner students. DCPS will continue to work on small capital projects across the district. Consistent engagement with our DGS partners ensures work orders are prioritized equitably for all schools to ensure all students have a safe, welcoming school to learn within. Examples of small capital projects include the HVAC replacement at Langley, elevator installation at Tyler and Whitter, and new playgrounds at Barnard and Brightwood.	09-30-2023
Promote Equity (2 Strategic Initiative records)		
East of the River Supports Focused on Anacostia and Ballou Community	DCPS will continue to support Anacostia and Ballou as they implement their redesign models. The redesign model continues to focus on initiatives like professional development for teachers, improved career pathways and certifications, and partnerships with local organizations and companies to support project-based learning. All students at Ballou and Anacostia will have the	09-30-2023

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
	opportunity to benefit from a variety of social-emotional learning and wraparound services.	
Technology	For school year SY22-23, DCPS will continue to maintain a 1:1 device to student ratio for grades 3rd to 12th and a 3:1 device for grades PK3 to 2nd and ensure teachers and school staff have the devices they need. We are continuing to utilize and adapt best practices learned from virtual learning to build tech-rich classrooms that immerse our students in their curricula and build critical digital citizenship skills. DCPS will also continue to ensure device access, responsible use protocols and rigorous integrated academic experiences at all our schools. Through these efforts, DCPS will continue to work to remove technology as a barrier to educational equity.	09-30-2023