

**GOVERNMENT OF THE DISTRICT OF COLUMBIA**  
**Executive Office of Mayor Muriel Bowser**



Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

A handwritten signature in black ink that reads 'Kevin Donahue'.

Kevin Donahue  
Interim City Administrator



# Office of the Deputy Mayor for Education FY2020

**Agency** Office of the Deputy Mayor for Education

**Agency Code** GWO

**Fiscal Year** 2020

**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.

## 2020 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
In response to the Covid-19 pandemic, the DME executed city-wide and cross-sector collaboration activities including a regular cadence of virtual meetings with Local Education Agency (LEA) leaders, coordinated communications from DME via a weekly bulletin, and a set of response work groups focused on a broad range of topics including contingency budget planning, solving the digital divide, and student safety.	Beginning in March, DME led over 60 virtual meetings alongside PCSB, DCPS, OSSE, and other agencies for LEA leaders through FY20, covering varied topics of urgent interest to school communities like building closure protocols, virtual learning best practices, meal distribution, city resources and school-level operational adjustments in response to rapidly changing understanding of the public health emergency. The meetings are successful, well-attended events with an average of 150 participants per call, and DME has continued to hold them into the first quarter of FY21. During that same time period, DME also centrally provided critical information to a distribution list of more than 200 education stakeholders through 36 DME bulletins. Finally, DME's response work group structure created sustained communities on topics of concern like the digital divide and student safety, and DME continues to collaborate with members of these groups into FY21.	As the leader of the education cluster, DME's central role is the coordination and convening of education stakeholders within government and in the community, through partnership with our cluster agencies. Enacted in an emergency context, DME's structured approach to delivering information to LEA leaders and the education community more broadly, as well as leveraging DME and other administration staff to coordinate response work groups, allowed DME to both provide and receive critical, timely information and feedback in order to be most responsive to the needs of students and families.
In FY20, DME established the Students in the Care of D.C. Coordinating Committee (SCDC) within the office. SCDC identifies challenges and resolves issues that students in detention, commitment, incarceration, and foster care face in order to improve educational outcomes.	SCDC's coordination on behalf of students in correctional facilities as well as those in the community who are under DC's care has had an impact on some of DC's most vulnerable students. Over the course of FY20, SCDC has committed to working across governmental agencies and with non-governmental stakeholders to address the urgent needs presented by COVID-19. SCDC has also coordinated resource delivery to meet immediate student needs, including facilitating the donation of laptops to DYRS students, CFSA students, and justice-system involved students from a variety of sources. Finally, SCDC has continued to collaborate with DOC, CFSA, DYRS and DCPS to coordinate the delivery of additional educational and social-emotional support services for students in the care of D.C. to address learning loss and other challenges to their recovery.	The Executive Director of SCDC is a member of the Deputy Mayor's senior leadership team and brings a focus on students within the committee's purview to meetings across the agency. Further, as the DME begins to implement programming focused on racial justice and equity (RJE) for staff, the SCDC has been central in the RJE team's founding, organization, and sustained efforts in pursuit of RJE team goals. Finally, the SCDC has played a vital role in building cross-agency and cross-sector partnerships, convening stakeholders, and coordinating responses to the unique challenges of system-involved students during COVID-19.
In FY20, DME released the 2020 Uniform Per Student Funding Formula (UPSFF) Study. This study will serve as a central document to guide the city's approach to equitably funding student groups, including students at risk of academic failure ("at-risk") and English Language Learners, as well as understanding the costs covered by the formula's per-pupil foundation level and resulting weighted allocations.	The UPSFF is our single best tool for achieving funding equity for young people in the District of Columbia. Per DC Official Code §38-2911, OSSE has convened the 2020 UPSFF Working Group to solicit input and recommendations regarding revisions to the formula, with the study serving as the primary document for the duration of the meeting series. This body of work will strengthen and ground conversations about the UPSFF and school funding among our city's education stakeholders for years to come.	This study's undertaking and delivery represents the Bowser Administration's commitment to providing all students with the resources they need to achieve success and build family-sustaining careers. The study's findings equip DME, LEA leaders, and public education stakeholders city-wide with a common fact base on DC's funding formula and a set of options to provide additional supports to students that have shown a higher relative need based on student outcomes.

## 2020 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
<b>1 - Improve the coordination and collaboration across and among public schools (District of Columbia Public Schools (DCPS) and Public Charter Schools (PCS) so that the District can capture economies of scale, facilitate sharing of best practices, and improve outcomes for youth. (1 Measure)</b>												
Number of approved Cross-Sector Collaboration Task Force Recommendations in pilot or implementation phase in FY19.	Annually	New in 2018	4	Waiting on Data	4	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4	Met	
<b>2 - Enhance equity of programming and outcomes for all learners. (2 Measures)</b>												
The number of OST sites improving their program quality year over year	Quarterly	New in 2018	10	19	10	0	10	0	0	10	Met	
Rate of chronic absenteeism citywide	Quarterly	29.5%	29.3%	30.2%	26%	21%	25%	Waiting on Data	Waiting on Data	23%	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. (2 Measures)</b>												

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Percent of DME agency initiatives on track to be fully achieved by the end of the fiscal year	Quarterly	New in 2018	72.7%	100%	100	72.9%	74.8%	75.6%	65%	67%	Unmet	The public health emergency impacted agency operations. Agencies reprioritized resources, talent and time to support covid19 safety measures for DC residents
Number of web hits for data publication website	Quarterly	New in 2018	11,419	23,652	12,000	8655	7132	1966	5186	22,939	Met	

## 2020 Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
<b>2 - Kids Ride Free (1 Measure)</b>							
# of students receiving Kids Ride Free passes	59,130	184,664	58,571	65,193	65,193	49,735	238,692
<b>2 - Office of Out of School Time Grants and Youth Outcomes (1 Measure)</b>							
Number of youth directly impacted by programming funded by the Office of Out of School Time Grants and Youth Outcomes	11,825	12,567	4523	2107	516	3493	10,639
<b>3 - Office of Planning, Data and Analysis (2 Measures)</b>							
Number of data sets and analyses published on DME's website	6	Waiting on Data	Semi-Annual Measure	Semi-Annual Measure	Semi-Annual Measure	Semi-Annual Measure	17
Total Public School Enrollment	91,484	Waiting on Data	Annual Measure	Annual Measure	Annual Measure	Annual Measure	94,413

## 2020 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
<b>1 - Improve the coordination and collaboration across and among public schools (District of Columbia Public Schools (DCPS) and Public Charter Schools (PCS) so that the District can capture economies of scale, facilitate sharing of best practices, and improve outcomes for youth. (1 Activity)</b>			
Cross Sector Collaboration	Improved Cross Sector Collaboration	Improve the coordination and collaboration across and among public schools (District of Columbia Public Schools (DCPS) and Public Charter Schools (PCS)) so that the District can capture economies of scale, facilitate sharing of best practices, and improve outcomes for youth.	Key Project
<b>2 - Enhance equity of programming and outcomes for all learners. (4 Activities)</b>			
Office of Out of School Time	Office of Out of School Time Grants and Youth Outcomes	DME will establish, staff and manage operations of the Office of Out of School Time (OST) Grants and Youth Outcomes. The OST office will be responsible for dissemination of grants to support enrichment and programming for youth in the District.	Key Project
Every Day Counts	Every Day Counts	A citywide effort led by DME to ensure every student attends school every day. Every Day Counts! will bring together the entire community to support students and families through a public awareness campaign, a Taskforce coordinating public agencies and stakeholders, and investments in data-driven strategies to increase attendance.	Daily Service
Safe Passage	Safe Passage	DME works with Deputy Mayor for Public Safety and Justice (DMPSJ), Safer Stronger DC, Office of the State Superintendent (OSSE), DC Public Schools (DCPS), Local Education Authority (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 and DMPSJ will co-lead 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 PCS students.	Daily Service
Kids Ride Free	Kids Ride Free	DME collaborates with District Department of Transportation, Washington Metro Area Transportation Area, Office of the Chief Technology Officer, LEA leaders and other District agencies to reduce barriers for students to attend school by supporting the implementation of the Kids Ride Free program.	Daily Service
<b>3 - Increase coordination across government agencies to improve the delivery, effectiveness, services to schools and students and optimize the use of public resources. (3 Activities)</b>			
AGENCY OVERSIGHT AND SUPPORT	Improved Inter-agency collaboration and coordination	Increase coordination across government agencies to improve the delivery, effectiveness, and equity of services to schools and students.	Daily Service
AGENCY OVERSIGHT AND SUPPORT	Office of Planning, Data and Analysis	DME Planning Office will play an important and critical role of: Master Facilities Plan, data and analysis to support other agencies and public transparency of data.	Key Project

Operations Header	Operations Title	Operations Description	Type of Operations
AGENCY OVERSIGHT AND SUPPORT	Public Education Facilities	The Office of the Deputy Mayor for Education oversees the planning and support for former public education facilities, as well as supports DCPS and Department of General Services with the execution of the capital improvement plan and school modernization program.	Daily Service

## 2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
<b>Every Day Counts (1 Strategic Initiative)</b>				
Family Engagement Pilot	In FY20, DME will oversee the implementation of a tech-based support for family engagement in at least five public high schools and two public junior high schools. The pilot will be evaluated with the support of the Lab at DC.	Complete	Kinvolved has executed all requirements of its contract. The report from the Lab will be forthcoming in the fall. Many schools are interested in continuing to work with Kinvolved as it was a great asset during the pandemic.	
<b>Office of Out of School Time Grants and Youth Outcomes (2 Strategic initiatives)</b>				
Youth Development Practitioner Training	Youth Development Practitioner Training - In FY20, the OST Office will engage at least 700 youth development practitioners in professional development in order to improve program quality directly with youth.	Complete	Five hundred forty (540), or 180% of the goal, de-duplicated individuals have participated in professional development offered through the OST Office via The Institute for Youth Development at UDC. This goal has been achieved and services will continue through the remainder of the fiscal year.	
Quality Improvement	Quality Improvement - In FY20, the OST Office will ensure at least 60 sites complete a program quality self-assessment and help at least 10 sites from FY20 to improve scores through a quality improvement initiative.	Complete	Ten sites, or 100% of the goal, have improved their program quality score using the evidence based Weikart YPQI assessments and observations. Since this goal has been achieved, it will not change for the remainder of the fiscal year.	
<b>Office of Planning, Data and Analysis (1 Strategic Initiative)</b>				
UPSFF Study	DME will use \$300,000 in one-time FY20 grant funding for a study of the Uniform Per Student Funding Formula (UPSFF). The study will include the evaluation of four key funding formula areas: 1. At-Risk Adequacy; 2. At-Risk Concentration; 3. Foundation Level Cost Drivers; and 4. English Language Learners (ELL) Weight Structure.	Complete	In FY20 Q3, Afton Partners completed and submitted the 2020 UPSFF Study.	
<b>Safe Passage (1 Strategic Initiative)</b>				
Safe Passage Pilots	In FY20, DME will implement new safe passage supports with a focus on designated priority safe passage areas that reflect the public engagement with youth and community leaders completed in FY19.	Complete	First, the Man The Block Safe Passage Technical Assistance Partnership has concluded its efforts as a result of the COVID-19 pandemic, though some volunteers attended a DME-sponsored de-escalation training held in February. Second, the Safe Spots program expanded to Minnesota Ave in March 2020, and is planning to extend to all priority areas in the future, pending school building re-opening considerations. DME also provided de-escalation training for safe spots participants. Third, although the CarpooltoSchool program abruptly shifted operations due to COVID-19 school closures, families still used the program to organize trips to meal sites and pick up academic work packets. Finally, DME, in collaboration with DMPSJ, convened a Youth Safety group. This group drafted best practice recommendations for schools to use in the technology distribution process, and was able to support an interagency (ONSE, DPR, DYRS-Credible Messengers) safe passage safety plan to ensure families and students were safe during packet, meal, and technology distributions.	