

Table of Contents

DCSRN History.....2

High Quality Schools Campaign (HQSC).....2

A. Quality of Project Services.....5

B. Quality of Project Personnel.....16

C. Adequacy of Resources.....18

D. Quality of the Management Plan.....19

Conclusion.....28

DCSRN History

DC School Reform Now (DCSRN) was founded in 2008 with the mission of educating, organizing and advocating to build support for public education strategies that prepare kids to become college and career ready. DCSRN focuses on seizing the opportunity to collaborate with the DC community at large to ensure the highest quality of education for all students in DC. DCSRN believes that schools in DC can and should be the best in the nation and every student in DC deserves a quality school, principal and teacher. A quality education means that students leave high school prepared to enter and graduate on time from a college or university.

High Quality Schools Campaign (HQSC)

DCSRN's leading initiative is the *High Quality Schools Campaign* (HQSC). The HQSC was developed to support families applying to, enrolling in and continuing in quality public schools, and DCSRN is the only organization in DC implementing this targeted work. DCSRN has spent the last four years developing and refining the HQSC program model and has a successful track record. DCSRN is excited to apply for the Opportunity Scholarship Program (OSP) as it directly intersects with DCSRN's current work in the public school choice sector, as described in the following paragraphs. Moreover, the OSP will enable DCSRN to meet the demand that HQSC families have expressed for private schools and private school scholarships.

DCSRN recognizes that the process for applying to any school in DC—charter, traditional or private—can be complicated and confusing, and some families struggle with completing the application processes. This puts the children of those families at a disadvantage in accessing a quality school. The HQSC was developed as a direct response to fill this gap of needed support in DC and primarily supports families in underserved communities of DC. The HQSC works to

level the playing field so that all families in DC can compete for access to a quality public school.

DCSRN discovered early on that recruiting large numbers of families to participate was one of the most challenging aspects of the campaign. Community-based partnerships have proven the key gateways to engaging with families. Currently, DCSRN partners include child development centers, community-based organizations, [REDACTED] and homeless shelters.

DCSRN also maintains longstanding relationships with many other partners, [REDACTED] [REDACTED], as well as individual charter and traditional DCPS system schools. Additionally, DCSRN spends the majority of the summer knocking on doors in underserved communities of DC recruiting families to participate in the HQSC. DCSRN's aggressive relationship-building efforts now yield over 50 active partnerships which collectively serve well over 1,000 families (see Other Attachments for the DCSRN partner list).

DCSRN's current resources and services include research-based and parent-friendly materials, workshops, in-person and virtual school tours, charter and out-of-boundary traditional DCPS system school application support, school enrollment and persistence support (retention).

DCSRN employs the following strategies to achieve the HQSC goals:

- 1) *Build relationships* with families, communities and partners.
- 2) *Expose* families to the characteristics of school quality through workshops, one-on-one counseling, school fairs and virtual school tours.
- 3) *Inform* families about the characteristics of quality schools, principals and teachers.

- 4) *Influence* parents to pursue quality by assisting them in submitting applications for their children to compete for quality public school seats in traditional DCPS system and/or charter public schools.

Vital components of the HQSC are parent advocates, who are part-time staff trained to support large numbers of families in the completion of the public school choice application process. Throughout the campaign, DCSRN utilizes its original research-based and parent-friendly curriculum, which describes the basic tenets of a high quality school, principal and teacher. Curricular materials include a brochure describing the characteristics of school quality, a school tour checklist, a principal interview checklist, a teacher and classroom observation checklist and a virtual school tours checklist (see Other Attachments).

DCSRN's virtual school tours are the first of their kind to provide families with greater insight to make important comparisons about schools. They were conceived out of the premise that the best way to understand the characteristics of school quality is to visit quality schools. DCSRN learned during the pilot HQSC in 2011 that some parents find it difficult to tour schools during school hours. In response, DCSRN created virtual school tours, which objectively showcase every aspect of a typical school day and currently include 20 public schools in DC. The virtual school tours can be watched in short five-to-six minute teasers, full-length chapters or a play-all complete video, and can be found on DCSRN's website:

<http://dcschoolreform.org/content/virtual-school-tours>.

DCSRN is also accustomed to remaining flexible while executing the HQSC amidst the impact of the external political climate. For example, the city has restructured the public school choice

application process three times in the last four years. Each year DCSRN has demonstrated the ability to adapt by successfully providing services to each family that has been part of a parent advocate's HQSC caseload. DCSRN ultimately wants every child in DC, regardless of socioeconomic status, to have access to a quality education.

A. Quality of Project Services

The success of the HQSC, which helps families navigate the DC public school choice application process, establishes DCSRN as the most qualified organization to administer the OSP. Moreover, HQSC families frequently inquire about receiving OSP services. Therefore, there is already demand for the OSP from current HQSC families, making the OSP a natural fit for DCSRN. DCSRN realizes that many processes for the OSP are already in place and will make improvements where necessary. DCSRN will administer the OSP based on the OSP application requirements, as detailed below.

(A) How the entity will address the priorities described in section 3006 of the SOAR Act.

DCSRN will implement the OSP in a way that adheres to the policies described in section 3006 of the SOAR Act by building upon the success of the HQSC, as well as successful procedures already in place in the current OSP process.

...in awarding scholarships under section 3007(a), give priority to—(A) eligible students who, in the school year preceding the school year for which the eligible students are seeking a scholarship, attended an elementary school or secondary school identified for improvement,

corrective action, or restructuring under section 1116 of the Elementary and Secondary Education Act of 1965 (20 U.S.C. 6316);

Utilizing information from the DC Office of the State Superintendent of Education, DCSRN will note all the elementary and secondary schools that have been identified for improvement, corrective action or restructuring under section 1116 of the Elementary and Secondary Education Act of 1965. Upon identifying these schools, DCSRN will seek and give priority to eligible students applying to the OSP who, in the school year preceding the school year for which the eligible students are seeking a scholarship, attended one of these schools.

...in awarding scholarships under section 3007(a), give priority to—(B) students who have been awarded a scholarship in a preceding year under this division or the DC School Choice Incentive Act of 2003 (sec. 38-1851.01 et seq., D.C. Official Code), as such Act was in effect on the day before the date of the enactment of this division, but who have not used the scholarship, including eligible students who were provided notification of selection for a scholarship for school year 2009-2010, which was later rescinded in accordance with direction from the Secretary of Education;

DCSRN will determine the current procedures of the OSP to give priority to students who have been awarded a scholarship in a preceding year under this division or the DC School Choice Incentive Act of 2003 but have not used the scholarship. DCSRN's understanding is that if a student who is a scholarship recipient the preceding year does not use the scholarship, the student may defer the scholarship for that one year and use the scholarship the following year as long as the student still meets eligibility requirements and completes renewal documentation.

...in awarding scholarships under section 3007(a), give priority to—(C) students whose household includes a sibling or other child who is already participating in the program of the eligible entity under this division, regardless of whether such students have, in the past, been assigned as members of a control study group for the purposes of an evaluation under section 3009(a);

DCSRN will prioritize recruiting siblings of students who are already participating in the program and will not exclude students who have been a member of a control study group.

DCSRN has experience tracking similar information as the HQSC currently supports entire families in applying to schools. DCSRN has a process that identifies students from the same family and all that information is tracked in great detail in DCSRN's database. It would seem that the OSP is a program that requires sophisticated data management and DCSRN is accustomed to using a database to track large numbers of families. DCSRN developed and uses a custom-built database via Salesforce that tracks families both in their application processes and through the duration of their school career. For example, if a family chooses not to enroll in the public school to which they are matched in the DC school choice lottery, DCSRN continues to track that student in the database and checks in each year to gauge the family's interest in re-entering the lottery. DCSRN's database currently contains families representing nearly 2,000 students. DCSRN is also prepared to transition HQSC family data to the existing OSP database, if necessary, and maintain the current OSP database to ensure the highest consistency of services to OSP families.

...(2) target resources to students and families that lack the financial resources to take advantage of available educational options;

As part of the OSP, DCSRN will continue the HQSC program model to target resources to students and families that lack the financial resources to take advantage of available educational options. The HQSC primarily supports families in underserved DC communities. As an example, DCSRN will utilize its aforementioned original research-based and parent-friendly curriculum, which describes the basic tenets of a high quality school, principal and teacher and helps families take advantage of available educational options. Created for the HQSC, these materials help families, especially those who lack financial resources, and can easily be adapted for the OSP. DCSRN also recognizes the importance of a smooth transition of OSP staff, particularly for existing OSP families. Building upon already established materials such as checklists and virtual school tours, DCSRN will work with students and families to ensure they have comprehensive knowledge of their educational options in DC. For example, DCSRN will assess the current OSP school booklet that provides important information about participating schools for families. Additionally, DCSRN's virtual school tours can be easily expanded for the OSP to include a catalogue of OSP schools. As previously mentioned, DCSRN employs parent advocates as part of the HQSC. Each OSP family will be assigned a parent advocate to ensure they understand the widest range of their educational options. Parent advocates will be trained to become experts in the OSP, as they are currently in the DC public school choice system.

...(3) provide students and families with the widest range of educational options.

DCSRN will provide students and families with the widest range of educational options by maintaining the pool of tuition-based schools that are already participating in the program at the current level. Maintaining the pool will depend on whether schools meet federal eligibility requirements to participate in the program and/or continue to express a willingness to remain a

participating school. DCSRN will also establish relationships with tuition-based schools that are new in DC as well as existing tuition-based schools that did not participate in the previous year.

(B) How the entity will ensure that if more eligible students seek admission in the OSP than the program can accommodate, eligible students are selected for admission through a random selection process which gives weight to the priorities described in section 3006 of the SOAR Act; DCSRN will work with the current facilitator of the OSP lottery to evaluate the process already in place and ensure a public and fair lottery for eligible students that gives weight to the priorities described in section 3006 of the SOAR Act. Based on that evaluation, DCSRN will assess the viability of the current lottery process and will implement improvements, as needed.

(C) How the entity will ensure that if more participating eligible students seek admission to a participating school than the school can accommodate, participating eligible students are selected for admission through a random selection process;

DCSRN understands the importance of cultivating positive relationships with schools in order to receive the best information to provide to families. DCSRN already has relationships with an extensive list of public schools in DC and has experience with establishing fruitful school partnerships. DCSRN will ascertain the policies and procedures of each individual participating OSP school so that if more students apply to a particular school than there are seats available, DCSRN will ensure adherence to the policies and procedures of that specific school.

(D) How the entity will notify parents of eligible students of the expanded choice opportunities in order to allow the parents to make informed decisions;

DCSRN is aware that there is already an OSP process in place in which parents of eligible students are notified of the expanded choice opportunities to allow parents to make informed decisions. DCSRN will evaluate the current process and make improvements where needed. DCSRN has noted that by managing expectations with HQSC families about lottery results from the onset of the application process, informing families about their unsuccessful lottery results is less acrimonious. DCSRN will manage expectations with OSP families from the onset. Parents of eligible OSP students will be notified of the expanded choice opportunities via one-one-one counseling from their assigned parent advocate. DCSRN will also offer train-the-trainer workshops for partner organizations that prefer to notify parents with whom they work of the expanded choice opportunities. As an example, DCSRN is frequently called upon by partners to answer questions about all aspects of the DC school choice process on behalf of families that these partners serve. For instance, [REDACTED], a DCSRN partner, refers families to the HQSC when they inquire about their school options. DCSRN's parent-friendly HQSC checklists and materials can easily be augmented to ensure parents are able to understand all important tuition-based school information. Information about expanded choice opportunities will be made available in a variety of formats. Formats will include the updated OSP booklet that describes important information about OSP schools to guarantee that the most current information is available for families. DCSRN will also produce virtual school tours of OSP schools. DCSRN will encourage families to tour OSP schools in-person and adapt the HQSC school quality brochure and checklists for the OSP. These resources will allow families to make informed decisions regarding important school considerations that include but are not limited to location, fit, academic rigor, extracurricular offerings, as well as application deadlines and fees of the OSP school to which they apply.

(E) The activities that the entity will carry out to provide parents of eligible students with expanded choice opportunities through the awarding of scholarships under section 3007(a) of the SOAR Act;

DCSRN is aware that there are already OSP practices in place in which activities are carried out to provide parents of eligible students with expanded choice opportunities through the awarding of scholarships under section 3007(a) of the SOAR Act. DCSRN will evaluate the current practices and make improvements where needed. Activities carried out for families interested in applying for the OSP will include workshops to provide families with vital information about OSP school options and how the OSP application process works. Workshops will be hosted by DCSRN and occur throughout the city, especially in communities with high concentrations of OSP-eligible families. Activities will also include door-knocking, participation by DCSRN in workshops hosted by partners, tabling at community and partner events and one-on-one counseling by assigned parent advocates in-person and by phone, text or e-mail. DCSRN currently hosts virtual school tour movie nights, where families watching virtual school tours learn about their child's school options. During the virtual school tour movie nights, families also utilize the HQSC materials to assess quality and fit of schools for their child. After producing virtual school tours for participating OSP schools, DCSRN will host similar virtual school tour movie nights for families interested in applying for the OSP. Activities carried out to inform families of their lottery results will include outreach by parent advocates to assigned families, door-knocking, phone, email, text blasts as well as a mailing campaign. Activities carried out to support families in enrolling and renewing OSP scholarships will include workshops hosted by DCSRN which will provide information specifically around eligibility verification and

enrollment documentation and requirements. DCSRN will also disseminate information by participating in workshops hosted by partners. DCSRN will maintain the hotline for families who have additional questions regarding the OSP. DCSRN will also have an open door policy at the office for parents who want additional help from staff.

(F) How the entity will determine the amount that will be provided to parents under section 3007 (a)(2) of the SOAR Act for the payment of tuition, fees, and transportation expenses, if any;

The funds for the OSP will be allocated based on both the need of the family and the tuition of the school, fees and transportation expenses, if any. DCSRN will adhere to the policy that K-8 students can receive a maximum scholarship amount of \$8,000 (currently adjusted for inflation to \$8,381), unless adjusted by the Secretary as indicated in Section 3007(b) of the SOAR Act. DCSRN will adhere to the policy that high school students can receive a maximum scholarship amount of \$12,000 (currently adjusted for inflation to \$12,572), unless adjusted by the Secretary as indicated in Section 3007(b) of the SOAR Act. If the tuition of the school, fees and transportation expenses for a student are lower than the maximum scholarship amount, DCSRN will make decisions about additional funds based on the current allowable fees including: uniforms (maximum of \$350 annually), before and after care, books, field trips and public transportation (metro, rail or bus).

(G) How the entity will seek out private elementary schools and secondary schools in the District of Columbia to participate in the program;

DCSRN realizes the importance of maintaining relationships with participating schools and, as the new OSP administrator, will ensure a smooth transition from the former OSP administrator.

An essential component of DCSRN's success is creating strong relationships with schools.

DCSRN currently has relationships with 23 public schools and this number continues to grow.

DCSRN will seek out new private elementary schools and secondary schools in DC to participate in the OSP through similar strategies used to cultivate relationships in the HQSC. In addition, DCSRN will work with both the Archdiocese of Washington and the Association of Independent Maryland & DC Schools (AIMS) to ensure that new schools are recruited into the OSP, when appropriate. An important tool for cultivating school-based relationships is to meticulously track historical information about and interactions with the school as they occur. DCSRN will evaluate the current OSP database, which would likely contain data on participating schools as well as family eligibility and student placement, to determine how such information is currently tracked. DCSRN is proficient in record management and has experience tracking not only school-based partnerships but also partnerships of all kinds.

(H) How the entity will ensure that each participating school will meet the reporting and other program requirements under the SOAR Act;

DCSRN will ensure that each participating school will meet the program requirements under the SOAR act by asking each school to sign an agreement each school year for their participation in the program. Such an agreement, which may consist of a Memorandum of Understanding, will confirm knowledge of and commitment to meeting OSP requirements. The requirements will adhere to those set in the SOAR Act: has and maintains a valid certificate of occupancy issued by the District of Columbia; makes readily to all prospective students information on its school accreditation; submits proof of adequate financial resources if operating for less than five years; agreement to submit to site visits as determined to be necessary (a minimum of one per school

year); has financial systems, controls, policies and procedures to ensure that funds are used according to this division; and ensures teachers of core subject matter have a baccalaureate degree or the equivalent. As previously stated, DCSRN understands maintaining positive relationships with participating schools is an important component of the OSP, in part because the more information the OSP facilitator collects from the school, the more comprehensively OSP families will be served.

(I) How the entity will ensure that participating schools submit to site visits by the entity as determined to be necessary by the entity, except that a participating school may not be required to submit to more than 1 site visit per school year;

Site visits are a necessary component of the OSP to meet federal regulations and also for OSP facilitators to learn valuable information about schools to share with families so that families can make informed decisions. DCSRN will evaluate the current OSP process used to conduct site visits with participating schools and implement improvements as needed. In the initial partnership agreement that DCSRN will request from participating schools, school partners will be required to agree to at least one site visit per school year. DCSRN will also evaluate the current OSP practice of deploying two staff members to the participating school for each site visit.

(J) How the entity will ensure that participating schools are financially responsible and will use the funds received under section 3007 of the SOAR Act effectively;

DCSRN will ensure that participating schools are financially responsible and will use funds received under section 3007 of the SOAR Act by requiring participating schools to undergo an

evaluation each year. This evaluation would require participating schools to conduct an independent audit and submit the findings to DCSRN each school year.

(K) How the entity will address the renewal of scholarships to participating eligible students, including continued eligibility;

To address the renewal of scholarships to participating eligible students, including continued eligibility, DCSRN will start by meeting with past OSP staff to understand the current practices and procedures, and will maintain policies and practices set forth by the U.S. Department of Education. DCSRN will evaluate current processes that promote continued eligibility of students who intend to remain in participating schools and will make adjustments based on this evaluation. Students who plan to renew scholarships would be required to re-enroll in the OSP each year. To re-enroll in the OSP, families of such students would need to demonstrate continued eligibility, including financial qualifications, DC residency and an intention to re-enroll in the school to which they receive OSP funds. Collecting meticulous data will be critical to tracking scholarship renewal information and, as DCSRN already collects data in a similar manner as part of the HQSC, DCSRN will adhere to similar data management practices for the OSP. Moreover, DCSRN will mitigate family attrition in the OSP through relationships with families primarily cultivated by assigned parent advocates, when necessary. For example, current HQSC programming includes checking in with families quarterly to maintain relationships and to help them overcome barriers to continuing in their schools.

(L) How the entity will ensure that a majority of its voting board members or governing organization are residents of the District of Columbia.

All of DCSRN's current board members are residents of the District of Columbia and are committed to quality education for all students in DC (see Other Attachments for the list of DCSRN board members). DCSRN makes a conscious effort to recruit board members who are DC residents. The board of directors is comprised of eight voting members, including a chair and vice-chair. The chair, Kristin Ehrgood, is the founder of the board and is very active and engaged in the current education landscape of DC. Kristin is also the president and board chair of Flamboyant Foundation, which has the mission to improve educational outcomes for children in public and public charter schools. The vice-chair serves as the executive director of CityBridge Foundation, another active education foundation in DC. Another board member is the chief of staff to the DC Deputy Mayor for Education. All board members, including two policy advisors for the Bill & Melinda Gates Foundation, leverage their relationships in the political, philanthropic, legal, business and education world to help DCSRN accomplish its mission.

DCSRN will comply with all requests regarding any evaluation carried out under section 3009(a) of the SOAR Act.

B. Quality of Project Personnel

David Pickens joined DCSRN as executive director in 2010, bringing extensive education experience to the organization. David is a former military officer who started his career in education via an alternative teaching certification program. After spending nine years as an award winning middle school teacher at Price School in Chicago Public Schools (CPS), he became an assistant principal at Arai Middle School.

Shortly after Arne Duncan was appointed CEO of CPS, the third largest public school district in the nation, he tapped David to be his deputy chief of staff. David remained in this position for two years until Duncan appointed him to the position of deputy to the CEO, making him the first African American in that position. As deputy to the CEO, David became senior advisor and system-wide manager to the CEO and was responsible for a wide array of high profile departments and initiatives, including external partnerships and resources, which was the federal grant managing branch of CPS. This department managed the application, submission and intake of all grants received, and oversaw compliance of those grants, including federal grants from the U.S. Department of Education. Additional departments that David managed included system-wide external and internal communications, governmental affairs, community relations and local school council relations. Initiatives that David managed included school closings, consolidations, turnarounds and relocation, the Violence Reduction Initiative and the creation of the automated Board Report Process for the entire district.

A few months after President Obama appointed Arne Duncan U.S. Secretary of Education, David was appointed chief of staff to the Chicago Board of Education. In that capacity he was the highest ranking employee in the Chicago Board of Education and one of only two direct reports to the Chicago Board of Trustees, with the other being the CEO of CPS.

When David joined DCSRN in 2010, he was very interested in becoming part of another city prominent in the national education reform movement. David attended Michigan State University, University of Illinois in Chicago and holds a master's degree in education and a principal's certification from Roosevelt University in Chicago and University of Illinois in

Chicago, respectively. David has served on a number of boards and has won a number of teaching awards. He was named a Golden Apple Finalist in 1999. David is married and has two children in traditional DCPS system schools.

David has seen education from just about every possible angle: student, teacher, school administrator, senior level district-wide administrator, senior level board executive, education nonprofit leader and, importantly, as a parent. David's expertise in education and management, along with his innovation in leading the creation of the HQSC, proves that he is most qualified to lead the OSP. (See Other Attachments for David's resume as well as resumes of additional key project personnel.)

C. Adequacy of Resources

DCSRN's current infrastructure is already designed to support large numbers of families through the citywide public school application process. DCSRN maintains an office space located conveniently near the Dupont Circle metro that has the capacity to support increased staff, equipment and resources. Materials that DCSRN currently creates to supplement the HQSC such as virtual school tours, school quality checklists and personal application support through parent advocates is easily adaptable for the OSP. DCSRN also maintains a current website and will evaluate the OSP website to determine its continued use for the program. These pre-established resources will aid DCSRN in both implementing and improving upon the OSP process in a seamless manner.

DCSRN also has a pool of 20 parent advocates who have been trained to help DC families make decisions about schools. These individuals could easily be trained in supporting families through the OSP process. Additionally, DCSRN employs a director of development who will continue raising other funds for the organization to ensure that all needs of the OSP are met without budgetary constraints. DCSRN also has unequivocal support from the board of directors, board chair and funders who are passionate about helping families navigate the DC school choice process. DCSRN has a dedicated staff, quality programs in place and committed funding. Therefore, DCSRN's resources are more than adequate to administer the OSP.

D. Quality of the Management Plan

The OSP appears to be on a similar calendar to that of DCSRN's current management plan of the HQSC, which should make it easier for DCSRN to adapt to the 2015-16 OSP calendar. The calendar similarities will also expedite the transition between OSP administrators. Below is a draft three-year management plan.

Year 1: September 2015

DCSRN will hire two additional full-time staff members who, along with current DCSRN staff, will be dedicated to facilitate the OSP. As previously mentioned, DCSRN has a pool of 20 parent advocates who are trained to help families make decisions about schools. Of those 20, DCSRN will hire at least six parent advocates for the OSP. All parent advocates will be trained to become experts in the OSP. Parent advocate training will include comprehensive information about OSP program deadlines and requirements as well as information about participating schools. DCSRN will reach out to current OSP families to communicate the transition between OSP administrators and confirm and encourage renewal of OSP participation. DCSRN will recruit families over the

summer for the HQSC and, if awarded the OSP, DCSRN will already have a pool of new families to potentially participate in the upcoming OSP cycle. DCSRN will also begin updating the OSP school booklet and begin conducting visits to all participating schools. School visits will occur throughout the school year. DCSRN will begin evaluating current OSP tools and practices, including the database, the website and program implementation. This evaluation will also occur throughout Year 1.

Year 1: October – November 2015

DCSRN will allocate the first scholarship disbursement to renewal families as well as families in which this is their first year participating in the OSP. DCSRN will assign parent advocates to current and new OSP families. DCSRN will also complete the OSP school booklet. Parent advocates will begin outreach with assigned families. Outreach will consist of confirming current families are receiving OSP disbursement funds and determining attendance in and satisfaction with the school to which the participating student is enrolled. Parent advocates will also begin working with newly recruited OSP families to explain the OSP process and inform families about expanded choice opportunities. In addition, parent advocates will inform families about the application processes of participating schools.

Year 1: November – December 2015

In consideration of previous OSP practices and in conjunction with DCSRN's current dissemination best practices, DCSRN will distribute the updated OSP school booklet and adapted HQSC checklists. Distribution will be concentrated in underserved DC communities where there are large numbers of eligible OSP families. Parent advocates will provide OSP application support, assist with residency and income verification, consult with families on their expanded choice opportunities using the OSP private school booklet and be available to answer

any questions families may have. DCSRN will maintain the hotline for families who have additional questions regarding the OSP. DCSRN will also have an open door policy at the office for parents who want additional help from staff.

Year 1: December 2015 – February 2016

DCSRN will allocate the second scholarship disbursement to OSP families. Parent advocates and DCSRN staff will support families in completing OSP and private school applications.

Year 1: March – April 2016

In cooperation with an independent lottery facilitator, the OSP lottery will occur. DCSRN staff and parent advocates will notify families of lottery results. DCSRN staff and parent advocates will work with all scholarship recipients on completing necessary documentation entitling them to receive the scholarship. DCSRN will host workshops for families who receive a scholarship so they are aware of all aspects of the program. DCSRN will also follow up with schools of scholarship recipients to confirm their admissions.

Year 1: May 2016

DCSRN will allocate the third and final scholarship disbursement of the school year to OSP families. Parent advocates will work with new scholarship awardees to ensure they complete OSP enrollment and school enrollment. DCSRN will host OSP enrollment events. DCSRN's current practice each spring is to ask families to complete a survey to determine strengths and areas in need of improvement in the HQSC. DCSRN will implement a similar strategy for the OSP to gauge the quality of services.

Year 1: June – August 2016

Throughout the summer, DCSRN will continue supporting OSP recipients to ensure they complete enrollment in the OSP and their chosen school. DCSRN will host OSP workshops for

newly enrolled families to provide a comprehensive overview of all pertinent information about the OSP. Along with maintaining communication with scholarship recipients, DCSRN will recruit new families to participate in the OSP through activities such as door knocking, workshops and tabling at partner and community events. In conjunction with current HQSC partners, DCSRN will leverage partnerships established by the previous OSP administration to recruit new families. Similar to HQSC practices, DCSRN will help OSP families find supplemental resources. For example, for students who have been awarded a scholarship in the OSP and are having trouble with the academic transition, DCSRN will look into providing a tutor or other academic support. DCSRN will collect and review financial audits of participating schools. DCSRN will also reach out to new schools that express a desire to participate in the OSP. In collaboration with the Archdiocese of Washington and AIMS, DCSRN will recruit new schools—newly created tuition-based schools and schools that did not participate in the program during the previous year—to participate in the OSP. Prioritizing achieving low attrition in the program, DCSRN will explore the best ways to support families in renewing for the OSP each year. DCSRN will also culminate the internal program evaluation and decide upon improvements, if any, to implement for Year 2 of the OSP. DCSRN will also produce and submit the annual performance report to the U.S. Department of Education that will provide the most current performance and financial expenditure information.

Year 2: September 2016

DCSRN will make recommendations for augmenting OSP processes and practices, as needed, based on the Year 1 evaluation. The OSP program timeline may also be adjusted based on the Year 1 evaluation. DCSRN will hire parent advocates for the OSP. New parent advocates will be trained to become experts in supporting families in the OSP. Returning parent advocates will be retrained on the OSP, especially regarding any updated practices and procedures from Year 1.

DCSRN staff and parent advocates will reach out to current OSP families to confirm and encourage renewal of OSP participation. OSP families who are new recipients during this school year will also be contacted to confirm attendance in their new schools. DCSRN will also begin updating the OSP school booklet and begin conducting visits to all participating schools. School visits will occur throughout the school year.

Year 2: October – November 2016

DCSRN will allocate the first scholarship disbursement to renewal families as well as families in which this is their first year participating in the OSP. DCSRN will assign parent advocates to current and new OSP families. DCSRN will also complete the OSP school booklet. Parent advocates will begin outreach with assigned families. Outreach will consist of confirming current families are receiving OSP disbursement funds and determining attendance in and satisfaction with the school to which the participating student is enrolled. Parent advocates will also begin working with newly recruited OSP families to explain the OSP process and inform families about expanded choice opportunities. In addition, parent advocates will inform families about the application processes of participating schools.

Year 2: November – December 2016

Using best practices from Year 1, DCSRN will distribute the updated OSP school booklet and adapted DCSRN checklists. Distribution will be concentrated in underserved DC communities where there are large numbers of eligible OSP families. Parent advocates will provide OSP application support, assist with residency and income verification, consult with families on their expanded choice opportunities using the OSP school booklet and be available to answer any questions families may have. DCSRN will maintain the hotline for families who have additional

questions regarding the OSP. DCSRN will also continue the open door policy at the office for families who want additional help from staff.

Year 2: December 2016 – February 2017

DCSRN will allocate the second scholarship disbursement to OSP families. Parent advocates and DCSRN staff will support newly recruited families in completing OSP and private school applications.

Year 2: March – April 2017

In cooperation with an independent lottery facilitator, the OSP lottery will occur. DCSRN staff and parent advocates will notify families of lottery results. DCSRN staff and parent advocates will work with all scholarship recipients on completing necessary documentation entitling them to receive the scholarship. DCSRN will host workshops for families who receive a scholarship so they are aware of all aspects of the program. DCSRN will also follow up with schools of scholarship recipients to confirm their admissions.

Year 2: May 2017

DCSRN will allocate the third and final scholarship disbursement of the school year to OSP families. Parent advocates will work with new scholarship awardees to ensure they complete OSP enrollment and school enrollment. DCSRN will host OSP enrollment events. DCSRN will once again ask OSP families to complete a survey to determine strengths and areas in need of improvement in the OSP.

Year 2: June – August 2017

Throughout the summer, DCSRN will continue supporting OSP recipients to ensure they complete enrollment in the OSP and their chosen school. DCSRN will continue to host OSP workshops for newly enrolled families to provide a comprehensive overview of all pertinent

information about the OSP. Along with maintaining communication with scholarship recipients, DCSRN will recruit new families to participate in the OSP through activities such as door knocking, workshops and tabling at partner and community events. DCSRN will leverage OSP partnerships to recruit new families. DCSRN will continue to help OSP families find supplemental academic resources. DCSRN will collect and review financial audits of participating schools. Similar to Year 1, DCSRN will reach out to new schools to participate in the OSP. Continuing to prioritize achieving low attrition in the program, DCSRN will explore the best ways to support families in renewing for the OSP each year. DCSRN will produce and submit the annual performance report to the U.S. Department of Education that will provide the most current performance and financial expenditure information.

Year 3: September 2017

DCSRN will hire parent advocates for the OSP. New parent advocates will be trained to become experts in supporting families in the OSP. Returning parent advocates will be retrained on the OSP, especially regarding any updated practices and procedures from Year 2. DCSRN staff and parent advocates will reach out to current OSP families to confirm and encourage renewal of OSP participation. OSP families who are new recipients during this school year will be contacted to confirm enrollment in their new schools. DCSRN will also begin updating the OSP school booklet and begin conducting visits to all participating schools. School visits will occur throughout the school year.

Year 3: October – November 2017

DCSRN will allocate the first scholarship disbursement to renewal families as well as families in which this is their first year participating in the OSP. DCSRN will assign parent advocates to current and new OSP families. DCSRN will also complete the OSP school booklet. Parent advocates will begin outreach with assigned families. Outreach will consist of confirming current

families are receiving OSP disbursement funds and determining attendance in and satisfaction with the school to which the participating student is enrolled. Parent advocates will also begin working with newly recruited OSP families to explain the OSP process and inform families about expanded choice opportunities. In addition, parent advocates will inform families about the application processes of participating schools.

Year 3: November – December 2017

DCSRN will distribute the updated OSP school booklet and adapted DCSRN checklists.

Distribution will be concentrated in underserved DC communities where there are large numbers of eligible OSP families. Parent advocates will provide OSP application support, assist with residency and income verification, consult with families on their expanded choice opportunities using the OSP school booklet and be available to answer any questions families may have.

DCSRN will maintain the hotline for families who have additional questions regarding the OSP.

DCSRN will also continue the open door policy at the office for families who want additional help from staff.

Year 3: December 2017 – February 2018

DCSRN will allocate the second scholarship disbursement to OSP families. Parent advocates and DCSRN staff will support newly recruited families in completing OSP and private school applications.

Year 3: March – April 2018

In cooperation with an independent lottery facilitator, the OSP lottery will occur. DCSRN staff and parent advocates will notify families of lottery results. DCSRN staff and parent advocates will work with all scholarship recipients on completing necessary documentation entitling them to receive the scholarship. DCSRN will host workshops for families who receive a scholarship so

they are aware of all aspects of the program. DCSRN will also follow up with schools of scholarship recipients to confirm their admissions.

Year 3: May 2018

DCSRN will allocate the third and final scholarship disbursement of the school year to OSP families. Parent advocates will work with new scholarship awardees to ensure they complete OSP enrollment and school enrollment. DCSRN will once again ask OSP families to complete a final survey to determine strengths and areas in need of improvement in the OSP.

Year 3: June – August 2018

Throughout the summer of the final grant award cycle, DCSRN will continue supporting OSP recipients to ensure they complete enrollment in the OSP and their chosen school. DCSRN will continue to host OSP workshops for newly enrolled families to provide a comprehensive overview of all pertinent information about the OSP. Along with maintaining communication with scholarship recipients, DCSRN will recruit new families to participate in the OSP through activities such as door knocking, workshops and tabling at partner and community events.

DCSRN will leverage OSP partnerships to recruit new families. DCSRN will continue to help OSP families find supplemental academic resources. DCSRN will collect and review financial audits of participating schools. DCSRN will reach out to new schools to participate in the OSP. Continuing to prioritize achieving low attrition in the program, DCSRN will explore the best ways to support families in renewing for the OSP each year. DCSRN will also submit the final performance report, including financial information, as directed by the Secretary. DCSRN may consider applying for a continuation award.

DCSRN recognizes that the above management plan is subject to change. DCSRN's executive director will draw on his extensive expertise to oversee the proper implementation of the OSP

management plan and will ensure a smooth transition of program administrations. Current DCSRN staff, which include a communications director and a development director, are already skilled in the HQSC and can quickly adapt their skillsets to the OSP.

Conclusion

DCSRN strongly believes that we are the most qualified organization to administer the Opportunity Scholarship Program. Having created and fine-tuned the HQSC program model over the last four years, adapting each year to changes in the application process, DCSRN will seamlessly assume successful responsibility of the OSP. DCSRN's over 50 partnerships with schools and community-based organizations in underserved DC communities provide DCSRN access to large numbers of OSP-eligible families. DCSRN is adept at influencing those families to participate in school application processes because of the experience and training of parent advocates. DCSRN is accustomed to comprehensively tracking the activities of families participating in application processes through a custom-built database. DCSRN's leadership is more than equipped to manage the federal regulations that accompany the OSP and ensure successful management of the program. Therefore, DCSRN is most qualified to administer the OSP. DCSRN appreciates the U.S. Department of Education's consideration to be awarded administration of the OSP and looks forward to providing eligible students in DC an equal chance at receiving a quality education.