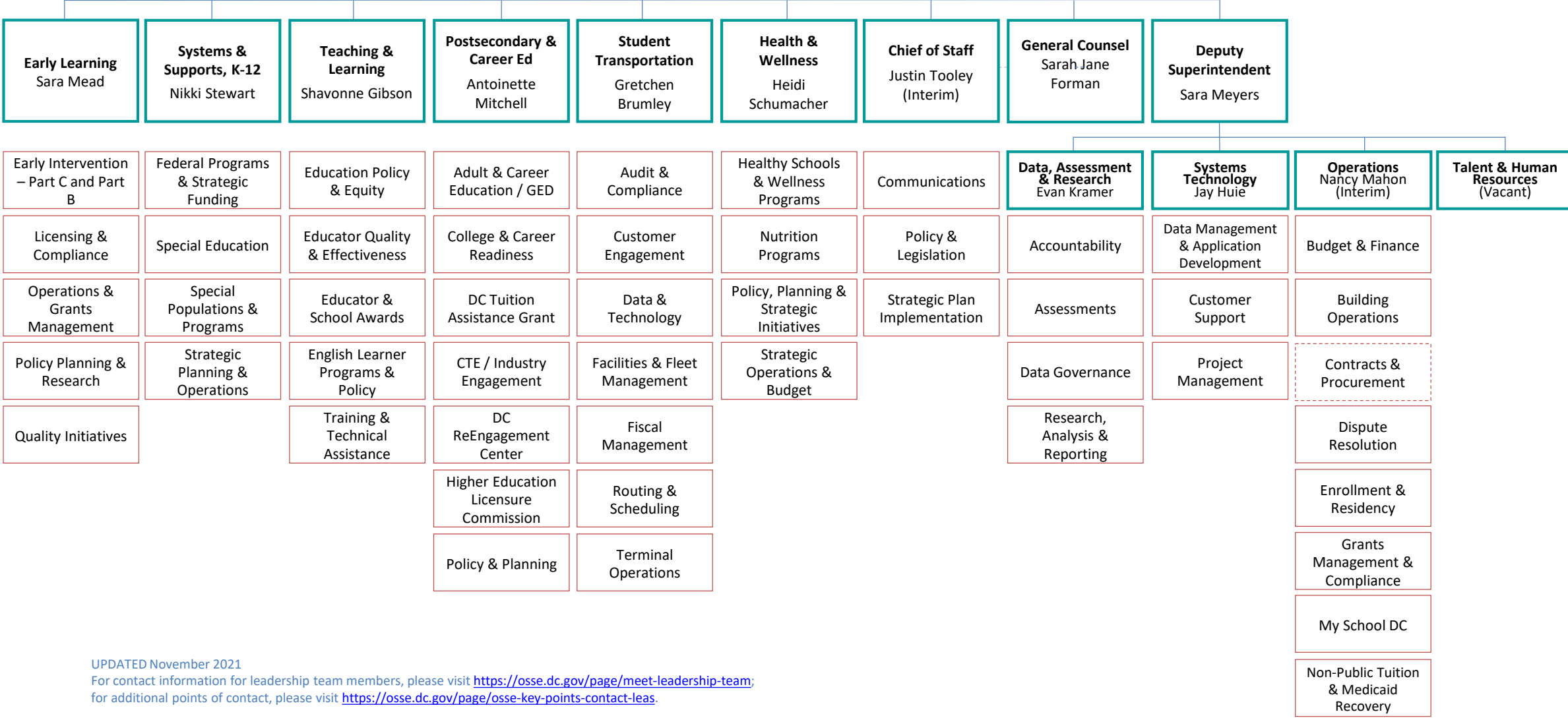
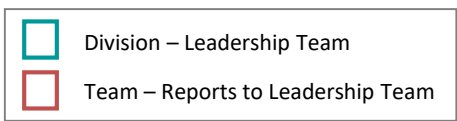


Division – Leadership Team  
  Team – Reports to Leadership Team

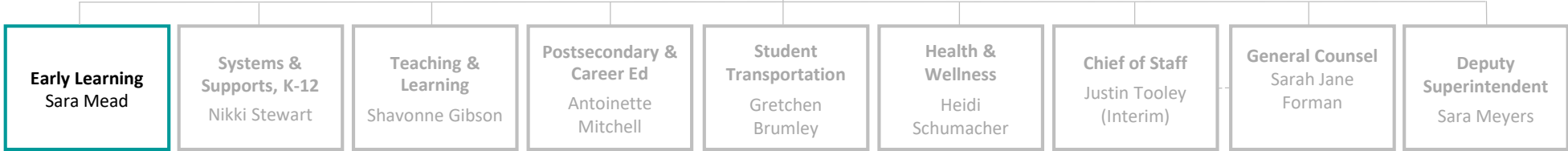
**Superintendent**  
Dr. Christina Grant



UPDATED November 2021  
 For contact information for leadership team members, please visit <https://osse.dc.gov/page/meet-leadership-team>;  
 for additional points of contact, please visit <https://osse.dc.gov/page/osse-key-points-contact-leas>.



**Superintendent**  
Dr. Christina Grant



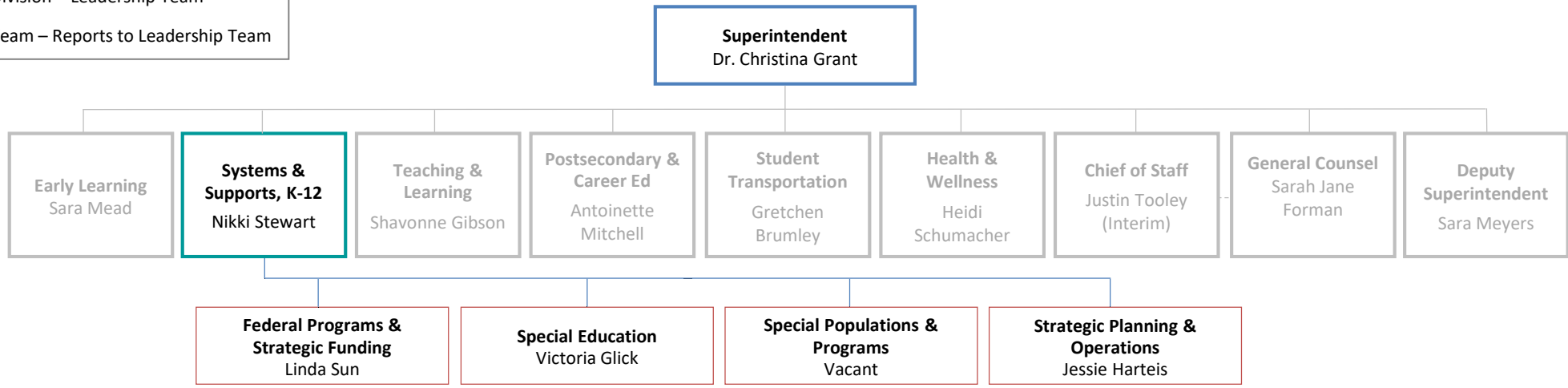
**What's the role of this team?**

<p>Ensures full implementation of IDEA Part C, a comprehensive statewide system of early intervention services. Serves as the District's point of entry for infants and toddlers with delays and disabilities, ages birth to age 3 and their families</p>	<p>Licenses and monitors child development centers and homes. Ensures maintenance and enforcement of the District's child care licensing regulations</p>	<p>Sets policy for the child care subsidy program, administers subsidy payments and early learning grant awards</p>	<p>Provides leadership for developing and implementing child care, pre-K, early intervention and subsidized child care policies and regulations; supports development of the DEL's strategic plan and engages with other district agencies</p>	<p>Develops and manages all DEL quality programs, including, but not limited to, Capital Quality, Quality Improvement Network, shared services and professional development (PD)</p>	<p>Develops and implements communications and outreach strategy</p>	<p>Ensures full implementation of IDEA State Part C and Part B-619</p>
---	--	---	--	--	---	--

**What are the key responsibilities of this team?**

- |   |  |   |  |   |  |  |
|---|--|---|--|---|--|--|
| <ul style="list-style-type: none"> <li>▪ Coordinates services for eligible children</li> <li>▪ Identifies children with developmental delays or disabilities</li> <li>▪ Provides training and technical assistance</li> <li>▪ Provides direct services to families and children with Individualized Family Service Plans (IFSPs)</li> </ul> | <ul style="list-style-type: none"> <li>▪ Issues licenses</li> <li>▪ Monitors licensed facilities to ensure compliance with child care licensing regulations</li> <li>▪ Provides technical assistance to providers</li> <li>▪ Investigates complaints</li> <li>▪ Facilitates criminal background check process</li> </ul> | <ul style="list-style-type: none"> <li>▪ Administers Child Care and Development Block Grant</li> <li>▪ Establishes eligibility policies and payment rates</li> <li>▪ Audits compliance</li> <li>▪ Processes monthly provider payments</li> <li>▪ Provides funding to support quality improvement initiatives</li> </ul> | <ul style="list-style-type: none"> <li>▪ Supports policy development and research for DEL</li> <li>▪ Coordinates and collaborates within District government agencies and early learning sectors -- community-based organizations (CBOs), public charter local education agencies (LEAs) and DC Public Schools (DCPS)</li> </ul> | <ul style="list-style-type: none"> <li>▪ Collaborates with business, philanthropy, higher education, nonprofit, and government partners to ensure engagement in and support of quality initiatives</li> <li>▪ Monitors programs, provides technical assistance, consumer education, and ongoing PD</li> </ul> | <ul style="list-style-type: none"> <li>▪ Develops monthly newsletters, press release and other outreach documents</li> <li>▪ Updates DEL's website</li> <li>▪ Works with DEL and OSSE departments to create communication plan, strategies and documents (e.g., one-pagers, FAQs) for DEL's initiatives</li> </ul> | <ul style="list-style-type: none"> <li>▪ Sets the regulatory and policy framework for Part C services</li> <li>▪ Monitors the delivery of Part C services and completes all federal reporting requirements</li> <li>▪ Works with LEAs to facilitate smooth and effective transitions to Part B services</li> <li>▪ Provides PD support to CBOs and LEAs serving children 3-5 with special needs</li> </ul> |
|---|--|---|--|---|--|--|

Division – Leadership Team  
  Team – Reports to Leadership Team



**What’s the role of this team?**

Provides local education agencies with federal grant funds to support academic achievement and school improvement in accordance with ESEA. Supports the charter sector with specialized planning and funding initiatives.

Provides monitoring, supports, and interventions to ensure local education agencies operate in accordance with IDEA, including ensuring outcomes for students with disabilities. Manages student placement in nonpublic special education schools.

Supports education for special populations and in special settings, including grant support, monitoring, technical assistance, and interagency collaboration. Provides oversight of nonpublic special education schools.

Creates infrastructure systems for K12 compliance monitoring, grants management, and strategic supports for local education agencies (LEAs) to drive student achievement. Coordinates strategic fiscal and administrative operations.

**What are the key responsibilities of this team?**

- ESEA grants (Titles I-IV)
- Public charter school finance and support (SOAR, Title V-B/CSP, Direct Loan and Credit Enhancement support for facilities)
- School improvement grants

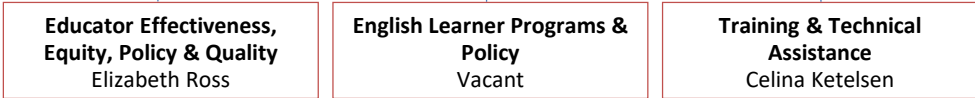
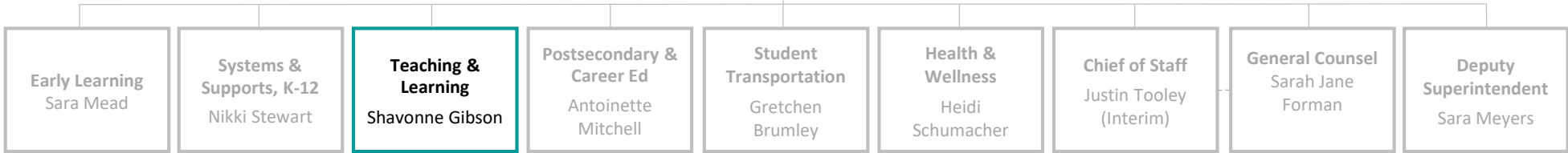
- IDEA monitoring
- IDEA policy/guidance development
- Nonpublic special education placement
- Special education state complaints
- Education in correctional facilities (Title I-D)

- 21<sup>st</sup> Century, Community Schools, and McKinney-Vento grants
- Homeless Education Program
- Private (nonpublic) schools
- Nonpublic special education school oversight
- Homeschooling
- Other special programs

- Communications
- Policy/guidance support
- Grants management systems, including risk-based monitoring
- Fiscal monitoring support
- Budgeting and procurement
- Administrative support

Division – Leadership Team  
  Team – Reports to Leadership Team

**Superintendent**  
Dr. Christina Grant



**What's the role of this team?**

Provides local education agencies with supports that increases hiring of high-quality educators and leaders and manages programs and initiatives that support educator equity

Provides English learner (EL) policy and program support to local education agencies (LEAs) in creating meaningful and equitable programs for ELs

Provides direct support to educators to increase knowledge and skills to effectively reach all learners, including students with disabilities and English learners.

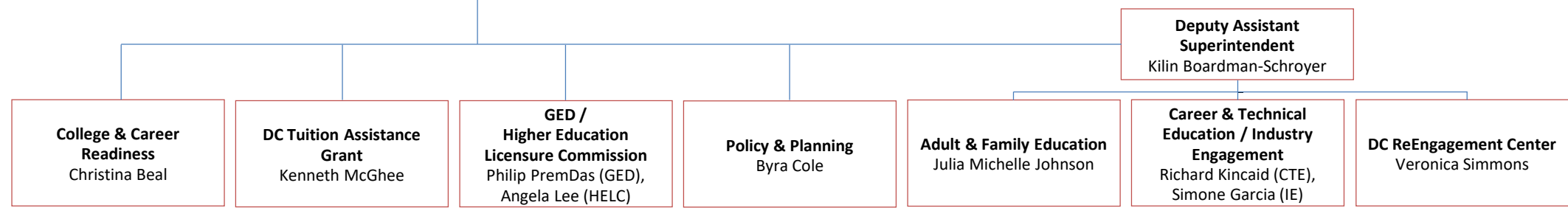
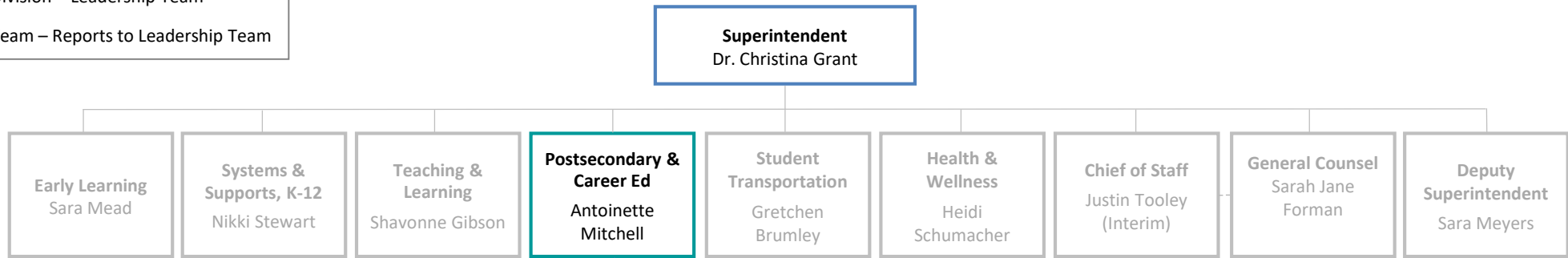
**What are the key responsibilities of this team?**

- Manages educator licensure for the District of Columbia
- Accredits educator preparation programs
- Provides models for educator evaluation programs
- Oversees the DC Faculty and Staff Data Collection and EPP data collection for Title II reporting

- Develops and disseminates EL policy
- Develops and delivers capacity-building training and technical assistance on EL programming and instruction
- Leads Title III Advisory Committee for the District of Columbia

- Provides standards-based training and technical assistance for LEAs
- Gives information about school-wide evidence-based models
- Provides support for special populations
- Supports science, technology, engineering and math (STEM)
- Provides support for literacy

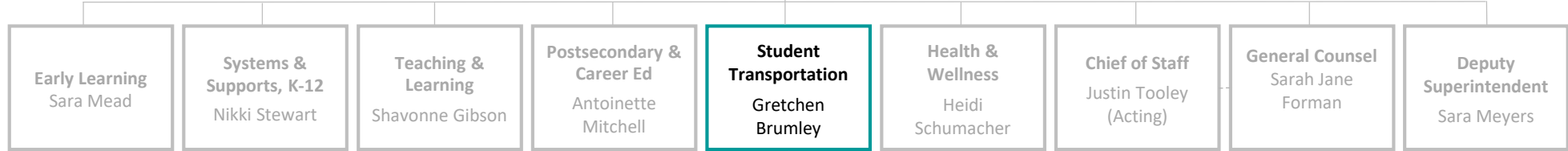
Division – Leadership Team  
  Team – Reports to Leadership Team



<b>What's the role of this team?</b>	Establishes programs and provides services to support middle and high school students as they prepare for postsecondary education and careers	Provides \$30M in grants to DC students for tuition assistance at colleges and universities throughout the country	(GED) Supports residents in obtaining the GED credential (HELC) Licenses degree-granting and non-degree granting postsecondary institutions in the District of Columbia	Works with division programs to develop policy, procedures and strategic interventions that improve program efficiency and outcomes	Provides services to support adult learners in increasing literacy levels	(CTE) Provides funding to support Career and Technical Education programming and establishes Career Academies (IE) Supports development of industry standards	Reconnects youth, ages 16-24, to educational options and provides wrap-around services to support reengagement
<b>What are the key responsibilities of this team?</b>	<ul style="list-style-type: none"> <li>Facilitates citywide work to support access and completion</li> <li>Implements SAT School Day, OSSE Scholars, and Bride to High School</li> <li>Manages College Application Month and Adult College Completion Network</li> <li>Manages Dual Enrollment and AP course work</li> </ul>	<ul style="list-style-type: none"> <li>Administers grants to students</li> <li>Maintains relationships with key stakeholders</li> <li>Manages fiscal reconciliation efforts</li> <li>Provides programmatic expertise on OneApp</li> </ul>	<ul style="list-style-type: none"> <li>(GED) <ul style="list-style-type: none"> <li>Administers GED exams</li> <li>Administers IT certification exams</li> </ul> </li> <li>Processes GED transcript and verification requests (HELC)</li> <li>Addresses complaints from the public</li> <li>Licenses postsecondary institutions</li> <li>Processes transcript requests</li> </ul>	<ul style="list-style-type: none"> <li>Helps create new policy and procedures documents</li> <li>Supports programmatic use of data to strengthen outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Administers grants to CBOs offering adult education and training courses</li> <li>Works with other agencies to provide coordinated services to adult learners</li> </ul>	<ul style="list-style-type: none"> <li>Administers grants to LEAs</li> <li>Maintains linkages with industry advisory boards</li> <li>Provides CTE-based professional development</li> <li>Supports Career Academies through funding</li> </ul>	<ul style="list-style-type: none"> <li>Assesses academic and non-academic needs</li> <li>Conducts targeted outreach</li> <li>Identifies good-fit educational options</li> <li>Provides ongoing support</li> <li>Supports re-enrollment</li> </ul>

Division – Leadership Team  
  Team – Reports to Leadership Team

**Superintendent**  
Dr. Christina Grant



**Deputy Director Operations**  
Kenneth King

**Deputy Director Administration**  
Carole Lee

**Audit & Compliance**  
Jason Campbell

**Customer Engagement**  
Vacant

**Facilities & Fleet Management**  
Delino House

**Routing & Scheduling**  
Janice Waters

**Terminal Operations**  
Patrice Bowman

**Data & Technology**  
Wesley Forte

**Fiscal Management**  
Kimberly Borges

Conducts internal investigations to ensure compliance with all applicable laws and policies. Resolves all escalated complaints

Provides all inbound and outbound communications to stakeholders (parents, schools, advocates) regarding student transportation services. Provides first call resolution support for complaints

Maintains all terminal facilities to ensure safety and compliance with all standards and coordinates the inspection, maintenance, and retirement of all OSSE-DOT vehicles

Plans bus routes that are compliant with operational and regulatory requirements, conducts analysis for performance improvement, and communicates routing details to supporting departments

Management and support of all School Bus Drivers, School Bus Attendants, and daily operations at each of the four school bus terminal locations

Provides technical support to all OSSE-DOT departments and systems, in addition to school supports for TOTE

Coordinates development of the annual operating and capital budget to ensure appropriate resources are allocated to support OSSE DOT. Manages all procurement and related fiscal reporting activities on behalf of the division

- Investigations
- Complaint resolution
- Training

- Inbound & outbound call support
- Provides general and bus status information
- Receives transportation service concerns

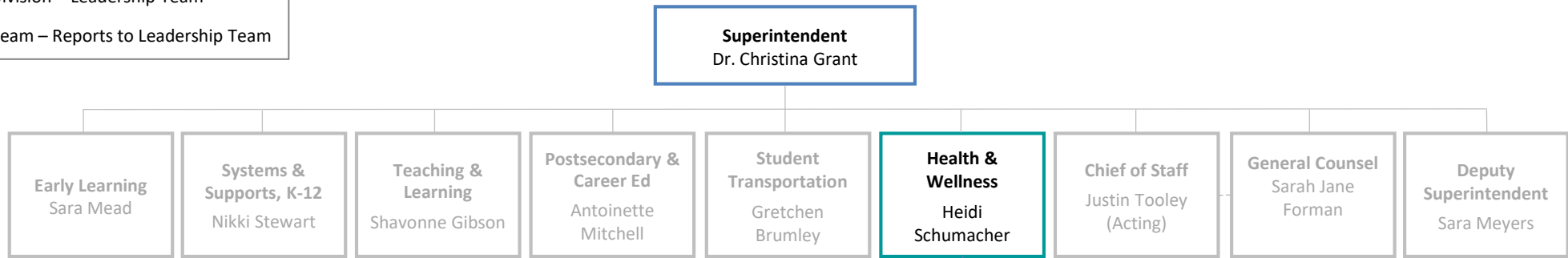
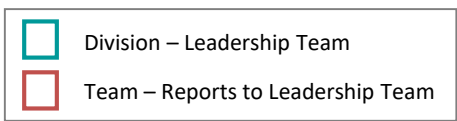
- Facility maintenance at each school bus terminal
- Maintenance and inspection of the more than 700 school buses in fleet

- Creates and optimizes routes and schedules for the safe and efficient transport of more than 3,000 students with disabilities

- Management of school bus drivers and attendants that transport eligible students with disabilities

- Quickbase support and maintenance
- Helpdesk support for schools and transportation requests
- GPS and phone support

- Budget development and monitoring
- Procurements / Reimbursements
- Fiscal policy / reporting
- Contract administration



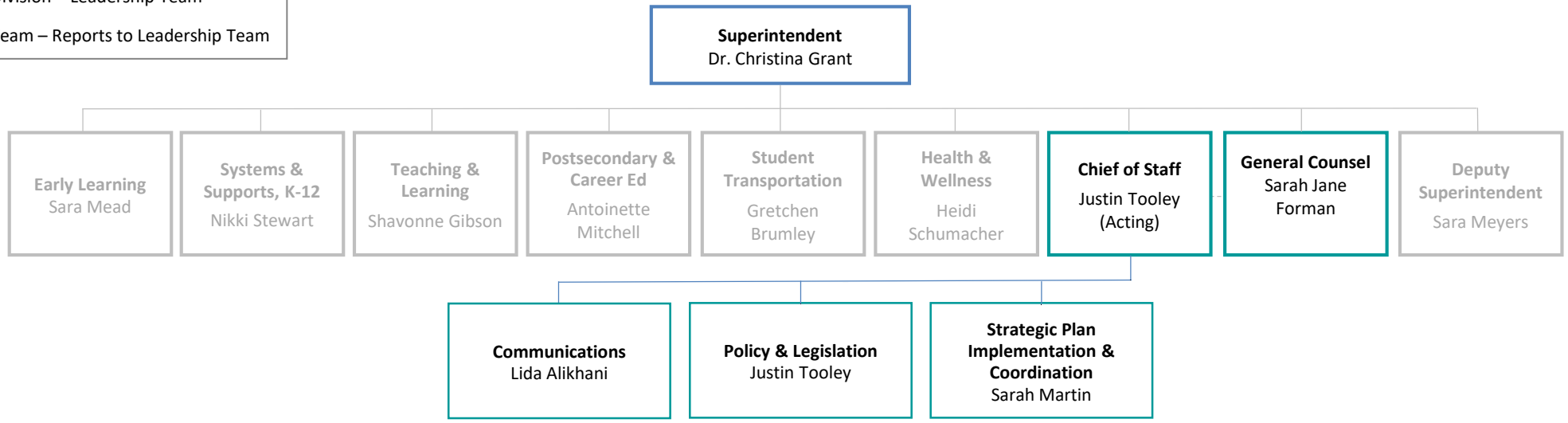
**What's the role of this team?**

Team	Role
<b>Mental Health</b> Claudia Price	Supports multi-tiered school-based mental health supports, including under federal Project AWARE grant and local mental health programs.
<b>Healthy Schools &amp; Wellness Programs</b> Charles Rominiyi	Creates and manages programs and resources that focus on comprehensive health and physical education and programs
<b>Nutrition Programs</b> Lindsey Palmer	Encourages, educates and engages district residents, educators, community partners and schools to develop sustainable wellness and nutrition strategies
<b>Policy &amp; Planning</b> David Esquith	Creates regulatory and policy framework to support compliance, drive student wellness, foster innovation, and disseminate best practices across sectors
<b>Strategic Operations &amp; Budget</b> Melissa Smith	Oversees operations for the Division, including procurement, human resources, finance, and auditing activities

**What are the key responsibilities of this team?**

Team	Key Responsibilities
<b>Mental Health</b> Claudia Price	<ul style="list-style-type: none"> <li>Designs and implements systems of mental health care in schools</li> <li>Fosters cross-sector and cross-agency relationships</li> <li>Collects and reports data</li> <li>Technical assistance and training to school and community-based teams</li> </ul>
<b>Healthy Schools &amp; Wellness Programs</b> Charles Rominiyi	<ul style="list-style-type: none"> <li>Whole child structures and supports</li> <li>Health education</li> <li>Physical education/physical activity</li> <li>Reproductive and sexual health</li> <li>Environmental literacy</li> <li>Educator leadership development</li> </ul>
<b>Nutrition Programs</b> Lindsey Palmer	<ul style="list-style-type: none"> <li>USDA grant administration</li> <li>NSLP, SBP, CACFP, Healthy Schools, Summer Meals, Healthy Tots, Food Distribution, Emergency Feeding</li> <li>School gardens and farm to school programs</li> <li>Monitoring and compliance for all meal programs</li> </ul>
<b>Policy &amp; Planning</b> David Esquith	<ul style="list-style-type: none"> <li>Development, analysis, and execution of policy and regulations</li> <li>Inter-governmental relations</li> <li>COVID-19 health and safety policy</li> <li>Program evaluation</li> <li>Research</li> <li>Data collection, analysis, visualization and reporting, and strategy</li> </ul>
<b>Strategic Operations &amp; Budget</b> Melissa Smith	<ul style="list-style-type: none"> <li>Fiscal strategy, accountability, and oversight</li> <li>Procurement</li> <li>Personnel management</li> <li>Operations strategy and execution</li> <li>General office admin</li> </ul>

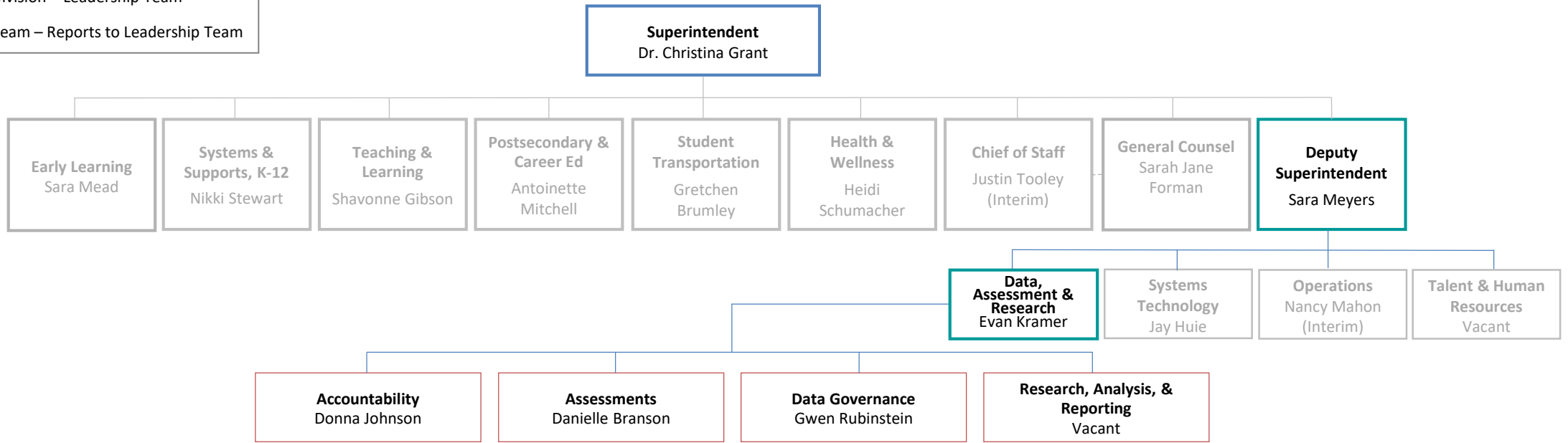
Division – Leadership Team  
  Team – Reports to Leadership Team



<p><b>What's the role of this team?</b></p>	<p>Ensures internal and external stakeholders are clear on the agency's role, its direction and priorities, day-to-day decisions and actions, and the rationale behind them</p>	<p>Manages legislative affairs work with DC Council, leads engagement with the State Board of Education, and supports external relationships</p>	<p>Drives overall change management and improvement, in coordination with leadership team. Fosters coordination within the agency and ensures strong and effective relationships with external partners</p>	<p>Provides legal counsel to the agency and represents the agency in legal matters pertaining to its functions.</p>
<p><b>What are the key responsibilities of this team?</b></p>	<ul style="list-style-type: none"> <li>• Implements strategic communications plan</li> <li>• Cultivates relationships with reporters and develops responses to media inquiries</li> <li>• Structures channels for communicating with key audiences and stakeholders</li> <li>• Publishes internal (OSSE Wire) and external newsletters (LEA Look Forward)</li> <li>• Coordinates with Mayor's communications team</li> </ul>	<ul style="list-style-type: none"> <li>• Develops agency's policy agenda, including new and updated regulations, policies, and coordination with DC Council and State Board of Education</li> <li>• Organizes budget and performance plan development and reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Supports strategic plan implementation and progress monitoring</li> <li>• Coordinates with internal and external stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Legal review of key documents</li> <li>• Legal research and advice</li> <li>• Litigation and hearings</li> <li>• Drafting of statutes and regulations</li> <li>• Negotiation and preparation of charter school financing transactions</li> </ul>



Division – Leadership Team  
  Team – Reports to Leadership Team



**What's the role of this team?**

Leads the development, implementation, and routine maintenance of the DC School Report Card and DC's accountability system, the STAR Framework

Leads OSSE's Next Generation Assessment (NGA) annual test administration coordination, policy portfolio, and test integrity procedures

Develops policies, rules, and guidelines for the management, use, and sharing of OSSE data to ensure that all data are managed, used, and handled properly and securely; provides division support for project, change, and communications management

Performs high-quality analysis and research to inform and provide actionable input and reports to OSSE leaders, policy makers, LEA leaders, and stakeholders

**What are the key responsibilities of this team?**

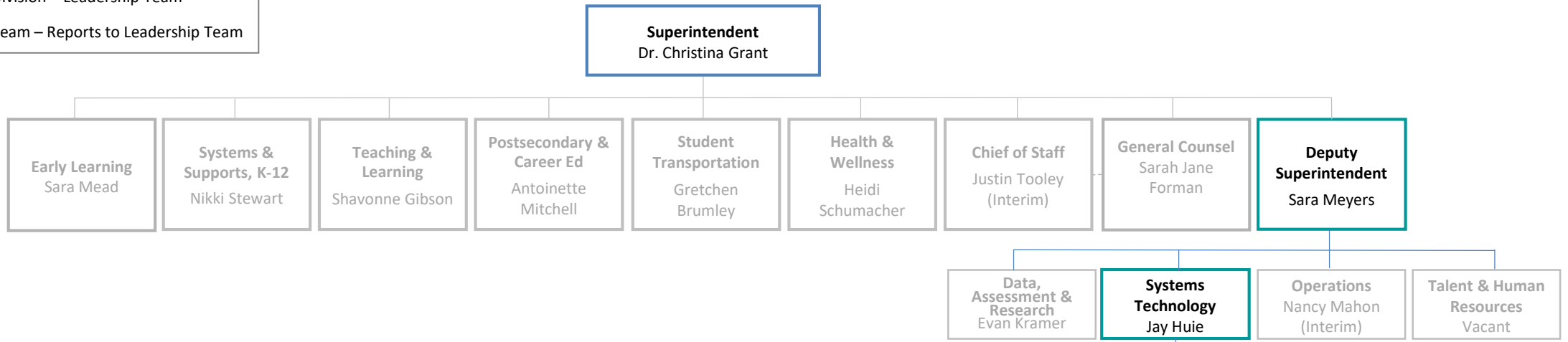
- DC School Report Card
- STAR Framework
- LEA, school, parent, and community engagement on changes and impacts of the report card and accountability system

- ACCESS ELL assessment
- Assessment development
- Assessment policy
- Assessment reporting
- Collaborative assessment and program research
- DC Science assessment
- LEA support and training for assessments
- MSAA
- PARCC
- Test administration
- Test integrity

- Accountability oversight and governance
- Change management
- Communications management
- Data policy development
- Data privacy
- Data sharing agreements
- Data stewardship
- Project management

- Accountability operations
- Collaborative research
- Data analysis
- Data requests
- Federal reporting
- LEA engagement for research and analysis results and impact
- Local reporting

Division – Leadership Team  
  Team – Reports to Leadership Team



**What's the role of this team?**

**Application Development**  
Vacant

**Data Management**  
Vacant

**Customer Support**  
Don Davis

Provides day-to-day support of the agency's computer systems, service desk, email and network resources

**Project Management**  
Aida Fikre

Manages OSSE's IT portfolio and vendors and coordinates internal staff resources between and across programmatic divisions and IT

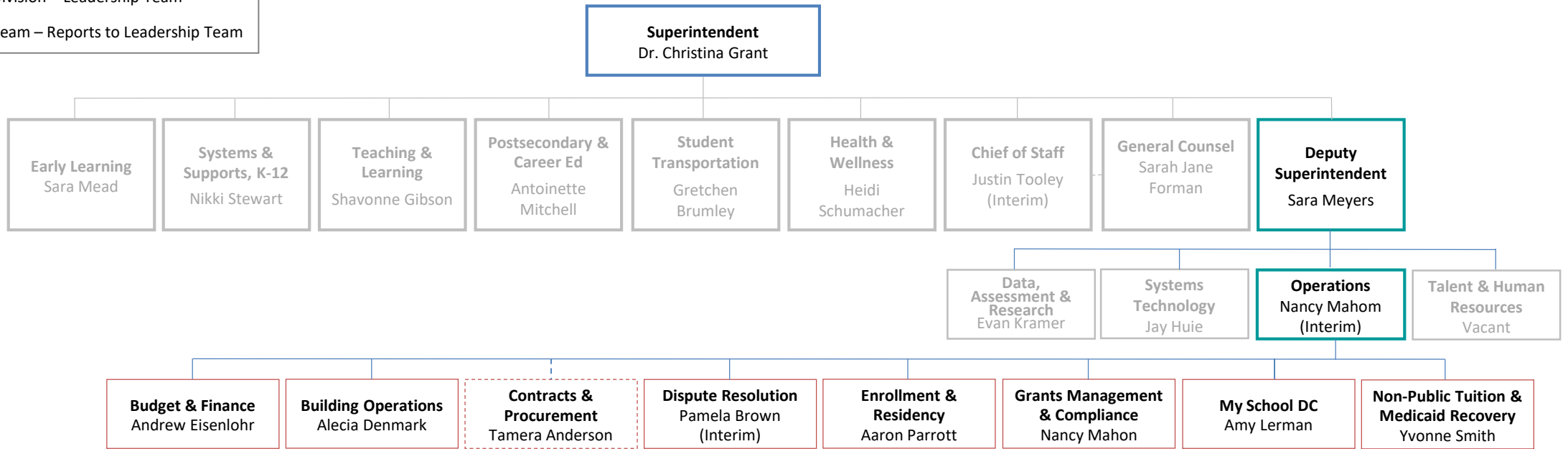
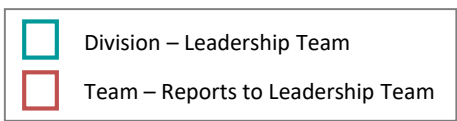
**What are the key responsibilities of this team?**

- Application development
- Application support and troubleshooting
- Software development
- System architecture

- Data architecture
- Data collection
- Data quality assurance
- Data visualizations
- Master data management
- Reference data management

- Connectivity
- Device support
- Grants system development
- Internal and LEA customer support
- Server and user management
- Telecom

- Business analysis
- Change control
- Contract management
- Fiscal planning
- IT portfolio management
- IT project prioritization
- Process improvement
- Procurement and contract management
- Training and development



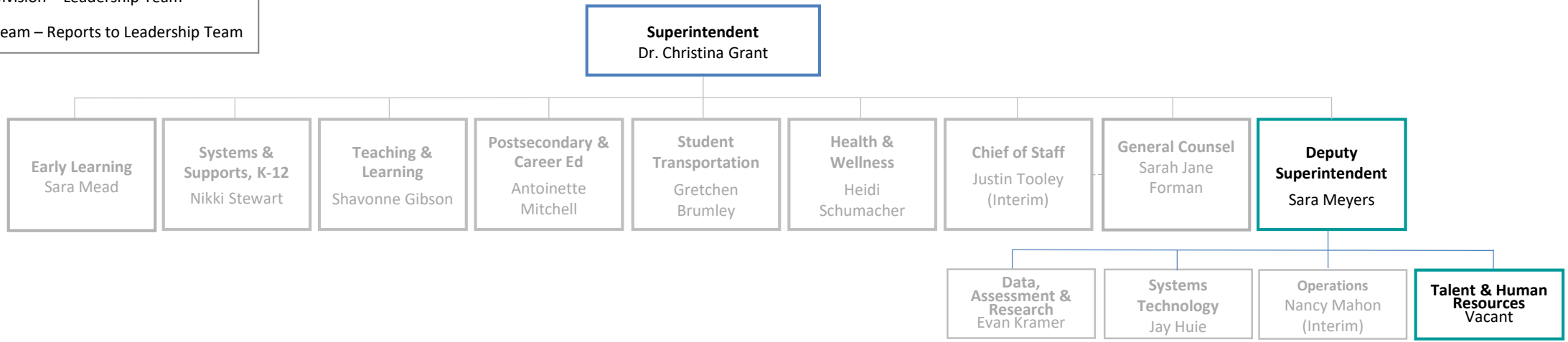
**What's the role of this team?**

Provides agency-wide fiscal strategy, development, management, and oversight	Provides operational and facility logistical support to all OSSE divisions	Provides contracting and procurement support and services to OSSE divisions; staff report directly to the District of Columbia OCP (effective 12/14)	Conducts due process special education hearings, residency fraud hearings, mediation, and Equal Employment Opportunity oversight	Oversees the annual enrollment audit, manages residency verification, investigates residency fraud, oversees charter school closures	Provides the agency with grants management, fiscal, and compliance support	Operates the common application and lottery for DCPS and public charter schools, governed by the Common Lottery Board	Manages non-public tuition payments and Medicaid recovery
--	--	--	--	--	--	---	---

**What are the key responsibilities of this team?**

- |   |   |  |   |   |   |  |  |
|---|---|--|---|---|---|--|--|
| <ul style="list-style-type: none"> <li>Budget formulation, execution, and closeout</li> <li>DSLBD compliance</li> </ul> | <ul style="list-style-type: none"> <li>Facilities management</li> <li>Pcard administration</li> <li>Risk management</li> <li>Fleet management</li> <li>Direct voucher processing</li> <li>Language Access</li> <li>IQ</li> <li>Travel processing</li> </ul> | <ul style="list-style-type: none"> <li>Small purchases</li> <li>Contracts</li> <li>Local Small Disadvantaged Business Enterprise (LSDBE) compliance</li> </ul> | <ul style="list-style-type: none"> <li>Hearings</li> <li>Mediations</li> <li>EEO</li> </ul> | <ul style="list-style-type: none"> <li>Enrollment audit</li> <li>Residency verification</li> <li>Training/technical assistance</li> <li>UPSFF policy</li> <li>Non-resident tuition</li> <li>CBO enrollment, residency audit</li> <li>Closing charter school coordination</li> </ul> | <ul style="list-style-type: none"> <li>EGMS</li> <li>A-133 Audit</li> <li>Agency financial close out (grants)</li> <li>Federal fiscal reporting</li> <li>Training and technical assistance</li> </ul> | <ul style="list-style-type: none"> <li>Simplifying processes to learn about, apply to, and enroll in public schools</li> <li>Operate the lottery application and waitlist system</li> <li>Inform LEA and school-based enrollment planning</li> </ul> | <ul style="list-style-type: none"> <li>Executes Medicaid claiming</li> <li>Nonpublic tuition payments</li> </ul> |
|---|---|--|---|---|---|--|--|

Division – Leadership Team  
 Team – Reports to Leadership Team



**What's the role of this team?**

Executes agency's approach to talent recruitment, development, and retention. Sets up structures for ongoing feedback and performance management, including building capacity within existing staff members

**What are the key responsibilities of this team?**

- Performs strategic human capital functions including recruitment and onboarding, employee relations, HR compliance, labor relations, payroll processing, performance management, talent development
- Also leads agency diversity, equity, and inclusion strategy
- Serves as agency liaison to DCHR