

Form 2 Detail: FY 2026 Enhancement Request

FY 2026 Agency Budget Request

Complete a separate Form 2 for each enhancement request. Agencies are limited to three Type D & E enhancement requests.

SECTION I. OVERVIEW Required for ALL requests

ENHANCEMENT TITLE* ENHANCEMENT PRIORITY*
OSSE-DOT Contracted Routes **1** OUT OF **6**

AGENCY* AGENCY CODE*
 Office of the State Superintendent of Education **GOO**
 Division of Student Transportation

AGENCY POINT OF CONTACT* POINT OF CONTACT EMAIL*
 Raphael Park Raphael.Park@dc.gov

- REQUEST TYPE***
 Mark the one request type that best describes this enhancement. No type is preferred over any other, but the questions in **Section II: Rationale** differ by type.
- A. Restore previous reduction or one-time funding** } Complete Sections I-IV. Complete Section V to be considered for evidence rating.
 - B. Increased cost to maintain existing activity**
 - C. Operational improvement with strong business case**

 - D. Expand high-performing existing activity** } Complete Sections I-V.
 - E. Completely new activity with highly likely or proven positive outcomes**

FUNDING REQUEST*
 Enter amount of Local Funds requested and indicate whether funds are one-time or recurring.

FY 2026 PERSONAL SERVICES (PS)	FY 2026 NON-PERSONAL SERVICES (NPS)	FY 2026 TOTAL REQUEST AMOUNT
\$0	\$16,500,000	\$16,500,000

ONE-TIME
 PARTIALLY RECURRING
 RECURRING

FUTURE COSTS*
 If recurring, enter estimated costs over next four years.

TOTAL FY 2027	TOTAL FY 2028	TOTAL FY 2029
\$16,500,000	\$14,850,000	\$13,365,000

- ENHANCEMENT SUMMARY***
 In your response:
- State the problem this enhancement is designed to address
 - Describe what the enhancement is and/or how it will work
 - Describe the impact the enhancement will have on the problem

OSSE-DOT currently has multi-year contracts with eight (8) vendors covering a total of 150 student bus routes for School Year 2024-2025. Given the ongoing nationwide school bus driver shortage and high absenteeism rate among existing frontline bus staff, contracted route deployment is currently ensuring the agency meets its legal mandate under the *Individuals with Disabilities Education Act (IDEA)* to transport eligible students with disabilities. In large part due to the current level of contracted route deployment, OSSE is maintaining a 95% on-time departure and 93% on-time school arrival for this school year, which is a noticeable improvement from prior school years. This enhancement request is to ensure the agency can maintain its current operational level at 150 contracted routes for FY26. This request maintains a commitment for this school year from the agency, supported by the City Administrator (OCA), in recent litigation proceedings against the District.

AGENCIES: Use this form to provide details about enhancement requests in your agency's FY 2026 budget request.

REQUIRED SECTIONS

- **Sections I-IV** for ALL requests.
- **Section V** for Type D/E requests. *Types A, B, and C can complete this section to be considered for an evidence rating.*
- **Section VII** for Type F requests.
- **Section VI** optional for all requests.

You must also submit a completed Form 2 Summary spreadsheet, including spend plan details for each enhancement request.

IMPORTANT: Agencies are limited to three Type D & E enhancement requests for FY 2026. If more than three Type D & E enhancements are submitted, OBPM will only consider and analyze the highest ranked.

RACIAL EQUITY BUDGET TOOL (REBT)
 The Office of Racial Equity (ORE) has developed the Racial Equity Budget Tool (REBT) to guide agencies in assessing how their budgets benefit and/or negatively impact communities based on race, specifically Black,

EDITING RESTRICTIONS: This form uses editing restrictions to ensure consistent displays of information. If needed, the restrictions can be disabled by going to the Review tab at the top of the window, clicking on Protect, then Restrict Editing, and clicking Stop Protection. If prompted for a password, click OK.

OSSE-DOT is requesting a mission-critical enhancement to provide recurring funding for contracted route expansion which is vital to the agency’s service delivery model in the post-COVID-19 healthcare emergency era. Evidence of that vitality is in large part due to the success of contracted routes during FY23 and FY24, wherein the agency utilized one-time federal recovery dollars, internal agency savings, and OCA-supported contingency funds. As of November 10, 2024, OSSE-DOT currently operates 150 vendor routes across eight contracted vendors, which is the highest volume of contracted vendor routes that OSSE-DOT has ever operated.

Without sufficient operational funding, the District will likely experience significant disruption to the timely bus service for students with disabilities. Over 150 bus routes would be directly impacted, equating to disruption of service for more than 1,000 students with disabilities. Consequently, the >4,000 students total across the District would be routed on OSSE-DOT staffed buses. **Since** there are not enough drivers in the OSSE-DOT workforce to meet this demand, all students will experience significantly longer ride times with early morning pick-ups and late afternoon drop-offs. **Due to** the unacceptably high absenteeism rates among OSSE-DOT drivers, we anticipate that without the contracted routes, some students’ transportation needs would not be met at all. All of which, exposing the District to additional legal risk.

For School Year 2024-2025, OSSE received a \$6.5M one-time funding supplement in its FY25 budget to continue its contracted route operation. In addition, the OCA also approved \$10M to avoid a preliminary injunction from a class action lawsuit where the plaintiffs requested (and continue to request) the court to put OSSE-DOT under a court receivership. As the class action lawsuit remains active, the agency must continue to satisfy the requirements as we continue to make operational improvements and positive performance metrics.

The cost to transport students on an OSSE school bus is \$200/day per student while contracted routes cost \$180/day per student. Part of this cost differential is attributable to scale. By deploying *multiple* contracted route vendors with strategic route selections, OSSE has continued to decrease the per-student cost of contracted routes, which initially started at \$500/day three years ago. Operationally, contracted routes have continued to meet our agency’s expectations; ensuring safe, reliable and timely arrivals for students. With these contractual agreements, we have also been able to decrease our projected overtime costs. This enhancement will also allow us to continue with our procurement of a new routing system which will generate more efficient and effective routes to ensure greater timeliness with an ultimate goal of reducing contracted routes in the future once we meet increased performance within OSSE-DOT staff. Hence, the outyears of this enhancement include a 10% reduction each subsequent year.

Lastly, both the Parent Resource Center call volume and parent complaints have gone down. This program is directly tied to ensuring legal requirements under *IDEA* are met. Lack of this funding poses real risk of court receivership/monitoring of OSSE, which is a request that the Plaintiff's counsel for the DOT lawsuit sought but was denied directly due to the OCA's commitment to fund the amount for contracted routes.

Will legislative support be required to implement this enhancement?*

If yes, please submit a proposed BSA subtitle using Attachment D.

YES NO

Has this enhancement request been submitted in past formulation cycles?*

If yes, in which fiscal years was it submitted? Mark all that apply.

YES NO

FY 2025 FY 2024 FY 2023 FY 2022 FY 2021

SECTION II. RATIONALE

Required for ALL requests

What problem facing the District will this enhancement address and why does this problem exist?*

Please provide as much detail as possible. Responses that identify and quantify specific problems will receive more favorable consideration.

OSSE-DOT is anticipating continued staffing challenges entering the next 2025-2026 school year due to the national school bus driver shortage, high anticipated staff callouts, and labor strikes across major city school districts nationwide.

Prior to and/or entering the current 2024-2025 school year:

- 1) Boston Public Schools reported a shocking 34 percent on-time arrival for the beginning of the school year due to bus driver shortage ([September, 2024](#)).
- 2) Some St. Louis Public Schools students could not attend school for four consecutive weeks due to lack of reliable student transportation services ([September, 2024](#)).
- 3) Houston Public Schools had more than 700 students who did not receive school bus transportation as the school year began due to driver shortage ([September, 2024](#)).
- 4) Special Education advocates filed a lawsuit against Chicago Public Schools for failing to meet federal law that requires the school system to provide transportation services for students with disabilities ([September, 2024](#)). During the prior school year, Chicago Public School began its first day of school while only having 681 bus drivers with a student ridership demand requiring 1,300 drivers.
- 5) Parents in Prince George's County, Maryland is frustrated with school bus services as the county is short nearly 200 bus drivers ([September, 2024](#)).
- 6) New York City Public School averted a potential school bus driver strike for the first time in 10 years that would have significantly disrupted transportation for over 86,000 students; the union and the city agreed on wage increases and other protections for bus drivers ([August, 2023](#)).
- 7) Louisville Public School in Kentucky closed its entire school system for over a week due to school bus driver shortage and routing system challenges ([August, 2023](#)).

Unfortunately, OSSE has experienced similar labor trends from last school year continue into the 2024-2025 school year, including continued difficulty with hiring CDL drivers with S and P endorsements, employee protest over work condition and burnout, and high volume of bus terminal staff departure to private sector jobs that offer a more competitive salary. Although OSSE-DOT hosted multiple hiring fairs, out of 2,400+ interested candidates, only 16 qualified CDL drivers were hired. In future years, OSSE-DOT expects to see increased staffing attrition, which will require existing staff to cover multiple bus routes on a daily basis, which will increase complaints of burnouts and increased daily absence rate from its front-line staff. While the deployment of contracted vendor routes has significantly increased the supply needed to transport students, OSSE is also exploring all possible cost-neutral avenues to decrease the ridership demand in preparation for worsening labor trends for the upcoming school years, including its Parent Stipend Program.

OSSE -DOT was able to support contracted routes since 2023 through several funding sources including over \$3M of COVID-19 Federal Stimulus funding (ESSER & EANS). However, those federal grant funds have ended as of end of FY24, and OSSE continues to manage the \$22M operation. School year 2024-2025 operations for contracted routes include a one-time \$6.5M enhancement. OSSE-DOT is managing all additional funding through a series of funding streams to maintain the operations in part due to a class action lawsuit that could jeopardize the District and result in court receivership. A declaration from OSSE-DOT that identified significant operational adjustments, overall improving the services and on-time arrivals of our eligible students, in particular those within the lawsuit, was well received by the court in July 2024. Although OSSE-DOT has made significant progress, resulting in dramatically improved on time status for students, we continue to invest in systems improvements, managing operational budget shortfalls, and staffing challenges. Without the continued

support through this budget enhancement, we risk possibility of poor on-time performance, longer routes, additional burnout of employees, increased overtime employee costs due to doubled routes and risk of court receivership.

How does this enhancement address this problem and its underlying causes?*

Please provide as much detail as possible. Responses that clearly demonstrate how the proposed enhancement will address the underlying causes will receive more favorable consideration. Please describe any data the agency has collected and/or any analysis the agency has conducted to understand the problem and its potential solutions.

The approval of the requested enhancement will allow OSSE-DOT, on behalf of the District of Columbia, to provide efficient and reliable transportation services to eligible students with disabilities in accordance with federal law. The expansion of contracted routes has already yielded tremendous positive impact, resulting in consistent daily on-time performance for over 95% of OSSE-DOT’s routes between March 2023 (when contracted route expansion was fully implemented) to November 2024 across three school years. This has also allowed us to manage less school bus routes that are still severely impacted by MVO and Bus Attendant callouts, ensuring sufficient backup coverage as we work through Union negotiations in FY25. Absent of drastic changes to personnel or contractual rates, we anticipate our funding request to continue to support the overall operations.

Is this enhancement meant to sustain a project initiated with non-local funding (e.g. ARPA, federal grants, SPRs)?

If yes, please provide a rationale for why these non-local funds are no longer available: **YES** **NO**

Contracted routes were partially funded with \$3M federal ARP ESSER AND EANS grants in FY23 and FY24 which have now expired.

How can this enhancement be scaled down to be accommodated within a constrained budget?*

Scaling can occur in FY 2026 or the out-years and can be based on fewer residents served, scaled back staffing, adjusted implementation timeline, etc. Please add a new row for each scaled down scenario and rank the scaled down options in order of agency preference.

Use the text box below the table to provide additional detail. If the enhancement cannot be scaled down, please indicate so in the textbox.

RANKING	Describe each proposed approach to scale down the enhancement request and explain the expected impact with each scenario	FY 2026	FY 2027	FY 2028	FY 2029
1	Contracted Routes: OSSE believes contracted route costs can be reduced over time based on (1) increased Parent Stipend Program participation, (2) efficient routing system (current capital project to be completed during FY26), (3) improved ratio of manager to bus staff (FY26 enhancement request), and LEA cost-sharing model that can effectively reduce ridership demand. OSSE-DOT expects approximately -10% reduction YOY in number of contracted routes as efficiencies are realized through various projects. However, there is an ongoing growth of student ridership and decreasing staffing attrition each year, which is making it difficult to significantly decrease costs.	\$16,500,000	\$14,850,000	\$13,365,500	\$12,028,950

Click or tap here to enter text.

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SECTION II. RATIONALE (continued) *Required for ALL requests*

QUESTIONS SPECIFIC TO ENHANCEMENT TYPE*

Mark the appropriate enhancement type and use the space below the table to answer the questions for that enhancement type.

IF YOUR ENHANCEMENT TYPE IS...	THEN ANSWER THESE QUESTIONS...
<input checked="" type="checkbox"/> A. Restore previous reduction or one-time funding	Why is the restoration of this reduction critical for the District at this time? What negative impact will result if this reduction is not restored? Please cite any relevant agency performance measures or other data that support your response.
<input type="checkbox"/> B. Increased cost to <u>maintain</u> existing activity	Why are costs increasing to maintain existing levels of service? What are the main cost drivers and what options have the agency already implemented or considered implementing to lower these costs? <i>Changes to the number of people served or the type of services provided should be categorized as a Type D request.</i>
<input type="checkbox"/> C. Operational improvement with a strong business case	How will this enhancement help the District save money in this or future fiscal years? How much will it save?
<input type="checkbox"/> D. Expand high-performing existing activity	Why is this program or activity considered to be high performing? How do the outputs or outcomes compare to those of similar programs within or outside of District government? Please cite any relevant agency performance measures or other data that support your response.
<input type="checkbox"/> E. Completely new activity with highly likely or proven positive outcomes	What will be the District's return on investment, as measured by how many and/or which District residents are served, or some other measure?

Responses to Questions*

Contracted Routes

In large part due to the current level of contracted route deployment, OSSE is maintaining a 95% on-time departure and 93% on-time school arrival for this school year, which is a noticeable improvement from prior school years. The call volume at OSSE's parent call center has also decreased by more than 14%, and escalated parent complaints have also noticeably decreased. Lack of this funding may result in genuine risk of court receivership/monitoring of OSSE, which is a request that the Plaintiff's counsel for the active DOT class action lawsuit sought but was denied due to the OCA's commitment to fund the amount for contracted routes up to 150 routes.

Despite the local and nationwide challenges in hiring and retaining school bus drivers, contracted vendor route use in SY 2024-25 to date have been high performing, effective, and yielded one of the best start-of-school seasons for OSSE-DOT. Unlike its neighboring local jurisdictions, since August 26, 2024 (first day of DCPS), OSSE-DOT has not had any un-served bus routes. While serving every student, OSSE-DOT has also maintained an on-time performance for over 95% of its bus routes. Furthermore, during the first week of school, OSSE-DOT's Parent Call Center experienced a -20% reduction in call volume compared to prior year. Unlike many major city jurisdictions that immediately increased salary and benefits to keep bus drivers and to avoid labor strikes (e.g., New York City Public School), OSSE-DOT has maintained its salary rate and even discontinued its annual attendance incentive program entering School Year 2024-2025. Also, because OSSE-DOT intentionally contracted with *eight* vendors (instead of one large vendor), OSSE-DOT will be able to scale up operations if the agency were to experience further staffing challenges. The performance of the contracted route vendors has been excellent, and OSSE-DOT continues to receive positive LEA and parent feedback from the transportation services provided by the vendors (OSSE-DOT provides training to all vendors to ensure service quality is exceptional).

SECTION III. PERFORMANCE RATIONALE & IMPACT

Required for ALL requests

PERFORMANCE IMPACT

What data will the agency collect to understand the impact of this enhancement?*

Data may include measurements of the demand or need for programs over time, monitoring the quality and/or efficiency of programs, and/or assessing the impact of the enhancement on longer term goals. Please list specific data sources that will be collected and analyzed.

District residents, particularly for students with disabilities, can expect to experience consistent bus service and on-time arrival to school and home from the expansion of contracted routes. OSSE-DOT collects daily performance data for contracted bus routes, including on-time departure from the vendor's headquarters and on-time arrival to school.

OSSE-DOT will continue to assess improvements in its existing key performance indicators, including on-time performance for bus routes and daily staffing availability (percent of bus driver/attendant available). The agency will also continue to collect and monitor (1) performance and timeliness of vendor provided routes, (2) staff attendance and overtime trends on high callouts periods (e.g., day before and after holidays, Monday/Friday, etc.) for disciplinary purposes, and (3) parent/guardian stipend participation rate and its impact to existing bus routes (to find opportunities where students on contracted routes can be moved to OSSE-operated school buses as participation rate for parent stipend increases).

PERFORMANCE TEAM IS HERE TO HELP!

Need help thinking through this section or identifying data sources or performance measures? Reach out to your OBPM Performance Analyst or to Chief Performance Officer Lia Katz (lia.katz@dc.gov).

What challenges or risks does the agency anticipate related to this enhancement request? What mitigation or management strategies will the agency adopt to address those challenges?

The most significant challenge will be service stoppage if this enhancement is not funded at the requested rate. Over 1,000 students will not have a staffed bus route, an experience faced by many major city school districts. OSSE-DOT would subsequently need to increase the number of yellow school bus routes, overburdening personnel which may further impact poor attendance and overtime costs, resulting in late arrival times and unreasonably longer ride-time for students. For example, special education students may have to be picked up as early as 6AM and riding on school bus for over 2 hours prior to arriving to school. Parents will also see their children dropped off at home in the PM many hours after school dismissal. To mitigate current challenges, OSSE is actively pursuing conversion of bus driver positions to non-CDL driver positions (which will require purchasing of vans or smaller vehicles). OSSE-DOT is also exploring increasing its manager to bus staff ratio (currently at an exceptionally high ratio of 38:1) by hiring managers using driver vacancies, which will help managers to directly address the current absenteeism issues. Lastly, OSSE-DOT is urgently working on a new routing system (capital project), which should create more efficient routes and reduce the overall route volume.

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Will any performance measures currently in the agency's performance plan be impacted by this enhancement? What new measures will be added to understand the impact of the enhancement?*

- If you are proposing a new metric, write "NEW" in the columns for FY 2024 and FY 2025.
- Identify the "measure type: will the metric measure quantity; quality; efficiency; outcome; context; or is a District wide indicator of environmental trends.
- Please provide the previous year's data and the current year's target for the metric. Please also provide the anticipated targets for next year in the case that (a) the enhancement is funded and (b) the enhancement is not funded.

Performance Measure	New for FY26?	Measure Type	Which direction is desired?	FY 2024 Actual	FY 2025 Target	Anticipated FY 2026 Target	
						With enhancement funding	Without enhancement funding
Average percent on-time arrival at school AM (20-minute window) (KPI)	EXISTING	Efficiency	Up	97%	94%	94%	75%
Daily percent of Bus Attendants available (includes the need for 1:1 aides) (KPI)	EXISTING	Quality	Up	-12.5%	10%	10%	10%
Daily percent of daily Bus Drivers Available (KPI)	EXISTING	Quality	Up	-7.18%	10%	10%	10%
Volume of Parent Stipend Participation (WM)	NEW	Quantity	Up	New	New	New	New
Percent of Parent Stipend Participation Compared to OSSE-provided Bus Service (KPI)	NEW	Efficiency	Up	New	New	New	New
Percent of Contracted Routes compared to OSSE-provided Bus Service (KPI)	NEW	Efficiency	Down	New	New	New	New

SECTION IV. BUDGETING FOR RACIAL EQUITY

Required for ALL requests

Is one of the goals of this enhancement to reduce or eliminate a racial equity gap?*

YES NO

Which of the four goals in the District’s [Racial Equity Action Plan \(REAP\)](#) or your agency specific REAP does this enhancement request advance?*. Check all that apply.

- 1. Improving DC Government staff understanding and commitment to achieving racial equity (e.g., training, capacity building, or use of racial equity tools)
- 2. Reducing or eliminating a known racial and ethnic inequity (domains include housing, health, economic opportunity, safety, education, neighborhood life, and civic engagement)
- 3. Enhancing opportunities to meaningfully engage DC residents in decision-making processes and strengthening partnerships
- 4. Improving DC government ability to be an equitable employer and engage in racially equitable hiring, promotion, and retention practices (e.g., building pipelines with HBCU/HSI, staff development funds, or community of practice on hiring)

What racial inequity or REAP sub-goal(s) does this enhancement request address?*

For example, health disparity, educational gap, disproportionality in housing, bolstering existing community resources, etc. Please be as specific as possible. For REAP goals, please list the specific action (e.g. 1B, see District’s REAP for supporting actions).

Currently, the majority of eligible students receiving transportation service from OSSE-DOT reside in historically underserved communities in Wards 7 and 8. However, the most frequent bus service complaints received by OSSE are from parents who live *outside* of Wards 7 and 8. This may indicate the possibility of our residents in Wards 7 and 8 not having equitable access to information and/or resources to be able to voice their concern. If transportation services are impacted by the shortage of personnel or lack of adequate funding, the strongest impact will be felt by residents of Wards 7 and 8, which will greatly exasperate those residents’ access to quality services and education.

What is the rationale for addressing the inequity in this way and/or with this program?*

For example, is the enhancement in response to a legislative requirement or mandate, community engagement efforts, demographic data, or something else?

The District of Columbia is required to provide transportation services to eligible students with disabilities under federal law (IDEA and Sec. 504 of the Rehabilitation Act). The objective of the federal laws associated with OSSE-DOT service is to ensure equitable access to education for all students with disabilities.

In what ways have you meaningfully involved internal and external stakeholders in the development of your agency’s budget request, including staff and communities of color?*. See ORE’s [Meaningful Community Engagement Guide](#).

Parents, education advocates, Local Education Agencies (LEAs), and other stakeholders continue to provide valuable insight to inform the agency’s budget and operation process. OSSE-DOT currently has a monthly Transportation Working Group (TWG) with education advocates and LEA representatives, where members have offered numerous feedback on their support for contracted route expansion. The agency also runs the Transportation Advisory Council (TAC) where parents have also offered similar support and feedback.

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If this budget enhancement could potentially cause unintended benefits or burdens, please detail what racial or ethnic groups might be positively or negatively impacted.* For example, the location for a new airport could disrupt traffic patterns and create noise and air pollution that impact residents in the immediate vicinity, which could worsen racial health inequities.

This enhancement will ensure every student, regardless of age, gender, and race, receives timely transportation service. As of current, there is no anticipated negative unintended benefit or burden.

SECTION V. EVIDENCE-BASED BUDGETING

Required for Type D & E requests. Optional for Types A, B & C.

This section is required for all Type D and E enhancement requests that would expand existing activities or launch completely new activities. This section may be completed for Type A, B and C enhancement requests to be considered for an evidence rating.

If the activities described in this enhancement are successfully implemented, what outcome(s) will improve?* OBPM expects that it will be possible for agencies to identify for almost all enhancement requests a new performance measure (Section III of this form) that aligns with the outcome measures identified in the evidence provided. If this is not feasible, please explain below.

This enhancement will ensure every student eligible for transportation services receives timely service. The 2024-2025 school year is already showing significantly positive outcome that 150 contracted routes can yield quality performance (95% on-time performance).

What evidence supports the likelihood that this enhancement will achieve the desired outcome?*

Please describe the quantitative studies or other measures that show the outcomes of similar efforts previously undertaken in the District or in other cities (see sidebar for what OBPM will look for to review enhancements as evidence-based or supported by preliminary evidence). Provide links to cite your sources, which may include formal evaluation studies, evidence standards, or evidence clearinghouses.

In May 2023, OSSE's Division of Data, Assessment, and Research (DAR) conducted a scientific study on the effectiveness of DOT's first four months of contracted route expansion from January to April 2023. Based on a model built using multivariate linear regression with polynomial and interaction terms, OSSE's model showed contracted routes as a significant factor in decreasing daily late routes. At every 10% of OSSE's bus routes converted to contracted routes, the expected proportion of late routes ranged from 2-6% every day.

Which parts of your enhancement are identical to the model(s) the evidence comes from?*

As applicable, your answer should describe sameness in the target population, intervention, and availability of inputs/resources needed, etc.

N/A

Contracted routes were not modeled after other cities or sister agencies.

THE LAB@DC TEAM IS HERE TO HELP!

Have questions about the evidence? Email the.lab@dc.gov (and CC your OBPM Budget Analyst). The Lab can pre-review evidence, brainstorm future evaluation ideas, offer suggestions on where to look for evidence, and help you think through the evidence you've found.

HELPFUL TIPS TO GET STARTED:

In general, evidence ratings follow the principles listed below; the quality of the evidence provided and how well it matches the enhancement may also affect the final evidence rating:

- Experimental studies (also called randomized evaluations or randomized control trials) that show that a program or intervention *caused* an outcome may receive a **STRONG/4-star** evidence rating
- Quasi-experimental studies that suggest that a program or intervention *caused* an outcome by comparing outcomes between the group receiving the enhancement and a very similar group that doesn't receive the enhancement may receive a **MODERATE/3-star** evidence rating
- Correlational studies with appropriate statistical controls may receive a **PROMISING/2-star** evidence rating
- Before-and-after comparison studies (also called pre-post comparison studies) may receive a **SOME/1-star** evidence rating

Consider the positive impact(s) this enhancement should have on District residents or government operations. These are the outcome(s) of the enhancement. Try searching [Google Scholar](#) or a similar database for relevant existing research. Government evidence clearinghouses (like [What Works Clearinghouse](#) for education and [CrimeSolutions](#) for public safety) are also good places to search according to specialized topics.

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Which parts of your enhancement are different from the model(s) evaluated in the studies linked?*

Explain why deviations are necessary for success in DC.

N/A

Are you building or planning to build evidence to support this enhancement using a formal program evaluation?*

YES NO

If yes, please describe or link below to the planned evaluation design, research question(s), and timeline for results.

While there is no current plan to build out further evidence to support this enhancement using a formal program evaluation, OSSE-DOT will be conducting proper assessment of the effectiveness of the programs at various opportunities in the future (given the resources that OSSE has within its Division of Data, Assessment, and Research (DAR)).

SECTION VI. PROJECT PLAN *Optional for All Requests*

This section is optional. However, it is recommended for Type D and E enhancement requests that would expand existing activities or launch completely new activities.

This project plan can be used to show how the agency will deliver the intended results before the end of the fiscal year. Complete as best you can, knowing the plan might evolve.

PROJECT OWNER

Who is the single person who will be most responsible for this initiative? If the project owner must be hired, specify who will own the project until that time.

NAME **Michael Riley**
 TITLE **Director, Division of Student Transportation**
 EMAIL **Michael.Riley1@dc.gov**
 PHONE **202-724-5674**

BUSINESS PARTNER COORDINATION

What other agencies or stakeholders would be critical to this project’s success, and what communication have you had with them?

N/A agency already has resources to cover the internal support work.

PROJECT TIMELINE

Describe below anticipated implementation milestones by quarter to show how the agency will deliver the intended results. Please identify specific months or dates, if known.

PREPARATION FOR PROJECT LAUNCH (before start of fiscal year)	
FY 2025 Q4	[enter]
FISCAL YEAR STARTS, FUNDS DISBURSED	
FY 2026 Q1	[enter]
FY 2026 Q2	[enter]
FY 2026 Q3	[enter]
FY 2026 Q4	[enter]