



**EVERY
STUDENT
COUNTS**
EXCELLENCE FOR ALL

2024-30 - Strategic Plan Development

STEERING COMMITTEE MEETING

March 6, 2024



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MEETING START-UPS

STEERING COMMITTEE MEETING

DESIRED OUTCOMES

- **Review** meeting start-ups and address feedback,
- **Receive** presentation of 1st Draft Implementation and Monitoring elements from Student Academic Growth and Success priority team leader, **clarify**, and provide **feedback**,
- **Receive** presentation of 1st Draft Implementation and Monitoring elements from Student Well-Being priority team leader, **clarify**, and provide **feedback**,
- **Receive** presentation of 1st Draft Implementation and Monitoring elements from Student, Family, & Community Partnerships priority team leader, **clarify**, and provide **feedback**,
- **Preview** the April 8, 2023 Steering Committee meeting,
- **List** next steps, and
- **Evaluate** our meeting.



February 21, 2023 AGENDA

Steering Committee Work Session



Dinner (Begins at 6:00 p.m.) Meeting Begins at 6:30 p.m.	
Meeting Start-Ups	10 minutes
DRAFT 1: Implementation and Monitoring Elements: Student-Centered Excellence	35 minutes
DRAFT 1: Implementation and Monitoring Elements: Operational Excellence	35 minutes
BREAK – 10 minutes	
DRAFT 1: Implementation and Monitoring Elements: Student, Family, & Community Partnerships	35 minutes
Preview April 8, 2024 Steering Committee Meeting	5 minutes
Next Steps and Evaluation	5 minutes

GROUND RULES AND PURPOSE

GROUND RULES

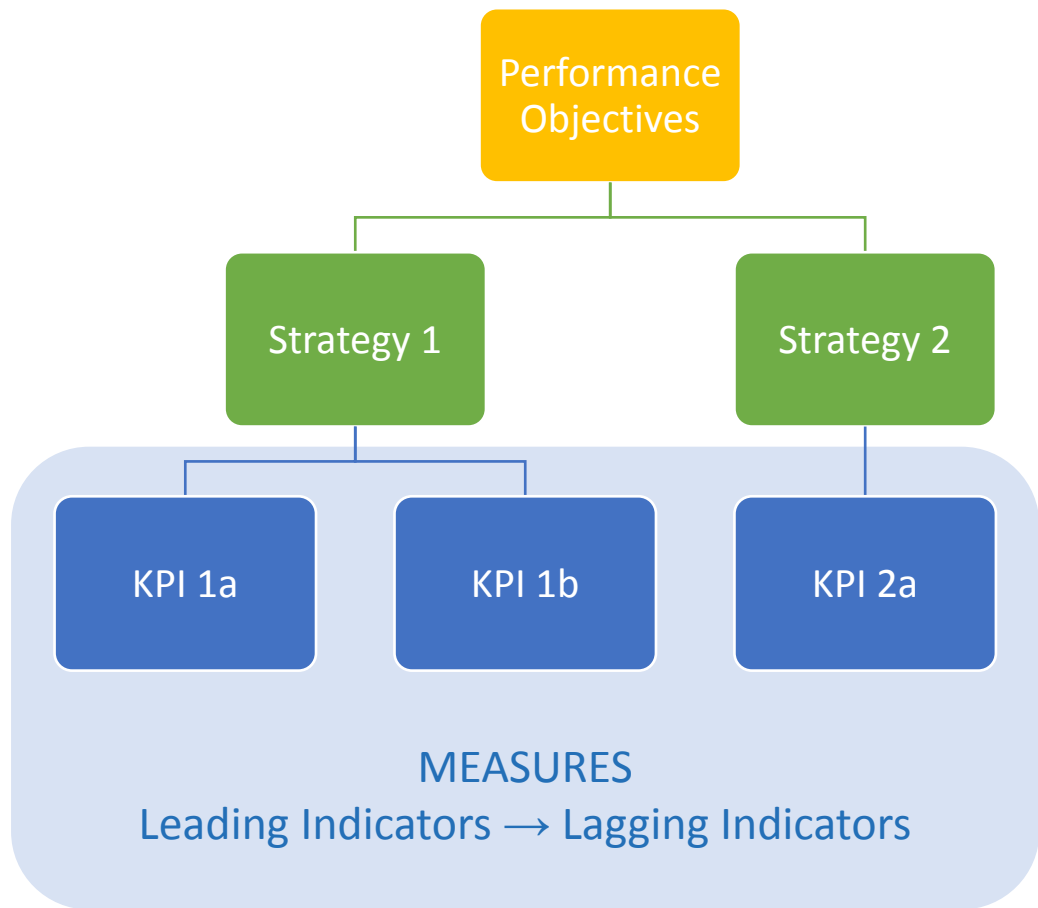
- Post and Approve the Agenda
- Listen as an Ally
- Enable Equity of Voice
- One Person Speaks at a Time
- Respect Each Other
- Everyone Participates
- Stay on Task
- Start and Stop on Time
- Schedule Appropriate Breaks
- Evaluate at End of Meeting
- Cell Phones on Silent or Vibrate

PURPOSE

Our purpose is to

- represent the voice of the Arlington Public Schools community
- to develop the APS Strategic Plan Foundations for review and consideration of the Superintendent and Board of Education, and
- **feedback on alignment, clarity and comprehensibility of the APS Strategic Plan Implementation and Monitoring elements.**

PLUS (+)	DELTA (Δ)
<ul style="list-style-type: none">• Content specialists in attendance• Extra kudos to those who were here in person• Appreciate zoom as an option this evening• Nice to not be running around the room – nice to just have a discussion• Having the verbatim slides in front of us was great• The structure of the entire meeting was helpful• Appreciate the open forum with which we can discuss feedback – points we might not have considered if we didn't hear each other• Like the fact that we had clarifying opportunities and evaluative• Jonathan's attention to detail• Time management tonight – redirecting• Facilitations	<ul style="list-style-type: none">• Having the draft in advance• Presentations could be shorter with more time• WE get into editing and word smithing – that could be written• Sticking to asking to clarifying questions



Performance Objectives | High level measurable goals that define what APS wants to achieve by 2030

Strategies | Specifies the methods that APS will use to achieve its objectives.

Measures | Data collection tools we will use to measure and monitor progress towards achievement of the performance objectives

Leading Indicators | Data collection tools we will use DURING the SCHOOL YEAR to measure and monitor progress

Lagging Indicators | Data collection tools we will use at the END OF THE SCHOOL/FISCAL YEAR to assess and report on progress toward the performance objectives

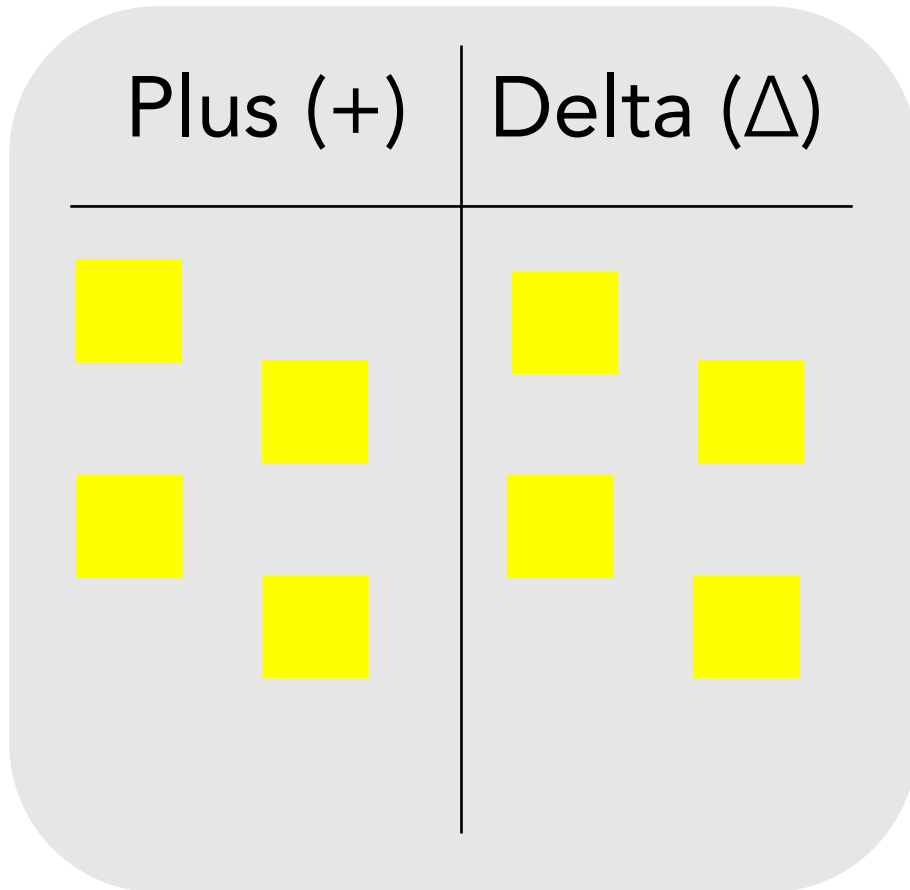
Key Performance Indicators | Short-term measures that APS will use to measure and monitor progress towards achievement of the performance objectives



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2024-2030 IMPLEMENTATION AND MONITORING DRAFT 1

Student Well-Being



Plus/Delta

- Simple tool to solicit feedback from individuals or groups on the strengths and opportunities for improvement of a given situation (process, resources, goals, systems, strategies).
- Helps to:
 - Identify what is good and what needs improving
 - Provide immediate feedback
 - Provide cumulative information
 - Allow every person a voice in the improvement process
 - Focus individuals/groups on needs for improvement



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2024-2030 IMPLEMENTATION AND MONITORING DRAFT 1

Student-Centered Workforce

APS will support and invest in a culture that attracts and retains skilled, talented, and effective staff committed to student success and well-being.

PERFORMANCE OBJECTIVE: By 2030, at least 70% of APS staff will respond favorably that opportunities for professional learning meet their needs, as indicated on the Your Voice Matters survey. (PO-EW-1)

STRATEGIES

- Recruit, retain, and develop high-quality employees by continuing to establish targeted and intentional initiatives to bolster a diverse workforce.
- Provide growth opportunities by implementing a competency-based professional learning and evaluation framework inclusive of all staff members.
- Grow and develop current and future high-quality leader/managers by ensuring offering relevant and focused professional learning opportunities.

MEASURES

- Staff PL participation data
- Staff feedback on PL activities
- Advisory Council/Roundtable Discussions/Focus Groups
- Surveys
- YVM Staff: PL results
- Department Action Plans progress

KPIs

- % favorable responses by staff on the Your Voice Matters (YVM) survey category Engaged Workforce: Professional Learning will increase by 10% every two years. (KPI-EW-1)

APS will support and invest in a culture that attracts and retains skilled, talented, and effective staff committed to student success and well-being.

PERFORMANCE OBJECTIVE: By 2030, APS staff will respond at the 70th percentile or better on staff engagement and workplace climate, as indicated by the Your Voice Matters survey or a different comprehensive measure.

STRATEGIES

- Recruit, retain, and develop high-quality employees.
- Develop integrated approaches that promote employee health and wellness. (S-EW-4):
- Continue to develop intentional and focused recruitment and retention efforts to bolster a diverse workforce. (S-EW-5):
- Establish systems for increased communication between staff and supporting offices and departments.
- Explore additional ways to recognize employee contributions towards organizational goals.

MEASURES

- Employee diversity profile (M-EW-2)
- Teacher diversity profile (M-EW-3)
- Student diversity profile
- Employee retention (M-EW-5):
- Internal hires for leadership positions (M-EW-10)
- YVM Staff: Climate Results (M-EW-4)
- YVM Staff: Engagement Results (M-EW-6)

KPIs

- % favorable responses by staff on the Your Voice Matters (YVM) survey category Engaged Workforce: Staff Engagement (KPI-EW-2.a.)
- % favorable responses by staff on the Your Voice Matters (YVM) survey category Engaged Workforce: Workplace Climate (KPI-EW-2.b.)

APS will support and invest in a culture that attracts and retains skilled, talented, and effective staff committed to student success and well-being.

PERFORMANCE OBJECTIVE: By 2024, all staff participate in training that meets or exceeds mandatory training for their position.

STRATEGIES

- Recruit high quality staff.
- Retain high quality staff
- Continue to provide growth opportunities by implementing a competency-based professional learning and evaluation framework inclusive of all staff members.
- Grow and develop current and future high-quality leaders/managers. (S-EW-3)

MEASURES

In development

KPIs

In development

APS will support and invest in a culture that attracts and retains skilled, talented, and effective staff committed to student success and well-being.

PERFORMANCE OBJECTIVE: By 2030, 60% of all staff will report feeling valued and respected by their colleagues in their work setting, as indicated by meeting exit surveys. - NEW

STRATEGIES

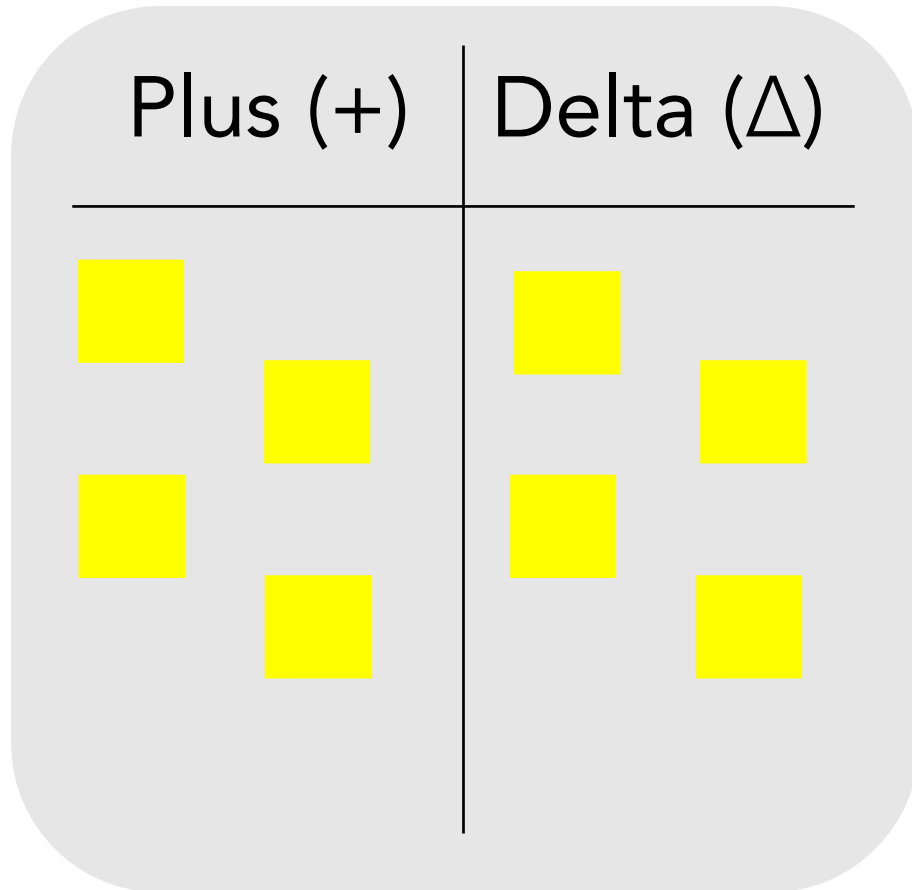
- Develop a division-wide system for all staff to have an opportunity/outlet to regularly express their contentment or discontentment with a trusted colleague.

MEASURES

- Meeting exit surveys
- Employee retention (M-EW-5)
- Specific YVM survey questions

KPIs

In development



Plus/Delta

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2024-2030 IMPLEMENTATION AND MONITORING DRAFT 1

Operational Excellence

PERFORMANCE OBJECTIVE: Organizational operations will continuously improve their effectiveness as measured by identified KPIs in support of the whole child and academic success.

APS will plan and implement efficient, effective, sustainable system-wide operations to support student, staff, and our community's success.

STRATEGIES

- Manage available resources equitably.
- Provide high-performance learning and working environments that support Universal Design for Learning standards.
- Use long-term and systematic processes to ensure academics and operations are financially sustainable.
- Systematically improve the quality of organizational operations.
- NEW Hire and retain highly qualified staff.
- NEW: Identify and eliminate redundant services and ensure that efficient services are put in place
- NEW: Provide free breakfast and lunch to all students.

MEASURES

- Short-cycle measures aligned to the strategy and Performance Objective
- Capital Improvement Plan (M-OE-1)
- MCMM Allocations (M-OE-2)
- 3-year budget projections (M-OE-3)
- Facilities KPIs (M-OE-4)
- Finance KPIs (M-OE-5)
- Information Services KPIs (M-OE-6)
- Human Resources KPIs (M-OE-7)
- Annual Budget document - NEW

KPIs

In development

APS will plan and implement efficient, effective, sustainable system-wide operations to support student, staff, and our community's success.

PERFORMANCE OBJECTIVE: APS provides services to students to support the whole child and academic success. - NEW

STRATEGIES

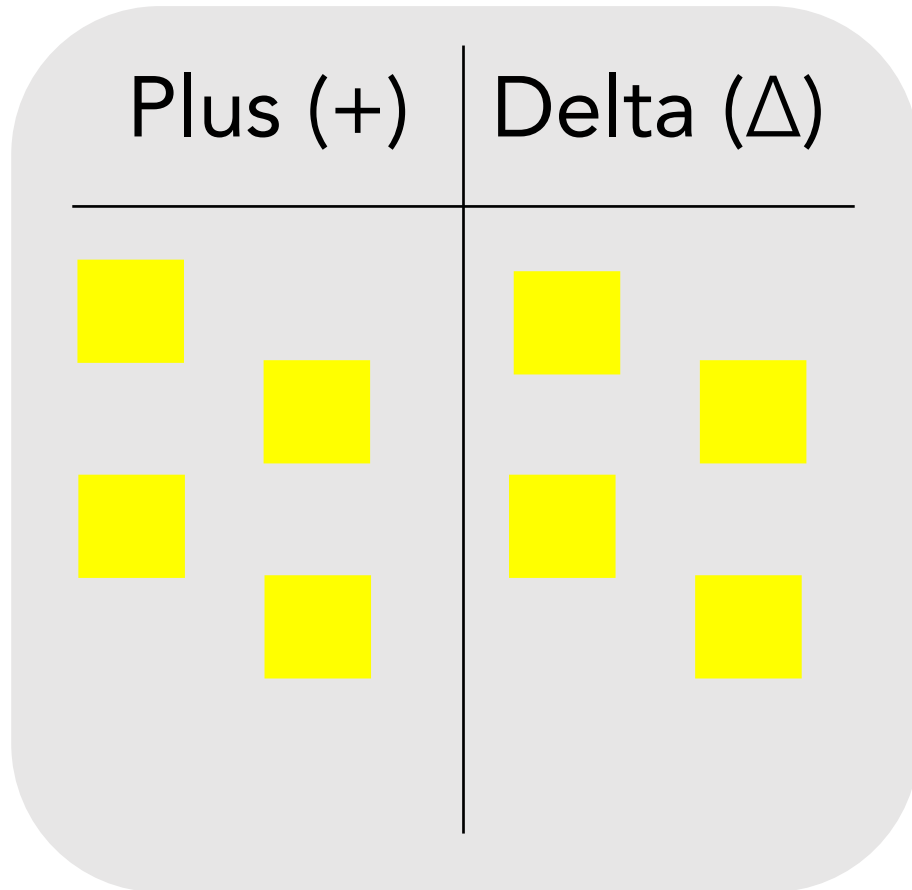
- Provide free breakfast and lunch to all students.
- Provide on time and safe transportation.
- Provide 21st century facilities to support learning for all students.
- Hire and retain highly qualified staff.
- Provide current technology (hardware and software) for all students.
- Technology Infrastructure will be maintained and proactively updated.

MEASURES

In development

KPIs

- Percent of participation rate of meals picked up in line.
- To measure on-time: One, minus: the sum of bus runs that arrived late (contractor and district), divided by the total number of bus runs over two.
- To measure safe: Total number of transportation accidents (contractor and district), divided by total number of miles driven (contractor and district).



Plus/Delta

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2024-2030 IMPLEMENTATION AND MONITORING DRAFT 1

Student, Family, Community Partnerships

APS will strengthen and develop partnerships built on trust with students, families, community members, organizations, and local government to support student learning.

PERFORMANCE OBJECTIVE: By 2030, at least 60% of APS students, families, and staff will respond to the Your Voice Matters survey results and 90% will respond favorably on Partnerships items.

STRATEGIES

- Every school has a FACE Action team identified, trained, and implementing
- Schools have resources (staff time and funds) to identify and reach out to families who have not yet responded and support their response.
- Paid salaried time for FACE/Partnership work - not just remuneration in the form of stipend, hourly, recertification points, etc. (side gig)
- Articulated, systemic structure for FACE work in the division (who is doing what aspect of the work, where FTEs sit, how the collaboration occurs, etc.)

MEASURES

- YVM Family: Engagement (M-P-3)
- YVM Staff: Engagement): - NEW
- YVM Student: Engagement: - NEW

KPIs

In development

APS will strengthen and develop partnerships built on trust with students, families, community members, organizations, and local government to support student learning.

PERFORMANCE OBJECTIVE: By 2030, x% of families will report that they have had the opportunity for meaningful interactions with their schools with a particular emphasis on reaching diverse populations. - NEW

STRATEGIES

- Create and implement a system-wide tool for our school division to inventory the types of family engagement events our schools are hosting (i.e. Ohio Ed.).
 - Allocate more time for staff to learn about FACE and engage with families.
 - Create resources to support the communication (templates, practice sessions, tool kits)

MEASURES

- Informal Focus Groups
- Feedback Sessions (in-person, virtual, or feedback inbox or phone line)
- Flash Surveys (real-time feedback)
- Using Existing Data (ParentSquare, social metrics, etc.)

KPIs

- By 2030, 80% of staff will be trained in family engagement and understanding

APS will strengthen and develop partnerships built on trust with students, families, community members, organizations, and local government to support student learning.

PERFORMANCE OBJECTIVE: By 2030, at least X percent of APS families will respond favorably that APS and all staff communicate and engage effectively and consistently regarding student achievement and well-being.

STRATEGIES

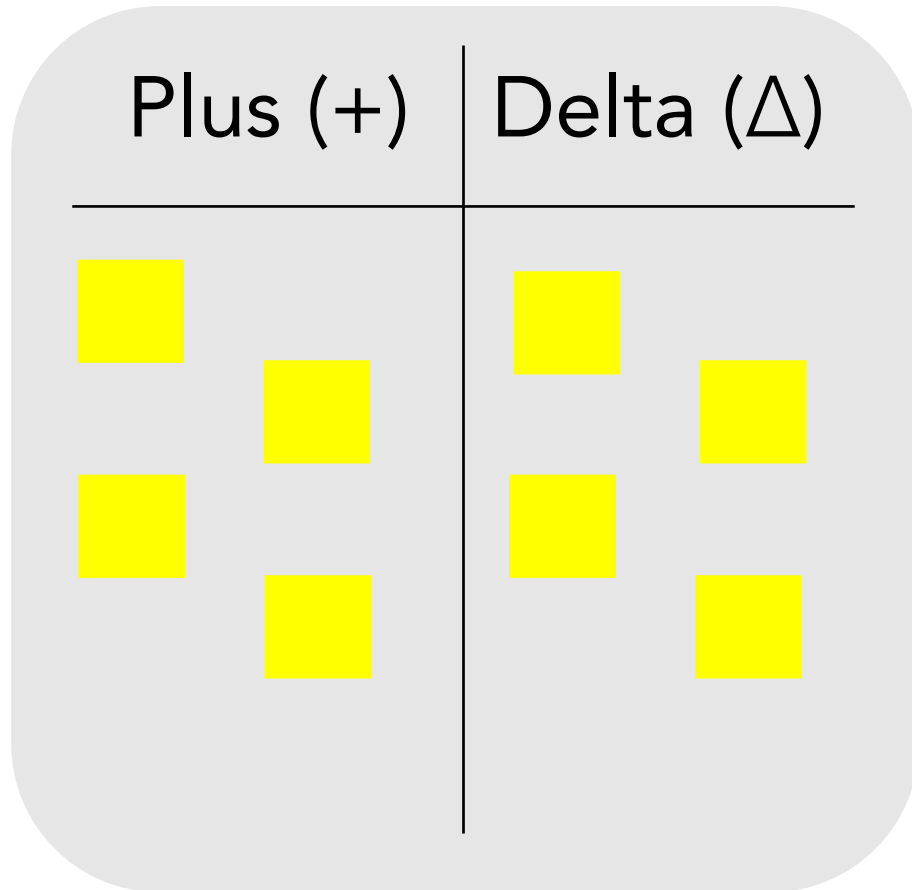
- Expand Family and Community Engagement training and professional development to all schools and all student-facing staff.
- APS will develop a division-wide toolkit and training program focused on communication and family engagement.
- APS will provide best practices for effectively engaging all families, and particularly multilingual/multicultural families.
- Simplify and streamline communications to provide clear and concise messaging to all families
- Adjust planning factors to increase Bilingual Family Specialists across schools to include a BFS who can speak one of the five main languages.
- Implement program and systematic approach to fostering a welcoming and inclusive learning environment (Conduct welcoming walkthroughs)
- Provide parents with tools, resources and opportunities, aligned to their schedules and needs, to effectively engage in their student's academic progress and well-being.

MEASURES

- School-based data collection regarding engagement as part of their school action plans
- ParentSquare Data
- Communications Survey (annual)
- FACE walkthrough evaluations
- Parent focus groups

KPIs

- Percentage of families active on ParentSquare and receiving messages
- Percentage of families who feel welcome and respond favorably to communication from their school and division.
- X percent of staff respond favorably that have been trained on FACE strategies and expectations
- Response rate for YVM will increase by X percent each survey cycle



Plus/Delta

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IMPLEMENTATION AND MONITORING

March 6, 2024 Steering Committee
Meeting

Objective: Continue Strategic Plan Development Part 2: Implementation and Monitoring

- Review Draft Implementation and Monitoring
- Review Community Engagement Plan

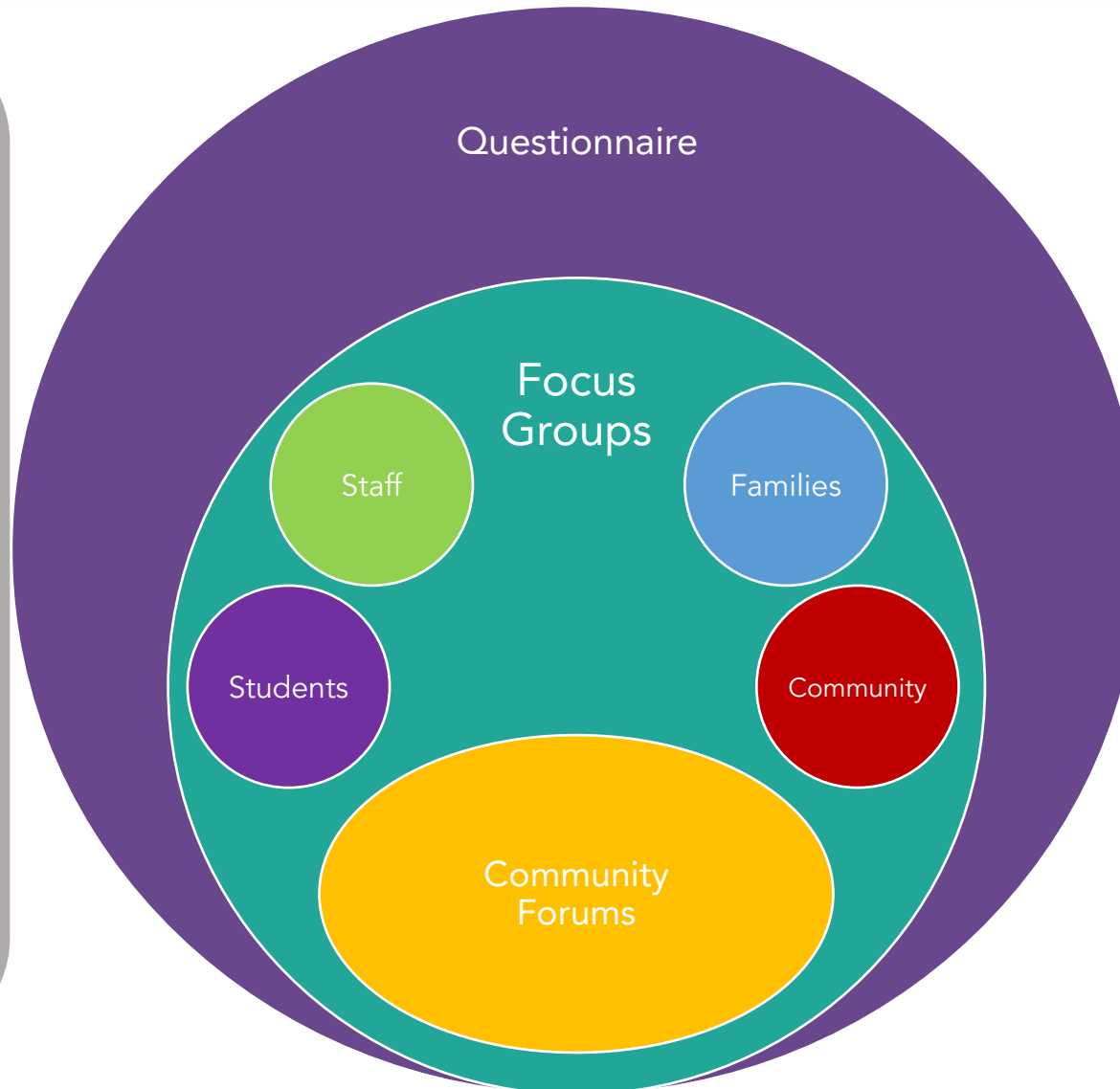


The following are the tasks that will be complete before our next Steering Committee Meeting

- March 21, 2024 – Board of Education Monitoring Report
- March 22, 2024 - Draft Implementation and Monitoring Elements Complete

Community engagement will include:

- **Questionnaire:** Widest Engagement
- **Focus Groups:** Will be purposely developed to ensure equitable representation including intentional inclusion of historically under-represented populations
- **Community Forums:** Open to entire APS community (Students, Staff, Parents, community)



Dates: April 4 – April 25

Objectives:

- Gather feedback from APS students, staff, parents, and community members on APS staff's draft monitoring and implementation elements to inform revisions
- Ensure equitable representation & inclusivity

Students

12 Focus Groups
(maximum of 15
participants per group)

- Each Middle and High School

Engage same students who
participated in Fall focus
groups

Principals may revise
participant list as needed

Families

10 Focus Groups
(15 participants per group)

- 2 groups in each region
(Mix of Elementary,
Middle, High &
North/Central/South)
- Option School group
- Title 1 Group

Engage same parents who
participated in Fall focus
groups

Principals may revise
participant list as needed

Staff

10 Focus Groups
(maximum of 15
participants per group)

- Teachers, Elementary &
Secondary P/APs, Central
Office Leaders, School &
District Classified Staff
- Mix of Elementary, Middle,
High &
North/Central/South

Send interest form to each
stakeholder group

Community Partners

**12 – 15 Community Focus
Groups**
(maximum of 15
participants per group)

- Engaged same groups who
engaged in Fall
- Groups organized by
similar interests or
organization (affinity)

Extend invitation for
participation in
January/February for
April meetings

MEETING EVALUATION

March 6, 2024



PLUS (+)	DELTA (Δ)