

APS Strategic Plan

Historical Info on APS Strategic Plan Development Process Timeline 2011-18 & 2018-24

Produced for 2024-30 Strategic Plan Steering Committee

Date: June 6, 2023

Strategic Planning Timelines - Historical

Date	2011-17	2018-24
Spring	<ul style="list-style-type: none"> Monitoring Report on Process (June) 	
Summer	<ul style="list-style-type: none"> SB Retreat (June) 	<ul style="list-style-type: none"> SB Retreat (June)
Fall	<ul style="list-style-type: none"> SB Info Item (Oct)- Foundations SB Action (Nov)- Foundations SB Direction for Strategic Plan – Info (Nov) - Action (Dec) Steering Comm. convenes (Nov) 	<ul style="list-style-type: none"> SB COW (Sept.) Steering Comm. Convenes (Oct) SB Monitoring Report on Process (Oct) Community Input – Hopes & Aspirations (Oct-Nov)
Winter	<ul style="list-style-type: none"> Community Input – 5 essential questions (Dec -Jan) Community Survey – 5 essential questions (Feb-Mar) 	<ul style="list-style-type: none"> Draft Foundations shared with community for feedback (Jan) SB Work Session (Feb)
Spring	<ul style="list-style-type: none"> SB Monitoring Report – Update (Mar & Apr) Draft plan shared & community feedback (April) Draft Monitoring Elements (May) Public hearing on proposed plan (June) 	<ul style="list-style-type: none"> Draft plan shared & community feedback (April) SB Info Item- Foundations (May) SB Action Item- Foundations (June)
Summer	<ul style="list-style-type: none"> ELT & SB retreat (June) Internal Staff work on Monitoring Elements 	<ul style="list-style-type: none"> Internal Staff work on Monitoring Elements
Fall	<ul style="list-style-type: none"> SB Info Item- Monitoring Elements (Sept) SB Action Item- Monitoring Elements (Sept) 	<ul style="list-style-type: none"> Info Item – Monitoring Elements (Sept) SB Work Session (Sept) Action Item – Monitoring Elements (Oct)

Following development of the 2018-24 Strategic Plan feedback was solicited from the Steering Committee members through a survey and in-person debrief meeting.

Recommendations.

1. Check on the Strategic Plan at regular intervals and track its progress, making only minimal tweaks to allow sufficient time for APS to implement the plan and measure results.
2. The composition of the Steering Committee was strong; further consideration and creativity can encourage fresh input and ensure representation from a broad array of perspectives.
 - Arlington residents who are neither parents nor staff, APS staff who are in positions other than instruction or administration.
 - Consider childcare, transportation, more Saturday meetings, some virtual meetings
3. Be clear at the start about how the process could unfold, and consider how the School Board can have closer communications as the committee works to develop the plan.
 - Not clear whether the deliverable was to the Superintendent or the School Board.
 - Did not expect SB might not approve the plan until several months after the Committee had finished work

4. Review the timeline of the Strategic Plan to see whether it can be a shorter process for committee members and can be completed before work begins on the APS budget.
5. Consider including additional information in preparing the committee for its work.
 - National trends – What other K-12 public school systems are doing to address challenges

Other

- Engage the County more in this process and encourage them to feel more invested in the APS Strategic Plan; for example, DPR and DHS.
- Neutral trained facilitator from the County or APS to lead meetings

Key Takeaways / Opportunities for Improvement	Changes for 2024-2030 Strategic Plan development process
<ul style="list-style-type: none"> • Not convening the Steering Committee until late October impacted overall timeline and ability to complete process by June 	<ul style="list-style-type: none"> • Steering committee will convene in June (prev. Spring) • Initial community engagement will begin in late Sept.
<ul style="list-style-type: none"> • Development of the Strategic Plan Foundations took from Fall to Spring and impacted ability to complete Monitoring Elements by June <ul style="list-style-type: none"> • Feedback from co-chairs was too much time spent wordsmithing Foundations, etc. 	<ul style="list-style-type: none"> • Shorten timeframe to complete Foundations by Dec. • Be explicit about expectation that Steering Comm. is considering revisions to existing Foundations not starting over.
<ul style="list-style-type: none"> • Strategic Plan (all components) not approved by School Board into following September/Early October <ul style="list-style-type: none"> • Strategic Plan should go into effect July 1 • Compressed timeline for informing development of School & Dept. Action Plans • Not aligned with budget calendar • Cited as concern/opportunity for improvement by prev. Steering Comm. 	<ul style="list-style-type: none"> • SB Action on Strategic Plan Foundations in December & Monitoring Elements in June <ul style="list-style-type: none"> • Adopting the Foundations in Dec. allows for informing upcoming Budget • Adopting Monitoring Elements in June allows for summer work on implementation plans as schools and Depts. update their 3-year action plans

Timeline – Lessons learned

Key Takeaways / Opportunities for Improvement	Changes for 2024-2030 Strategic Plan development process
<ul style="list-style-type: none"> • Ensure the charge to the Steering Committee is clear 	<ul style="list-style-type: none"> • Charge to Steering Committee is from the Superintendent and clearly states that the Steering Committee will make recommendation to Superintendent
<ul style="list-style-type: none"> • Consider childcare, transportation, more Saturday meetings, some virtual meeting 	<ul style="list-style-type: none"> • APS was able to offer childcare and provide dinner to Steering Committee members which had not previously occurred
<ul style="list-style-type: none"> • Have a neutral facilitator for Steering Committee meetings 	<ul style="list-style-type: none"> • APS will contract with a consultant who will provide a neutral facilitator for Steering Committee meetings and select engagement events with stakeholder groups
<ul style="list-style-type: none"> • Steering Committee to include Arlington residents who are neither parents nor staff and APS staff in positions other than instruction or administration 	<ul style="list-style-type: none"> • Steering Committee includes a few Arlington residents who are neither parents nor staff as well as APS staff who not in instruction or administration
<ul style="list-style-type: none"> • Engage the County more in this process and encourage them to feel more invested in the APS Strategic Plan; for example, DPR and DHS. 	<ul style="list-style-type: none"> • Steering Committee includes rep from DPR • Communications & Engagement Plan includes engagement with Arlington County Gov't

Phase 1 – Planning (Spring - Fall 2023)

- Form Strategic Plan Steering Committee
- Assess Current State
- External Scan
- SWOT/SOAR analysis
- Identify stakeholder expectations

Phase 2 – Development of Plan (SY 2023-24)

- Part 1 – Foundations (Fall 2023)
- Part 2 – Implementation & Monitoring Elements (Spring 2024)

Phase 3 – Implement & Monitor Plan (2024-2026)

- School & Dept. plans
- Staff plans
- Reporting
- Review and adjust targets annually

Phase 4 – Tuning Process (Spring 2026)

- Adjustments to monitoring elements every 2 years
- Revisions to Foundations every 6 years (2030)