

**Chief of Staff Office - Action Plan - 2023-24 to 2025-2026**  
**Chief: Stephen Linkous**

**Goal #1 SOL Testing Irregularities (Office of Assessment)**

<b>Strategic Plan Goal Area</b>	Operational Excellence		
<b>Strategic Plan Performance Objectives</b>	PO-OE-1-Organizational operations will continuously improve their effectiveness as measured by identified KPIs.		
<b>Baseline Data</b>	<p><a href="#">Spring 2023 irregularity data</a> (37 were related to testing accommodations errors, 72 total irregularities).</p> <p>Spring 2023 Non-Writing Tests Administered:            41,409 non-writing tests            3,031 expedited retakes  <b>Total: 44,440 tests</b></p> <p>In Spring 2023, the total number of irregularities (72) represented <b>0.16%</b> of tests taken (44,440).</p> <p>Of the 72 irregularities, 37 were related to testing accommodations, representing <b>51%</b> of the total irregularities.</p>	<p><b>Identify if goal is required based on state or federal requirements, or other guidelines</b></p>	(Enter)
<b>3 Year Performance Goal</b>			
By June 2026, the total number of testing irregularities across APS will remain at less than 1% <i>and</i> the number of <i>testing accommodation-related</i> irregularities will be reduced by at least 5% annually (51% to 36%)			
<b>Annual Performance Goals</b>			
<b>Annual Performance Goal Year 1 (2023-24)</b>	By June 2024, the number of <i>testing accommodation-related</i> irregularities will be reduced by at least 5% annually (51% to 46%)		
<b>Annual Performance Goal Year 2 (2024-25)</b>	By June 2025, the number of <i>testing accommodation-related</i> irregularities will be reduced by at least 5% annually (46% to 41%)		
<b>Annual Performance Goal Year 3 (2025-26)</b>	By June 2026, the number of <i>testing accommodation-related</i> irregularities will be reduced by at least 5% annually (41% to 36%)		
<b>Strategic Plan Strategies</b>			
<b>Strategic Plan Strategies- PRIMARY</b>	S-OE-5-Systematically improve the quality of organizational operations		
<b>Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -</b>	S-EW-2-Provide growth opportunities by implementing a competency-based professional learning and evaluation framework inclusive of all staff members.		
<b>Action Steps</b>			
<b>Action Steps</b>	<b>Timeline</b>	<b>Responsible &amp; Accountable</b>	<b>Monitoring for Implementation</b>

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OA provides training prior to each test administration with a module on test accommodation implementation followed by quiz/survey to check for understanding	Sept-June, ongoing annually	OA Staff	OA Asst. Director and Specialist will monitor irregularity reports during each SOL test administration in the fall and spring.
Provide multiple year-long opportunities for STCs to engage in collaboration and support through weekly office hours with the Assessment Specialist as well as monthly in-person STC collaboration sessions.	Sept-June, ongoing annually	OA Staff	
Provide targeted trainings as needed to address testing irregularities/providing training support which will include the inclusion of best practices/case studies/examples to build capacity.	Sept-June, ongoing annually	OA Staff	
Send STCs email updates/reminders before and during test administrations	Sept-June, ongoing annually	OA Staff	
Pair new STCS with mentor STCs	Sept-June, ongoing annually	OA Staff	
<b>Progress Monitoring</b>			
<b>Strategic Plan Measures (Dropdown) - To determine if goal was achieved</b>	M-OE- SOL Testing Irregularity Data		
<b>Evidence of Progress toward Annual Goal (MOY)</b>	<b>Results of Progress toward Annual Goal (EOY)</b>		
-Weekly review of irregularity data from each test administration	EOY report of testing irregularities for Spring 2023		

<b>Goal #2</b>	<b>Staff Participation on YVM (Evaluation Office)</b>		
<b>Strategic Plan Goal Area</b>	Operational Excellence		
<b>Strategic Plan Performance Objectives</b>	PO-OE-1-Organizational operations will continuously improve their effectiveness as measured by identified KPIs.		
<b>Baseline Data</b>	51.1% staff engaged with the 2022 Your Voice Matters Survey	<b>Identify if goal is required based on state or federal requirements, or other guidelines</b>	
<b>3 Year Performance Goal</b>			
Obtain a staff response rate of 75% or higher by the 2025-26 school year.			
<b>Annual Performance Goals</b>			
<b>Annual Performance Goal Year 1 (2023-24)</b>	Obtain a staff reponse rate of 62%.		
<b>Annual Performance Goal Year 2 (2024-25)</b>	Support dissemination of data to APS departments and offices.		

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<b>Annual Performance Goal Year 3 (2025-26)</b>	Obtain a staff response rate of 75% or higher by the 2025-26 school year.		
<b>Strategic Plan Strategies</b>			
<b>Strategic Plan Strategies- PRIMARY</b>	S-OE-5-Systematically improve the quality of organizational operations		
<b>Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -</b>			
<b>Action Steps</b>			
<b>Action Steps</b>	<b>Timeline</b>	<b>Responsible &amp; Accountable</b>	<b>Monitoring for Implementation</b>
Action 1 - Run data from 2022 YVM to identify schools and offices/departments with low response rates. Develop targeted engagement plans.	By October 2023	PE Team	PE Team will monitor participation rates throughout the YVM administration window
Action 2 - Meet with the Chief of Staff, Chief of School Support, and the Advisor to the Chief of Staff about dissemination plans to increase staff participation rates	By October 2023	PE Team	
Action 3 - Develop and administer target communication to principals around best practices for YVM survey administration and how YVM data will be used to school principals.	By December 2023	PE Team	
Action 4 - During survey administration, monitor participation rates and engage with schools and offices with delayed response rates.	February and March 2024	PE Team	
<b>Progress Monitoring</b>			
<b>Strategic Plan Measures (Dropdown) - To determine if goal was achieved</b>	M-OE-YVM Staff Participation Rates		
<b>Evidence of Progress toward Annual Goal (MOY)</b>	<b>Results of Progress toward Annual Goal (EOY)</b>		
Staff participation rates in 2024 YVM by Feb 21;	YVM 2022 and 2024 final staff participation rates		

<b>Goal #3</b>	<b>Capacity Utilization (Planning Office)</b>		
<b>Strategic Plan Goal Area</b>	Operational Excellence		
<b>Strategic Plan Performance Objectives</b>	PO-OE-1-Organizational operations will continuously improve their effectiveness as measured by identified KPIs.		
<b>Baseline Data</b>	As of September 7, 2023, five neighborhood schools are above 100% capacity utilization rates.  <i>Capacity Utilization Rate = Number of students enrolled / Building Design Seats</i>	<b>Identify if goal is required based on state or federal requirements, or other guidelines</b>	(Enter)
<b>3 Year Performance Goal</b>			
By September 1, 2026, no more than one neighborhood school will have capacity utilization rates above 100%			
<b>Annual Performance Goals</b>			

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<b>Annual Performance Goal Year 1 (2023-24)</b>	By September 1, 2024, no more than three neighborhood schools will have capacity utilization rates above 100%
<b>Annual Performance Goal Year 2 (2024-25)</b>	By September 1, 2025, no more than two neighborhood schools will have capacity utilization rates above 100%
<b>Annual Performance Goal Year 3 (2025-26)</b>	By September 1, 2026, no more than one neighborhood school will have capacity utilization rates above 100%

#### Strategic Plan Strategies

<b>Strategic Plan Strategies- PRIMARY</b>	S-OE-4-Use long-term and systematic processes to ensure academics and operations are financially sustainable.
<b>Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -</b>	S-OE-5-Systematically improve the quality of organizational operations

#### Action Steps

Action Steps	Timeline	Responsible & Accountable	Monitoring for Implementation
The Planning Team will update the following yearly: Projections & Enrollment Management Plan	Yearly	Planning Team	Director of Planning, Executive Director of P & E & Chief of Staff will receive updates from direct reports during 1:1 and team meetings and through check-ins with planners
The Planning Team will work with academics, school support, and facilities and operations to consider options to bring enrollment to more manageable levels at neighborhood schools exceeding 100% capacity utilization	Yearly	Planning Team	
The Planning Team will establish cross-departmental Central Office team to monitor progress and consider adjustments to meet or exceed the yearly goal	Yearly	Planning Team	
The Planning Team will draft the Pre-CIP Report and CIP Report- APS follows a two-year CIP Planning cycle between the Pre-CIP Report and the CIP. -Pre-CIP Report, a 2 year document -CIP, 10 year plan updated every two years	Yearly	Planning Team	

#### Progress Monitoring

<b>Strategic Plan Measures (Dropdown) - To determine if goal was achieved</b>	M-OE-9- Enrollment & Projections Reports
<b>Evidence of Progress toward Annual Goal (MOY)</b>	<b>Results of Progress toward Annual Goal (EOY)</b>
-Sept. 30, January 30 enrollment reports -Fall and Spring Update to Projections	Enrollment report - first week of September

<b>Goal #4</b>	<b>Community Engagement (Strategic Outreach Office)</b>
<b>Strategic Plan Goal Area</b>	Partnerships
<b>Strategic Plan Performance Objectives</b>	PO-SS-1-By 2024, APS will reduce opportunity gaps for all reporting groups on state assessments.

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<b>Baseline Data</b>	A continual increase in community engagement as measured through contacts with Engage with APS, the weekly Engage message open rate, an increased completion rate on K12Insight surveys, thoughts shared on ThoughtExchange, and views of the Engage with APS section of the website.	<b>Identify if goal is required based on state or federal requirements, or other guidelines</b>	(Enter)
<b>3 Year Performance Goal</b>			
By SY 2025-26, there will be a marked increase to the level of engagement for various initiatives featured on the Engage with APS website.			
<b>Annual Performance Goals</b>			
<b>Annual Performance Goal Year 1 (2023-24)</b>	By the end of SY 2023-24, there will be a 5% increase in engagement on Engage initiatives.		
<b>Annual Performance Goal Year 2 (2024-25)</b>	By the end of SY 2024-25, there will be a 10% increase in engagement on Engage initiatives.		
<b>Annual Performance Goal Year 3 (2025-26)</b>	By the end of SY 2025-26, there will be a 15% increase in engagement on Engage initiatives.		
<b>Strategic Plan Strategies</b>			
<b>Strategic Plan Strategies- PRIMARY</b>	S-P-4-Build a comprehensive structure for defining strategic partnerships, setting expectations, monitoring performance, and measuring quality.		
<b>Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -</b>	S-P-1-Provide training and resources for staff and families to create meaningful partnerships that support student success and well-being.		
<b>Action Steps</b>			
<b>Action Steps</b>	<b>Timeline</b>	<b>Responsible &amp; Accountable</b>	<b>Monitoring for Implementation</b>
Ensure the community is aware of the level of engagement based on the International Association of Public Participation (IAP2) Spectrum of Public Participation.	Ongoing	Director of Strategic Outreach	Monitored by the Director of Strategic Outreach and Systems Analyst. Updates will regularly be provided to the Chief of Staff.
Develop a template for Engage initiatives to ensure specific communication elements are shared consistently.	By January 2024		
Develop and deliver professional learning sessions for staff on how to effectively plan for Engage initiatives to ensure the community has the opportunity to provide input/feedback.	Ongoing		
Develop a questionnaire to receive feedback from families on how they would like to receive information on community engagement opportunities.	Bi-Annually		
<b>Progress Monitoring</b>			
<b>Strategic Plan Measures (Dropdown) - To determine if goal was achieved</b>	M-P-3- YVM Family: Engagement		
<b>Evidence of Progress toward Annual Goal (MOY)</b>	<b>Results of Progress toward Annual Goal (EOY)</b>		
Review and assess engagement data by December 31.	Review and assess engagement data by June 30 to determine changes that should be implemented for the upcoming school year.		

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<b>Goal #5</b>	<b>Ensure APS Policies are up to date (Policy)</b>		
<b>Strategic Plan Goal Area</b>	Operational Excellence		
<b>Strategic Plan Performance Objectives</b>	PO-OE-1-Organizational operations will continuously improve their effectiveness as measured by identified KPIs.		
<b>Baseline Data</b>	As of June 30, 2023 - there were 59 APS Policies that were overdue for review	<b>Identify if goal is required based on state or federal requirements, or other guidelines</b>	(Enter)
<b>3 Year Performance Goal</b>			
By June 30, 2026 - there will be no APS Policies that are overdue for review			
<b>Annual Performance Goals</b>			
<b>Annual Performance Goal Year 1 (2023-24)</b>	By June 30, 2024 - there will be no more than 30 APS Policies that are overdue for review		
<b>Annual Performance Goal Year 2 (2024-25)</b>	By June 30, 2025 - there will be no more than 10 APS Policies that are overdue for review		
<b>Annual Performance Goal Year 3 (2025-26)</b>	By June 30, 2026 - there will be no APS Policies that are overdue for review		
<b>Strategic Plan Strategies</b>			
<b>Strategic Plan Strategies- PRIMARY</b>	S-OE-5-Systematically improve the quality of organizational operations		
<b>Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -</b>			
<b>Action Steps</b>			
<b>Action Steps</b>	<b>Timeline</b>	<b>Responsible &amp; Accountable</b>	<b>Monitoring for Implementation</b>
Centralized policy review process to ensure proper coordination across Depts.	Sept-June, ongoing	Director of Policy & Legislative Affairs	Chief of Staff will receive status updates during 1:1 and team meetings with Director of Policy & Legislative Affairs
Develop and regularly update a detailed plan and timeline for bringing policies that are overdue up to date and ensure all policies that are currently not overdue are scheduled for revision in accordance with the School Board Policy for the policy review process (B.6)	Sept-June, ongoing		
Conduct regular meetings with the APS Policy Review Team and the School Board's Policy subcommittee	Sept-June, ongoing		
Work collaboratively with APS leadership across Depts. to gather input and feedback on policies that are planned for review	Sept-June, ongoing		
<b>Progress Monitoring</b>			
<b>Strategic Plan Measures (Dropdown) - To determine if goal was achieved</b>	M-OE-8- APS Policies		
<b>Evidence of Progress toward Annual Goal (MOY)</b>	<b>Results of Progress toward Annual Goal (EOY)</b>		

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Monthly review of document tracking all APS Policies

EOY review of APS Policies

<b>Goal #6</b>		<b>Develop 2024-30 Strategic Plan (Special Projects)</b>		
<b>Strategic Plan Goal Area</b>	Operational Excellence			
<b>Strategic Plan Performance Objectives</b>	PO-OE-1-Organizational operations will continuously improve their effectiveness as measured by identified KPIs.			
<b>Baseline Data</b>	N/A	<b>Identify if goal is required based on state or federal requirements, or other guidelines</b>		
<b>3 Year Performance Goal</b>				
By June 30, 2026, complete the tuning process for the 2024-2030 Strategic Plan				
<b>Annual Performance Goals</b>				
<b>Annual Performance Goal Year 1 (2023-24)</b>	By June 30, 2024, have the 2024-2030 Strategic Plan adopted by the School Board			
<b>Annual Performance Goal Year 2 (2024-25)</b>	By June 30, 2025, produce a monitoring report with an update on performance of the Strategic Plan Objectives			
<b>Annual Performance Goal Year 3 (2025-26)</b>	By June 30, 2026, complete the tuning process for the 2024-2030 Strategic Plan			
<b>Strategic Plan Strategies</b>				
<b>Strategic Plan Strategies- PRIMARY</b>	S-OE-5-Systematically improve the quality of organizational operations			
<b>Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -</b>				
<b>Action Steps</b>				
<b>Action Steps</b>	<b>Timeline</b>	<b>Responsible &amp; Accountable</b>	<b>Monitoring for Implementation</b>	
Facilitate an engagement process to gather input from all stakeholders throughout the process	Sept-June, ongoing	Special Projects Adviser, Chief of Staff Office	Chief of Staff will receive status updates during 1:1 and team meetings with Special Projects Adviser	
Provide project management for all phases of the process to ensure key deliverables and milestones are met	Sept-June, ongoing	Special Projects Adviser, Chief of Staff Office		
Collaborate with APS leaders to gather input on key metrics, strategies and action plans	Sept-June, ongoing	Special Projects Adviser, Chief of Staff Office		
Work collaboratively with the consultant and Steering Committee chairs	Sept-June, ongoing	Special Projects Adviser, Chief of Staff Office		

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**Progress Monitoring**

<b>Strategic Plan Measures (Dropdown) - To determine if goal was achieved</b>	M-OE-8- APS Policies	
<b>Evidence of Progress toward Annual Goal (MOY)</b>	<b>Results of Progress toward Annual Goal (EOY)</b>	
Spring Monitoring Report	Completed 2024-2030 Strategic Plan	