

Performance Objective	Strategies	Leading Indicators (Used to monitor progress)	Lagging Indicators (Used for end of year reporting)	Key Performance Indicators
<p><b>PRIORITY 4: OPERATIONAL EXCELLENCE</b></p>				
<p>APS will plan and implement efficient, effective, sustainable system-wide operations to support student, staff, and our community’s success</p>				
<ul style="list-style-type: none"> <li>By 2030, APS will achieve 80% of the completed projects in the capital improvement plan to provide quality, safe, and environmentally sustainable learning environments that ensure stewardship of public assets.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement a long-range plan to renovate existing school facilities and shape current and future Capital Improvement Plans including consideration for:                             <ul style="list-style-type: none"> <li>Major Building Systems,</li> <li>Common Space Adequacy, and</li> <li>Educational Space and Technology Adequacy.</li> </ul> </li> <li>Continue to progress maintenance processes to ensure that instructional operations are not inhibited by facility or building conditions and that aging facilities are extended to/past their expected life cycles.</li> <li>Systematically assess and address facility safety and remediate structural, mechanical, electrical, plumbing, and technological issues.</li> <li>Employ environmentally sustainable learning environments that are fiscally attainable and support progress toward Arlington County sustainability goals.</li> </ul>	<ul style="list-style-type: none"> <li># of annual capital improvement projects</li> </ul>	<ul style="list-style-type: none"> <li>Annual capital improvement projects completed</li> </ul>	<ul style="list-style-type: none"> <li>% of annual capital improvement projects completed</li> </ul>

**2024-30 Strategic Plan - APS Staff DRAFT - March 2024**

Performance Objective	Strategies	Leading Indicators (Used to monitor progress)	Lagging Indicators (Used for end of year reporting)	Key Performance Indicators
<ul style="list-style-type: none"> <li>By 2030, APS will support the learning and development of students by ensuring 100% of schools are able to provide free meals to all students and reduce the delays of student transportation routes by 10% annually.</li> </ul>	<ul style="list-style-type: none"> <li>Investigate, obtain, and implement all available resources from the federal, state, and local governments to provide free breakfast and lunch</li> <li>Employ strategies to recruit, train, and retain highly qualified bus drivers.</li> <li>Continue to leverage transportation technology to improve safety, routing, maintenance, and efficiency.</li> <li>Partner with Arlington government and community agencies to provide efficient and safe alternatives to student transportation to improve access to academic programs and supports or when there are interruptions.</li> </ul>	<ul style="list-style-type: none"> <li>% of students receiving reduced or free school meals</li> <li>Meal participation rate by school</li> <li>APS transportation staff turnover</li> <li>% of buses on-time by site and month</li> <li># of preventable transportation accidents</li> </ul>	<ul style="list-style-type: none"> <li>Meal participation rate by school</li> <li>APS on-time school transportation by site</li> </ul>	<ul style="list-style-type: none"> <li>APS school meal participation rate</li> <li>% of APS on-time school transportation</li> </ul>
<ul style="list-style-type: none"> <li>By 2030, APS technology systems and operational services will be functional and available for use by students, staff, and community 99.9% of the year.</li> </ul>	<ul style="list-style-type: none"> <li>Implement processes for the review and deployment of new instructional and operational technologies to ensure compatibility, effectiveness, and efficiency with APS business and instructional systems.</li> <li>Implement technology infrastructure plans to maintain and improve efficiency and effectiveness of operational and business systems and infrastructure of APS.</li> <li>Establish and improve processes to ensure students and staff have consistent and equitable access to instructional/information technology facilitating quality teaching and learning.</li> </ul>	<ul style="list-style-type: none"> <li>% of staff annually informed of policies around technology-based security and potential threats</li> </ul>	<ul style="list-style-type: none"> <li>Up-time for core Technology Services</li> <li>Student devices reported not functional for instructional purposes</li> <li>Digital resources from the Office of Academics that are implemented on-time as approved</li> <li>Up-time for core Information Systems</li> </ul>	<ul style="list-style-type: none"> <li>% of up-time for core Technology services (Communication, Network, Infrastructure)</li> <li>% of student devices reported to be not functional for instructional purposes that are replaced within twenty-four hours of the time they are reported.</li> <li>% of digital resources from the Office of Academics that are implemented on-time as requested/scheduled</li> <li>% of up-time for core Information Systems services (Synergy, Canvas, STARS)</li> </ul>