

School Support - Action Plan - 2024-25 to 2026-27

Chief: Kimberley Graves

Goal #1			
Increase proficiency on Reading SOL			
Strategic Plan Goal Area	Student Academic Growth & Success		
Strategic Plan Performance Objectives	PO-SAGS-1-By 2030, at least 90% of APS students will meet or exceed proficiency on the Virginia Standards of Learning (SOL's) assessments and all reporting groups will meet or exceed APS annual targets to demonstrate increased levels of proficiency and progress toward closing proficiency gaps.		
Baseline Data	<p>The 2023-24 Reading SOL data showed the following levels of performance by each of our subgroups:</p> <p>Black: Pass rate 70%</p> <p>Hispanic: Pass rate 60%</p> <p>English Learners: Pass rate 37%</p> <p>SWD: Pass rate 53%</p> <p>Economically Disadv.: Pass rate 60%</p>	Identify if goal is required based on state or federal requirements, or other guidelines	
3 Year Performance Goal			
<p>By June 2027, proficiency gaps on the Reading SOL will be reduced by the following tiered goal:</p> <p>Black: Increase the pass rate from 70% to at least 82%.</p> <p>Hispanic: Increase the pass rate from 60% to at least 75%.</p> <p>English Learners: Increase the pass rate from 37% to at least 52%.</p> <p>SWD: Increase the pass rate from 53% to at least 72%.</p> <p>Economically Disadv.: Increase the pass rate from 60% to at least 75%.</p>			
Annual Performance Goals			
Annual Performance Goal Year 1 (2024-25)	<p>By June 2025, proficiency gaps on the Reading SOL will be reduced by the following tiered goal:</p> <p>Black: Increase the pass rate from 70% to at least 75%.</p> <p>Hispanic: Increase the pass rate from 60% to at least 66%.</p> <p>English Learners: Increase the pass rate from 37% to at least 42%.</p> <p>SWD: Increase the pass rate from 53% to at least 61%.</p> <p>Economically Disadv.: Increase the pass rate from 60% to at least 66%.</p>		
Annual Performance Goal Year 2 (2025-26)	<p>By June 2026, proficiency gaps on the Reading SOL will be reduced by the following tiered goal:</p> <p>Black: Increase the pass rate from 75% to at least 78%</p> <p>Hispanic: Increase the pass rate from 66% to at least 71%.</p> <p>English Learners: Increase the pass rate from 42% to at least 47%.</p> <p>SWD: Increase the pass rate from 61% to at least 67%.</p> <p>Economically Disadv.: Increase the pass rate from 66% to at least 71%.</p>		

School Support - Action Plan - 2024-25 to 2026-27

Chief: Kimberley Graves

Annual Performance Goal Year 3 (2026-27)	By June 2027, proficiency gaps on the Reading SOL will be reduced by the following tiered goal: Black: Increase the pass rate from 78% to at least 82%. Hispanic: Increase the pass rate from 71% to at least 75%. English Learners: Increase the pass rate from 47% to at least 52%. SWD: Increase the pass rate from 67% to at least 72%. Economically Disadv.: Increase the pass rate from 71% to at least 75%.		
Strategic Plan Strategies			
Strategic Plan Strategies- PRIMARY	S-SAGS 1.3-Provide structures (professional learning communities planning days, prioritize time in the schedule for planning, common language) that strengthen collaboration, shared belief in ability to achieve intended results, and scaling of best practices across all schools and the division.		
Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -	S-SAGS-1.4-Increase co-taught sections of courses and classes taught by two certified teachers to support the inclusion of SWD, ELs and dually identified students, across the elementary, middle and high schools, as well as all levels of courses, including advanced or intensified course options.		
Action Steps			
Action Steps	Timeline	Responsible & Accountable	Monitoring for Implementation
Participate in monthly instructional walkthroughs at schools with cross-departmental teams	Sept-Oct	Directors of Ele. & Sec. Education	Chief of School Support will receive updates from direct reports during 1:1 and department meetings
Provide a list of supports available to Principals (I.e. Coverage for Principals to participate in PL activities, Data review and action planning, weekly consultation to address challenges)	Sept-Oct	Directors of Ele. & Sec. Education	
Quarterly meetings with Office of English Language Arts, English Learners, Special Education for data review and action planning to support division-wide needs in ELA	Sept-Oct	Directors of Ele. & Sec. Education	
Work collaboratively with Principal Chairs and Office of Academics to organize and deliver needs-based Professional Learning to Principals/Assistant Principals through monthly meetings	Sept-Oct	Directors of Ele. & Sec. Education	
Progress Monitoring			
Strategic Plan - Measures - To determine if goal was achieved	LGI-SAGS-1.1-Reading SOLs	Strategic Plan Performance Objectives	KPI-SAGS-1.2-% of students passing the Reading SOL
Evidence of Progress toward Annual Goal (MOY)		Results of Progress toward Annual Goal (EOY)	
VALLSS NWEA MAP Growth Reading Unit Assessment Data		Reading SOL Data	

School Support - Action Plan - 2024-25 to 2026-27

Chief: Kimberley Graves

Goal #2			
Increase proficiency on Math SOL			
Strategic Plan Goal Area	Student Academic Growth & Success		
Strategic Plan Performance Objectives	PO-SAGS-2-By 2030, at least 90% of elementary, middle school, and Gr. 9 students will annually meet defined growth targets in math and reading.		
Baseline Data	<p>The 2023-24 Mathematics SOL data showed the following levels of performance by each of our subgroups:</p> <p>Black: Pass rate 65%</p> <p>Hispanic: Pass rate 59%</p> <p>English Learners: Pass rate 45%</p> <p>SWD: Pass rate 51%</p> <p>Economically Disadv.: Pass rate 60%</p>	Identify if goal is required based on state or federal requirements, or other guidelines	
3 Year Performance Goal			
<p>By June 2027, proficiency gaps on the Math SOL will be reduced by the following tiered goal:</p> <p>Black: Increase the pass rate from 65% to at least 79%.</p> <p>Hispanic: Increase the pass rate from 59% to at least 76%.</p> <p>English Learners: Increase the pass rate from 45% to at least 60%</p> <p>SWD: Increase the pass rate from 51% to at least 72%.</p> <p>Economically Disadv.: Increase the pass rate from 58% to at least 75%.</p>			
Annual Performance Goals			
Annual Performance Goal Year 1 (2024-25)	<p>By June 2025, proficiency gaps on the Math SOL will be reduced by the following tiered goal:</p> <p>Black: Increase the pass rate from 65% to at least 70%.</p> <p>Hispanic: Increase the pass rate from 59% to at least 66%.</p> <p>English Learners: Increase the pass rate from 45% to at least 50%</p> <p>SWD: Increase the pass rate from 51% to at least 60%.</p> <p>Economically Disadv.: Increase the pass rate from 60% to at least 66%.</p>		
Annual Performance Goal Year 2 (2025-26)	<p>By June 2026, proficiency gaps on the Math SOL will be reduced by the following tiered goal:</p> <p>Black: Increase the pass rate from 70% to at least 75%.</p> <p>Hispanic: Increase the pass rate from 66% to at least 71%.</p> <p>English Learners: Increase the pass rate from 50% to at least 55%</p> <p>SWD: Increase the pass rate from 60% to at least 67%.</p> <p>Economically Disadv.: Increase the pass rate from 66% to at least 71%.</p>		
Annual Performance Goal Year 3 (2026-27)	<p>By June 2027, proficiency gaps on the Math SOL will be reduced by the following tiered goal:</p> <p>Black: Increase the pass rate from 75% to at least 79%.</p> <p>Hispanic: Increase the pass rate from 71% to at least 76%.</p> <p>English Learners: Increase the pass rate from 55% to at least 60%</p> <p>SWD: Increase the pass rate from 67% to at least 72%.</p> <p>Economically Disadv.: Increase the pass rate from 71% to at least 75%.</p>		

School Support - Action Plan - 2024-25 to 2026-27

Chief: Kimberley Graves

Strategic Plan Strategies				
Strategic Plan Strategies- PRIMARY		S-SAGS-1.1-Deliver APS curriculum through rigorous, differentiated, evidence-based, and culturally responsive instruction aligned to the Virginia standards of learning with opportunities to infuse depth and complexity to promote deeper understanding of the content.		
Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -				
Action Steps				
Action Steps		Timeline	Responsible & Accountable	Monitoring for Implementation
Participate in monthly instructional walkthroughs at schools with cross-departmental teams		Sept-Oct	Directors of Ele. & Sec. Education	Chief of School Support will receive updates from direct reports during 1:1 and department meetings
Provide a list of supports available to Principals (I.e. Coverage for Principals to participate in PL activities, Data review and action planning, weekly consultation to address challenges)		Sept-Oct	Directors of Ele. & Sec. Education	
Quarterly meetings with Office of Mathematics, English Learners, Special Education for data review and action planning to support division-wide needs in ELA		Sept-Oct	Directors of Ele. & Sec. Education	
Work collaboratively with Principal Chairs and Office of Academics to organize and deliver needs-based Professional Learning to Principals/Assistant Principals through monthly meetings		Sept-Oct	Directors of Ele. & Sec. Education	
Progress Monitoring				
Strategic Plan - Measures - To determine if goal was achieved	LGI-SAGS-1.3-Math SOLs	Strategic Plan Performance Objectives	KPI-SAGS-1.4-% of students passing the Math SOL	
	LGI-SAGS-2.1-Universal Math Screener			
Evidence of Progress toward Annual Goal (MOY)		Results of Progress toward Annual Goal (EOY)		
NWEA Growth Math Mid-Year Benchmark data		Mathematics SOL Data		

Goal #3	Reduce Chronic Absenteeism
Strategic Plan Goal Area	Student Well-Being
Strategic Plan Performance Objectives	PO-SWB-2-By 2030, APS will reduce the chronic absenteeism rate to no more than 8% of students and reduce over-representation of student groups based on race/ethnicity, students with a disability and English learners to no more than 5% based on the group's enrollment.

School Support - Action Plan - 2024-25 to 2026-27

Chief: Kimberley Graves

Baseline Data	Based on school year 2023-24 for accreditation year 2024-25	Identify if goal is required based on state or federal requirements, or other guidelines	Yes
	<p>-3 schools with a level 2 or 3 rating on the School Quality Indicator - Chronic Absenteeism</p> <p>Chronic Absenteeism - 13.1% of students with less than 90% attendance (More than 18 full day absences for students who enrolled the entire school year)</p>		
3 Year Performance Goal			
By 2027, reduce the number of APS schools with a level 2 or 3 rating on Chronic Abseentism from 3 to 0			
Annual Performance Goals			
Annual Performance Goal Year 1 (2024-25)	By 2024, reduce the number of APS schools with a level 2 or 3 rating on Chronic Abseentism from 3 to 2		
Annual Performance Goal Year 2 (2025-26)	By 2025, reduce the number of APS schools with a level 2 or 3 rating on Chronic Abseentism from 2 to 1		
Annual Performance Goal Year 3 (2026-27)	By 2026, reduce the number of APS schools with a level 2 or 3 rating on Chronic Abseentism from 1 to 0		
Strategic Plan Strategies			
Strategic Plan Strategies- PRIMARY	S-SWB-2.1-Develop and implement a tiered system of support and evidence-based strategies to improve student attendance that include: (a) Identifying and training school and division staff on evidence-based strategies to improve student attendance, with emphasis on chronic absenteeism, (b) Identifying challenges and barriers specific to student reporting group needs, (c) Implementing evidence-based interventions to address the needs of specific student reporting groups that are disproportionately represented in chronic absenteeism data.		
Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -			
Action Steps			
Action Steps	Timeline	Responsible & Accountable	Monitoring for Implementation
Provide coverage for Principals to participate in meetings with school and Student Service staff to conduct data reviews and action planning to address chronic absenteeism	Sept-Oct	Directors of Ele. & Sec. Education	Chief of School Support will receive updates from direct reports during 1:1 and department meetings
Participate in School Support team meetings with Principals, Social Workers, Attendance Specialists, etc. to engage in collaborative problem solving and action planning to address Chronic Absenteeism	Sept-Oct	Directors of Ele. & Sec. Education	
Gather qualitative data on reasons for absenteeism by conducting focus groups and individual meetings with parents and students who are chronically absent and use this data to help inform development of action plan to address chronic absenteeism	Sept-Oct	Directors of Ele. & Sec. Education	
Attend professional learning with Principals on best practices for addressing Chronic Absenteeism	Sept-Oct	Directors of Ele. & Sec. Education	
Work collaboratively with Principal Chairs and Office of Student Services to organize and deliver needs-based Professional Learning to Principals/Assistant Principals through monthly meetings	Sept-Oct	Directors of Ele. & Sec. Education	
Progress Monitoring			

School Support - Action Plan - 2024-25 to 2026-27

Chief: Kimberley Graves

Strategic Plan - Measures - To determine if goal was achieved	LGI-SWB-2.1-Attendance Data	Strategic Plan Performance Objectives	KPI-SWB-2.2-% of students who are chronically absent by school
Evidence of Progress toward Annual Goal (MOY)		Results of Progress toward Annual Goal (EOY)	
Monthly Attendance Reports - Chronically absent		EOY report on Chronic Absenteeism	

Goal #4	Improve Staff Safety (School Safety & Emergency Management)		
Strategic Plan Goal Area	Student Centered Workforce		
Strategic Plan Performance Objectives	PO-SCW-4-By 2030, at least 90% of staff will report feeling safe at their workplace		
Baseline Data	Spring 2024 YVM -% of staff responding favorably to the YVM question, "How safe and secure do you feel in your building" Teachers - 55% School-based Staff- 48% Central Office Staff- 62%	Identify if goal is required based on state or federal requirements, or other guidelines	
3 Year Performance Goal			
By 2027, the % of staff responding favorably to the YVM question, "How safe and secure do you feel in your building" will increase by the following tiered goal: Teachers: Increase from 55% to 73% School-based Staff (excluding teachers)- increase from 48% to 69% Central Office Staff- increase from 62% to 76%			
Annual Performance Goals			
Annual Performance Goal Year 1 (2024-25)	By 2025, the % of staff responding favorably to the YVM question, "How safe and secure do you feel in your building" will increase by the following tiered goal: Teachers: Increase from 55% to 61% School-based Staff (excluding teachers)- increase from 48% to 55% Central Office Staff- increase from 62% to 67%		

School Support - Action Plan - 2024-25 to 2026-27

Chief: Kimberley Graves

Annual Performance Goal Year 2 (2025-26)	By 2026, the % of staff responding favorably to the YVM question, "How safe and secure do you feel in your building" will increase by the following tiered goal: Teachers: Increase from 61% to 67% School-based Staff (excluding teachers)- increase from 55% to 62% Central Office Staff- increase from 67% to 71%		
Annual Performance Goal Year 3 (2026-27)	By 2027, the % of staff responding favorably to the YVM question, "How safe and secure do you feel in your building" will increase by the following tiered goal: Teachers: Increase from 67% to 73% School-based Staff (excluding teachers)- increase from 62% to 69% Central Office Staff- increase from 71% to 76%		
Strategic Plan Strategies			
Strategic Plan Strategies- PRIMARY	S-SWB-5.3-Continue to enhance the threat assessment process to facilitate evidence-based, proactive identification, intervention, and mitigation of school safety threats, including safety plans.		
Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -	S-SCW-4.3-Utilize a systems based approach (Physical, technical, operational [e.g. security vestibules, cameras, security staff, card readers, public address systems in buildings] and policies and procedures to ensure a safe physical environment		
Action Steps			
Action Steps	Timeline	Responsible & Accountable	Monitoring for Implementation
Action 1: The office of Safety, Security & Emergency Management (SSEM) will recruit, hire, and train a new Threat Assessment Specialist for APS. This new position will deliver threat assessment training to school-based staff throughout the year.	Sept-Oct, ongoing	Director of School Safety and Emergency Management	Chief of School Support will receive updates from direct reports during 1:1 and department meetings
Action 2: The office of SSEM will lead the second annual Emergency Preparedness Week. The purpose of Emergency Preparedness Week is to raise awareness about the importance of preparing for a crisis. And test the various critical notification systems and deliver emergency management training for all staff.	Sept-Oct, ongoing	Director of School Safety and Emergency Management	
Action 3: The office of SSEM will convene the Safety Audit Committee to review and assess security concerns across APS. Members of the committee include one Principal, one Assistant Principal, and one Teacher. Following the committee meeting, SSEM will publish the recommendations to the Superintendent.	Sept-Oct, ongoing	Director of School Safety and Emergency Management	
Progress Monitoring			

School Support - Action Plan - 2024-25 to 2026-27

Chief: Kimberley Graves

Strategic Plan - Measures - To determine if goal was achieved	LGI-SCW-4.1-YVM: Staff: Operational Excellence: Safety	Strategic Plan Performance Objectives	KPI-SCW-4.1-% of staff responding favorably to the following YVM questions in the category Operational Excellence: Safety - How safe and secure do you feel in your building?; How clearly are changes in division-wide policies and procedures related to student behavior and expectations communicated with you?; How clearly are changes in division-wide policies and procedures related to staff expectations communicated with you?
Evidence of Progress toward Annual Goal (MOY)		Results of Progress toward Annual Goal (EOY)	
Monthly review of Threat Assessment Data and Serious Incident Reports		YVM <i>Additional indicators:</i> EOY review of Threat Assessment Data and Serious Incident Reports	

Goal #5	Improve Student Safety (School Safety & Emergency Management)		
Strategic Plan Goal Area	Student Well-Being		
Strategic Plan Performance Objectives	PO-SWB-5-By 2030, at least 90% of APS students will report feeling safe at school		
Baseline Data	2023-24- YVM - Student Well-Being: Student Safety Gr. 4-5- 66% favorable response Gr. 6-12-67% favorable response	Identify if goal is required based on state or federal requirements, or other guidelines	
3 Year Performance Goal			

By 2027, the % of students and staff responding favorably to the YVM category: School Safety will increase by the following tiered goal:
Gr. 4-5 students- increase from 66% to 78%
Gr. 6-12 students- increase from 67% to 79%

Annual Performance Goals	
Annual Performance Goal Year 1 (2024-25)	By 2025, the % of students responding favorably to the YVM category: School Safety will increase by the following tiered goal: Gr. 4-5 students- increase from 66% to 70% Gr. 6-12 students- increase from 67% to 71%

School Support - Action Plan - 2024-25 to 2026-27

Chief: Kimberley Graves

Annual Performance Goal Year 2 (2025-26)	By 2026, the % of students responding favorably to the YVM category: School Safety will increase by the following tiered goal: Gr. 4-5 students- increase from 70% to 74% Gr. 6-12 students- increase from 71% to 75%		
Annual Performance Goal Year 3 (2026-27)	By 2027, the % of students responding favorably to the YVM category: School Safety will increase by the following tiered goal: Gr. 4-5 students- increase from 74% to 78% Gr. 6-12 students- increase from 75% to 79%		
Strategic Plan Strategies			
Strategic Plan Strategies- PRIMARY	S-SWB-5.3-Continue to enhance the threat assessment process to facilitate evidence-based, proactive identification, intervention, and mitigation of school safety threats, including safety plans.		
Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -			
Action Steps			
Action Steps	Timeline	Responsible & Accountable	Monitoring for Implementation
Action 1: The office of Safety, Security & Emergency Management (SSEM) will recruit, hire, and train a new Threat Assessment Specialist for APS. A key strategy for this position will develop and create ways to report concerning behavior that will be safer, easier, and more accessible for students.	Sept-Oct, ongoing	Director of School Safety and Emergency Management	Chief of School Support will receive updates from direct reports during 1:1 and department meetings
Action 2: During the FY25 budget cycle, SSEM will present and leverage a data-driven approach for increasing the number of SSCs for APS.	Sept-Oct, ongoing	Director of School Safety and Emergency Management	
Action 3: The office of SSEM will convene the Safety Audit Committee to review and assess security concerns across APS. Members of the committee include two parents of enrolled APS students. Following the committee meeting, SSEM will publish the recommendations to the Superintendent.	Sept-Oct, ongoing	Director of School Safety and Emergency Management	
Progress Monitoring			
Strategic Plan - Measures - To determine if goal was achieved	LGI-SWB-5.2-YVM: Student Well-Being: School Safety	Strategic Plan Performance Objectives	KPI-SWB-5.2-% of students responding favorably to YVM category Student Well-Being: School Safety by student reporting group, 4-5th & 6-12th
Evidence of Progress toward Annual Goal (MOY)		Results of Progress toward Annual Goal (EOY)	

School Support - Action Plan - 2024-25 to 2026-27

Chief: Kimberley Graves

Monthly review of Threat Assessment Data and Serious Incident Reports

YVM - Student Well-Being: School Safety
EOY review of Threat Assessment Data, Serious Incident Reports

Goal #6		Professional Learning / Collaboration (All)		
Strategic Plan Goal Area		Student Centered Workforce		
Strategic Plan Performance Objectives		PO-SCW-1-By 2030, at least 70% of all staff will report that professional learning improved their professional practice		
Baseline Data		Sept. 2023 - Principal/AP Survey - 49% of respondents responded favorably that Professional Learning provided in 2022-23 during LEAD meetings met their learning needs	Identify if goal is required based on state or federal requirements, or other guidelines	
3 Year Performance Goal				
By 2026, at least 70% of Principals/Assistant Principals respond favorably that the PL provided during LEAD meetings met their learning needs				
Annual Performance Goals				
Annual Performance Goal Year 1 (2024-25)		By 2025, at least 60% of Principals/Assistant Principals respond favorably that the PL provided during LEAD meetings met their learning needs		
Annual Performance Goal Year 2 (2025-26)		By 2026, at least 70% of Principals/Assistant Principals respond favorably that the PL provided during LEAD meetings met their learning needs		
Annual Performance Goal Year 3 (2026-27)		By 2027, at least 80% of Principals/Assistant Principals respond favorably that the PL provided during LEAD meetings met their learning needs		
Strategic Plan Strategies				
Strategic Plan Strategies- PRIMARY		S-SCW-1.3-Develop and sustain multiple professional learning pathways to school-based and division-wide leadership opportunities.		
Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -				
Action Steps				
Action Steps		Timeline	Responsible & Accountable	Monitoring for Implementation
Directors of Elementary and Secondary Education will meet monthly with Principal chairs to discuss Professional Learning needs to shape and inform monthly Principal meetings		Sept-June	Directors of Ele. & Sec. Education	Chief of School Support will receive updates from direct reports during 1:1 and department meetings
Directors of Elementary and Secondary Ed. will work collaboratively with Central Office Depts. to develop professional learning programming and implementation plans		Sept-June	Directors of Ele. & Sec. Education	
Regularly gathering feedback from Principals and Assistant Principals on the extent to which the professional learning is meeting their needs		Sept-June	Directors of Ele. & Sec. Education	
Office of School Safety and Emergency Management will increase cross developmental collaboration through monthly meetings with APS Directors, Principals, Regional meetings with areas School Divisions, Arlington County Emergency Management and Police Dept. During these meetings the Director, will solicit input on needs that will be used to develop and deliver professional learning opportunities		Sept-June	Director of School Safety and Emergency Management	

School Support - Action Plan - 2024-25 to 2026-27
Chief: Kimberley Graves

Progress Monitoring

Strategic Plan - Measures - To determine if goal was achieved		Strategic Plan Performance Objectives	
Evidence of Progress toward Annual Goal (MOY)		Results of Progress toward Annual Goal (EOY)	
Exit Tickets from Monthly Meetings		EOY Survey	