



APS Strategic Plan 2024-30



2024-30 APS Strategic Plan – F&O Goals for 2024-25

FAC Meeting October 7, 2024

**Jonathan Turrisi, Director of Accountability,
Evaluation & Strategic Planning
Chief of Staff Office**

- Process used to develop the Strategic Plan
- F&O Goals

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Development Process

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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 – 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)

STEERING COMMITTEE

Charged with working with the staff and community in development of the Strategic Plan



- 20-member team comprised of diverse stakeholders (students, parents, community members, teachers, administrators, and staff)
- Steering Committee charged with translating community expectations and aspirations for APS into APS foundations.
- In December 2023 provide a recommendation to the School Board on revisions to APS strategic plan foundations (vision, mission, core values, and goals)
- Provide feedback to Priority Teams on clarity, comprehensibility of Implementation and Monitoring Elements.

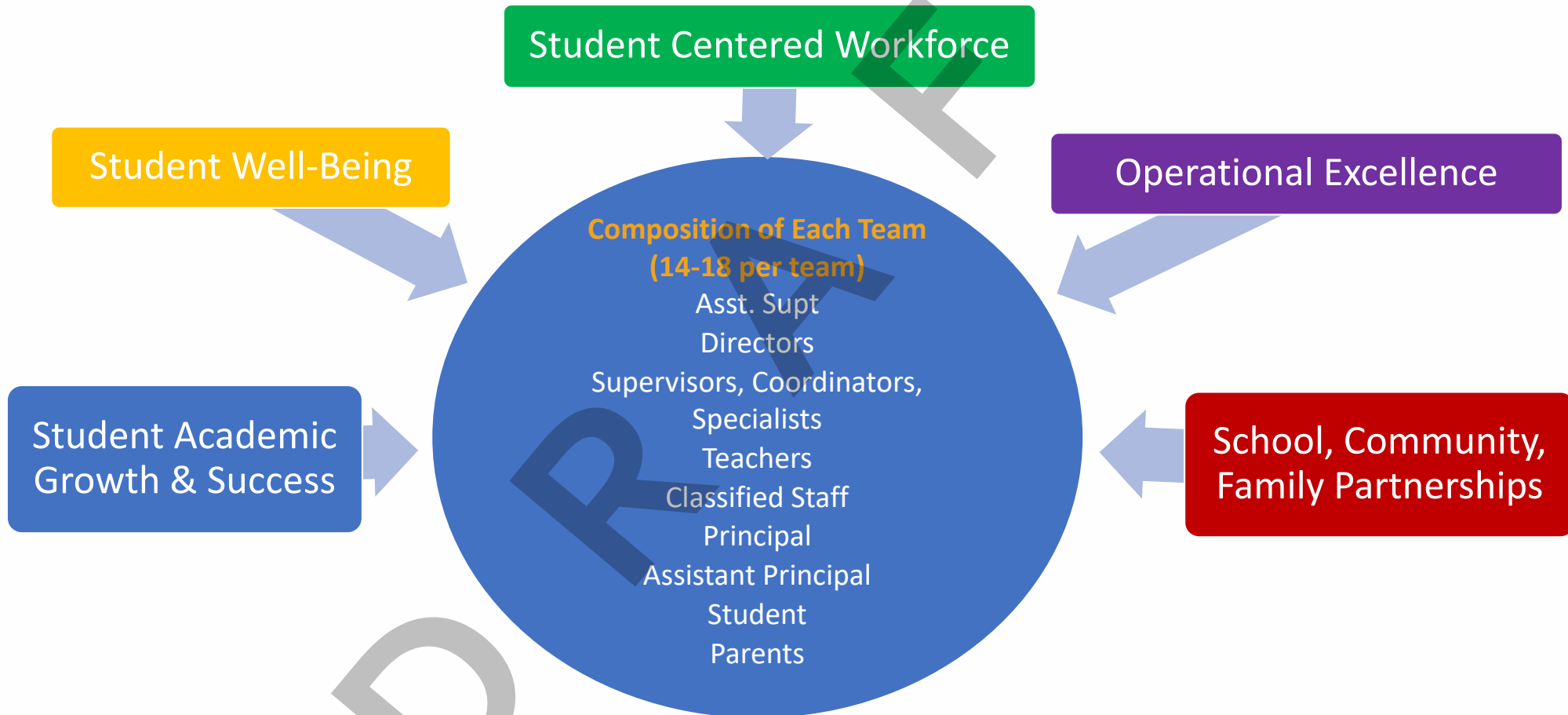


PRIORITY TEAMS

15-20 member teams for each of the five Strategic Priorities

- Develop drafts of the Implementation and Monitoring elements for each Priority
- Includes Performance Objectives, Strategies, and Key Performance Indicators (KPIs)
- Comprised of **teachers, students, school-based staff, school leaders, and district leadership.**
- Provide a recommendation to the Superintendent in May.

Composition of Priority Teams: Each Priority Area had a Team (5 Teams)



Types	Date	Purpose	How feedback was used
<ul style="list-style-type: none"> ● Surveys ● Focus Groups ● Community Forums ● Emailed feedback ● Cabinet Meetings ● School Board meetings & work sessions 	Sept 16 - Oct 6	Gather input from staff, students, parents, community on hopes and aspirations for APS through focus groups, surveys, forums	Steering Committee used to develop draft Foundations (Mission, Vision, Core Values, Priorities)
	Oct 19 - Nov 5	Gather feedback from staff, students, parents, community on Steering Committee's proposed Foundations	Steering Committee used to revise draft Foundations and prepare recommendation to Superintendent
	January 10	Gather feedback from APS Administrators during LEAD on current Strategic Plan	Priority teams used to develop an initial draft of Implementation and Monitoring elements (Obj, Str, KPI's)
	April 4 - May 1	Gather feedback from staff, students, parents, community on Priority Teams initial draft 2024-30 Strategic Plan	Priority teams used to revise initial draft and prepare recommendation to the Superintendent

Students

12 Focus Groups
(Appx. 15
participants per
group)

- Students from each APS Middle and High School

Families

10 Focus Groups
(Appx. 15
participants per
group)

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

Staff

10 Focus Groups
(Appx. 15
participants per
group)

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

Community Partners

12 – 15 Community Focus Groups
(Appx. 15
participants per
group)

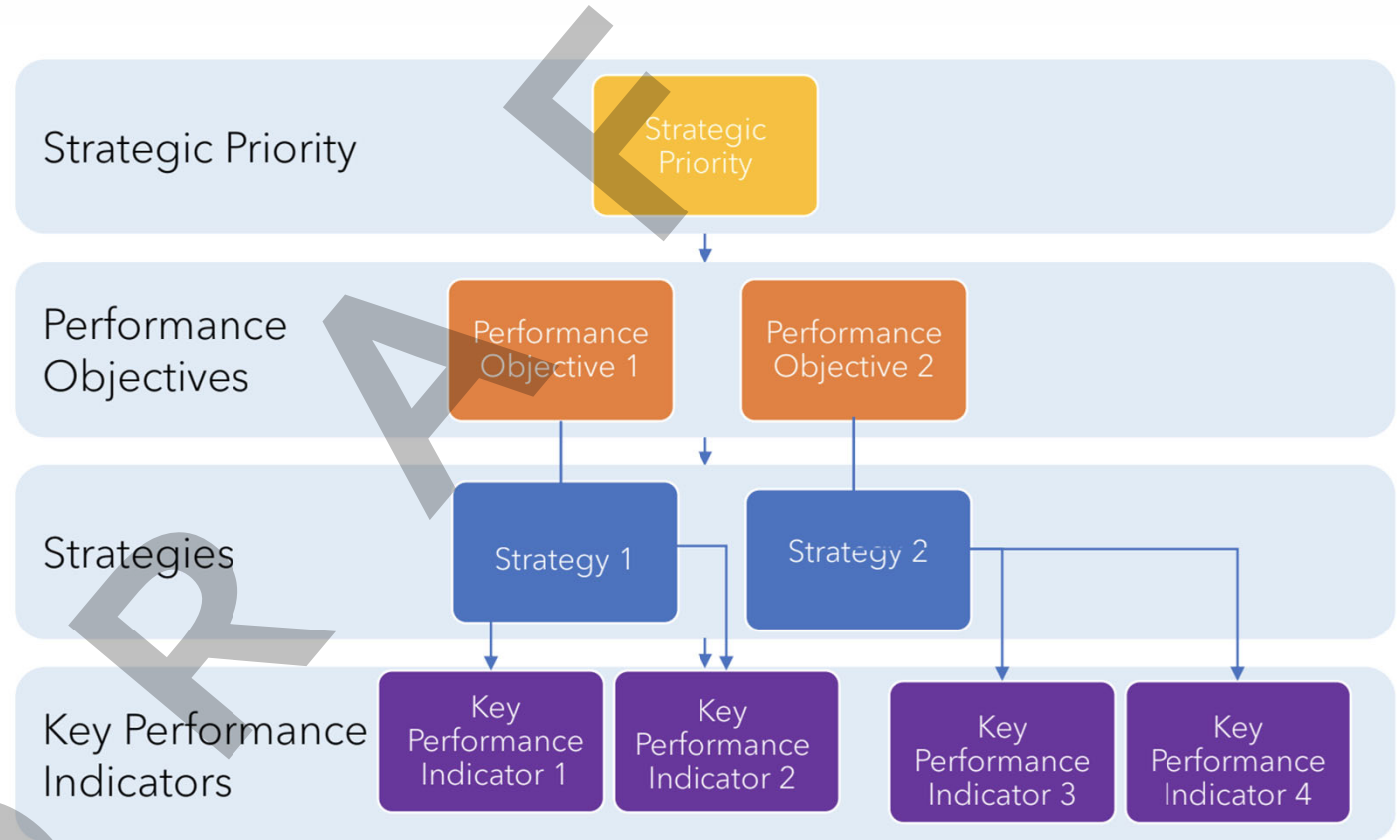
- Groups organized by similar interests or organization

Strategic Priority | *One of five areas of focus for the division.*

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.*

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



Student Academic Growth & Success	Proficiency & gaps on SOL (PO-SAGS-1)	Growth in math & reading (PO-SAGS-2)	80%/80% inclusion (PO-SAGS-3)	College, Career Civic Readiness Indicator (PO-SAGS-4) - NEW	
Student Well-Being	School climate, mental health and self-management (PO-SWB-1)	Chronic Absenteeism (PO-SWB-2) - NEW	Suspensions (PO-SWB-3)	LGBTQ+ (PO-SWB-4) - NEW	Student Safety (PO-SWB-5) - NEW
Student Centered Workforce	Professional Learning (PO-SCW-1)	Workplace climate & Staff Engagement (PO-SCW-2)	Employee retention & diversity (PO-SCW-3) - NEW	Staff Safety (PO-SCW-4) - NEW	
Operational Excellence	Facility condition (PO-OE-1) - NEW	Free meals & participation (PO-OE-2) - NEW	On-time bus arrival (PO-OE-3) - NEW	Technology systems (PO-OE-4) - NEW	Environmental Sustainability (PO-OE-5) - NEW
Student, Family, Community Partnerships	Student partnerships (PO-P-1) - NEW	Family partnerships (PO-P-2)	Community partnerships (PO-P-1) - NEW		

Performance Objectives

High level **measurable goals** that define what APS wants to achieve by 2030
(Written as a SMART Goal)

- By 2030, 95% of APS schools will have a rating in the highest category [0-.15] on the building characteristics report

Baseline (November 2023)

- 80% (33 of 41) schools with rating in highest category

Strategies

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

- Develop and implement a long-range plan to renovate existing school facilities and shape current and future Capital Improvement Plans including consideration for:
 - Major Building Systems,
 - Common Space Adequacy, and
 - Educational Space and Technology Adequacy.
- Continue to update maintenance processes to ensure that instructional operations are not inhibited by facility or building conditions and that prioritize aging facility components to extend to/past their expected life cycles.
- Using the building characteristics report, systematically assess and address facility safety and remediate structural, mechanical, electrical, plumbing, and technological issues to provide quality, safe, and environmentally sustainable learning environments.
- Apply Universal Design for Learning standards when designing new buildings and maintaining current facilities in a fiscally responsible manner.

Leading

Data collection tools **used during school year** to monitor progress

- % of maintenance work completed by APS building
- # of projects completed in the long range plan

Lagging

Data collection tool used **in end-of-year reporting** to assess progress toward objectives

- Building characteristics report ratings, by school
- Projects completed in the Minor Construction/Major Maintenance (MC/MM)

Key Performance Indicators

Short-term measures that APS will use to **measure, monitor, and report** progress towards achievement of the performance objectives

- % of APS Schools with a rating in the highest category [0-.15] on the building characteristics report
- % of APS Schools with a rating in the lowest category [.331-1] on the building characteristics report
- # of projects completed in the Minor Construction/Major Maintenance (MC/MM)

PO-OE-1 By 2030, the % of APS schools with a rating in the highest quantile [0-.15] on the building characteristics report will increase from 80% (33 of 41 schools) to 95% (39 of 41 schools) to provide quality, safe, and environmentally sustainable learning environments that ensure stewardship of public assets.

		BASELINE STATUS				ANNUAL PERFORMANCE TARGETS						TARGET 2030
		2019	2022	2023	2024	2025	2026	2027	2028	2029	2030	
KPI-OE-1.1 - % of APS Schools with a rating in the highest category [0-.15] on the building characteristics report												
Overall	Target										95.0%	95.0%
	Actual				80.0%							
KPI-OE-1.2 - % of APS Schools with a rating in the lowest category [.331-1] on the building characteristics report												
Overall	Target										0.0%	0.0%
	Actual				5.0%							
KPI-OE-1.3 - # of projects completed in the Minor Construction/Major Maintenance (MC/MM)												
Overall	Target			18	41	26	21	21	21	20	24	
	Actual			16	38							

Notes:

OE – 1.1 & 1.2 - Annual targets were not established because the building characteristics report is not completed annually

OE – 1.3 - FY 25 projects are from the Ten-Year Plan plus additional completions of 3 carry-ins from FY 24

FY 25 - 30 from Ten-Year Plan plus estimated average of 6 additional projects annually based on FCI data

Performance Objectives

High level **measurable goals** that define what APS wants to achieve by 2030
(Written as a SMART Goal)

- By 2030, APS will improve environmental sustainability and reduce its carbon footprint in collaboration with County government by,
 - At least 75% of current APS facilities will have a site energy use intensity at or below 56 kBTU/sf/year
 - Transitioning 5% of current bus fleet (9 buses) to zero-emission with goal to reach 100% by 2050
 - Reducing natural gas consumption by 20%
 - Reducing CO₂ e 67% below 2007 levels
 - Achieving 100% renewable electricity

Baseline (2023-24)
Will be added by Fall 2024

Strategies

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

- Convene a cross-functional team of APS staff, students, parents, community members and Arlington county government staff to develop a Climate Action Plan for carbon neutrality aligned to the Arlington County community energy plan. The Climate Action Plan will address:
 - Vehicles
 - Facilities
 - Energy Use
 - Fuel
 - Water
 - Waste
- Continue transitioning the bus fleet to zero-emission buses
- Employ environmentally sustainable learning environments that are fiscally attainable and support progress toward Arlington County sustainability goals.
- Monitor useful life of existing building systems and when replacement needed transition to environmentally sustainable systems when fiscally attainable
- Reallocate any future potential energy savings to support division wide needs and priorities in the APS Strategic Plan.
- Continue to work collaboratively with the Office of Academics to strengthen APS curriculum around climate change and its impact.

Leading

Data collection tools used during school year to monitor progress

- Annual energy and water costs by type (water, electricity, building fuels, transportation fuels)
- Annual waste management costs

Lagging

Data collection tool used in end-of-year reporting to assess progress toward objectives

- % schools with site energy use intensity at or below 56 kBTU/sf/year
- # natural gas consumption (Therm)
- % zero-emission buses in APS fleet
- CO₂ e levels
- % renewable electricity

Key Performance Indicators

Short-term measures that APS will use to measure, monitor, and report progress towards achievement of the performance objectives

- % schools with site energy use intensity at or below 56 kBTU/sf/year
- # natural gas consumption (Therm)
- % of zero-emission buses in APS fleet
- % reduction in CO₂ e from 2007
- % renewable electricity

PO-OE-3 By 2030, APS will improve environmental sustainability and reduce its carbon footprint by,
a) At least 75% of current APS facilities will have a site energy use intensity at or below 56 kBTU/sf/year
b) Transitioning 5% of current bus fleet (9 buses) to zero-emission with goal to reach 100% by 2050
c) Reducing natural gas consumption by 20%
d) Reducing CO₂ e 67% below 2007 levels
e) Achieving 100% renewable electricity

		BASELINE STATUS				ANNUAL PERFORMANCE TARGETS						TARGET 2030
		2007	2022	2023	2024	2025	2026	2027	2028	2029	2030	
KPI-OE - % schools with site energy use intensity at or below 56 kBTU/sf/year												
Overall	Target #					22	23	23	25	27	29	29
	Target %					59%	62%	62%	68%	73%	78%	78%
	Actual %	20.0%	54.0%	59.0%								
	Actual #		20	22								
KPI-OE - # natural gas consumption (Therm) - kBTU /sf /year												
Overall	Target #											
	Target %										20%	20%
	Actual %											
	Actual #											
KPI-OE - % electric buses in APS fleet												
Overall	Target #					8					9	9
	Target %										5.0%	5%
	Actual %				1.5%							
	Actual #				3							
KPI-OE - % reduction in CO₂ e from 2007												
Overall	Target %										67%	67%
	Actual #											
	Actual %											
KPI-OE - % renewable electricity												
Overall	Target %										100%	100%
	Actual %											

Notes:

Baseline data is being actively gathered and targets will be set once baseline data is compiled. Baseline and targets will be available by October 30, 2024

Site Use Intensity

- This data encompasses 37 schools (buildings) out of the 43 buildings tracked by the APS Energy team. The data includes Washington-Liberty, Education Center, and planetarium as one "school" (building). Other APS buildings not included in this metric are Syphax, Marshall Center, Trades building, ACHS, and Arlington Outdoor Laboratory



Implementation & Progress Monitoring

Goal #3	Sustainability - Reduce Energy Use Intensity (EUI) for APS Facilities		
Strategic Plan Goal Area	Operational Excellence		
Strategic Plan Performance Objectives	PO-OE-5-By 2030, APS will improve environmental sustainability and reduce its carbon footprint		
Baseline Data	FY2007 baseline - 20% of APS schools at or below 56 kBtu/sf. FY2023 baseline - 59% of APS schools at or below 56 kBtu/sf. FY2024 baseline - <i>Coming by end of October 2024</i>	Identify if goal is required based on state or federal requirements, or other guidelines	To align with Arlington County's Community Energy Plan and its 2050 Carbon Neutral Goal.
3 Year Performance Goal			
By FY2027, 62% (23 schools) of APS schools at or below 56 kBtu/sf.			
Annual Performance Goals			
Annual Performance Goal Year 1 (2024-25)	59% (22 schools) of APS schools at or below 56 kBtu/sf.		
Annual Performance Goal Year 2 (2025-26)	62% (23 schools) of APS schools at or below 56 kBtu/sf.		
Annual Performance Goal Year 3 (2026-27)	62% (23 schools) of APS schools at or below 56 kBtu/sf.		
Strategic Plan Strategies			
Strategic Plan Strategies- PRIMARY	S-OE-5.4-Monitor useful life of existing building systems and when replacement needed transition to environmentally sustainable systems when fiscally attainable		
Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -			

Action Steps			
Action Steps	Timeline	Responsible & Accountable	Monitoring for Implementation
Review building schedules and operations to ensure buildings are scheduled optimally when occupied.	Monthly	Energy Management	Facilities & Operations check ins, review and analysis.
Work with Design and Construction and Maintenance on construction and major maintenance projects in specifying energy efficient equipment.	Quarterly Annually	Energy Management	
Review energy usage and costs for all facilities. Publish annual energy report cards online.	Quarterly	Energy Management	
Progress Monitoring			
Strategic Plan - Measures - To determine if goal was achieved	LGI-OE-5.1-% schools with site energy use intensity at or below 56 kBtu/sf/year	Strategic Plan - Key Performance Indicators	KPI-OE-5.1-% schools with site energy use intensity at or below 56 kBtu/sf/year
Evidence of Progress toward Annual Goal (MOY)		Results of Progress toward Annual Goal (EOY)	
Analyzing energy management application tool to review each facility.		Use of energy management application tool.	



F&O Goals

Goal: Improve the building condition of APS Facilities

Strategic Plan KPI: OE-1.3 - # of projects completed in the Minor Construction/Major Maintenance (MC/MM)

Baseline:

FY24: 38 of the 41 projects (93%) were completed

Target for 2024-25:

26 projects with 80% in alignment with the Long-Range Evaluation and Capital Improvement Plans as the budget allows

Goal: Sustainability - Reduce Energy Use Intensity (EUI) for APS Facilities

Strategic Plan KPI: OE-5.1 - % Schools with site energy use intensity at or below 56 kBTU/sf/year

Baseline:

FY07: 20% APS Schools

FY23: 59% of APS Schools

Target for 2024-25:

59% of APS schools (22) at or below 56 kBtu/sf.

Questions

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APS Strategic Plan 2024-30



APPENDIX