

## APS Strategic Plan 2024-30



# 2024-30 APS Strategic Plan – MOY Progress Update on F&O Goals for 2024-25

**FAC Meeting**  
**March 17, 2025**

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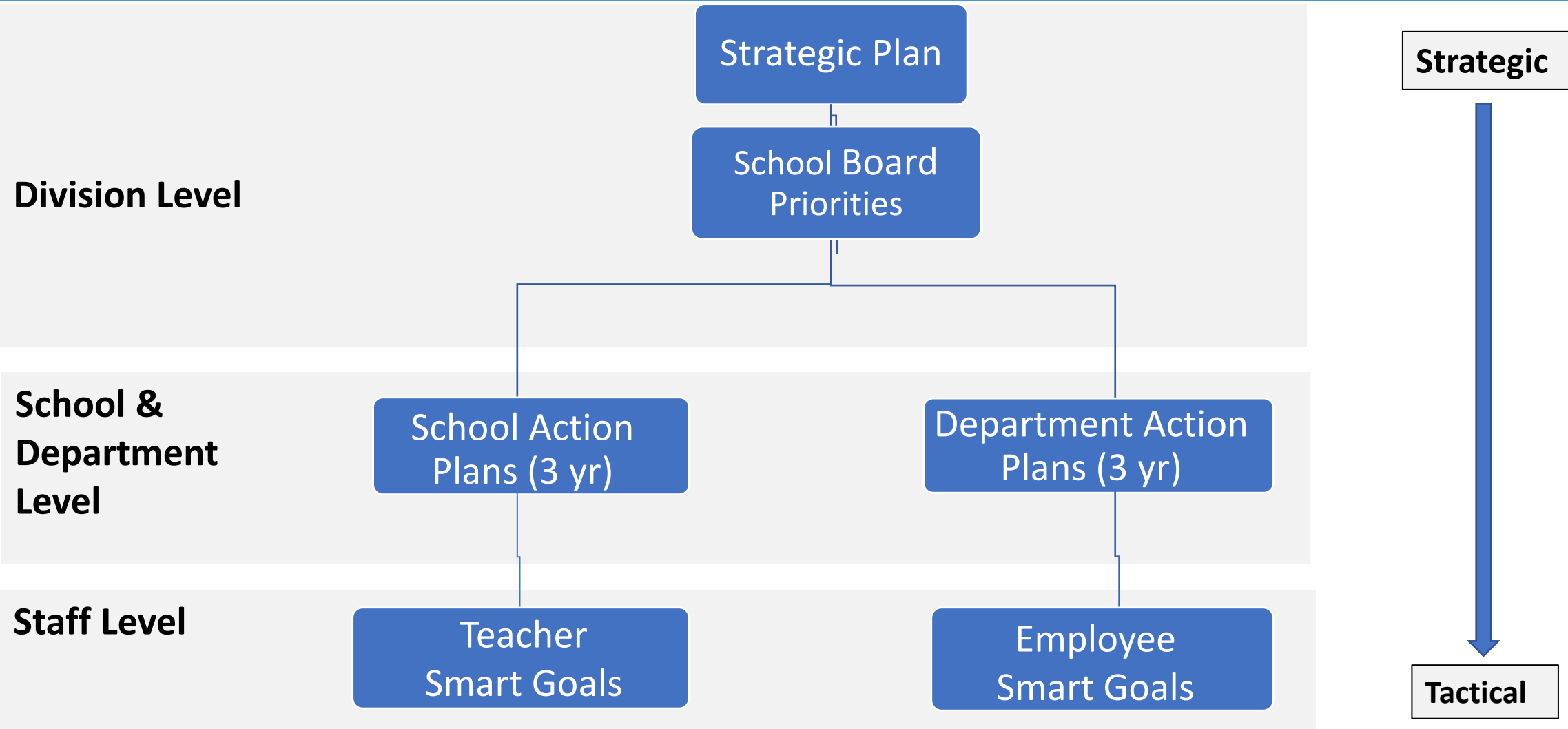
**Chief of Staff Office**

# APS Strategic Plan (2024-30)

## Performance Objectives - OVERVIEW

<b>Student Academic Growth &amp; Success</b>	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) - <b>NEW</b>	
<b>Student Well-Being</b>	School climate, mental health and self-management (PO-SWB-1)	Chronic Absenteeism (PO-SWB-2) - <b>NEW</b>	Suspensions (PO-SWB-3)	LGBTQ+ (PO-SWB-4) - <b>NEW</b>	Student Safety (PO-SWB-5) - <b>NEW</b>
<b>Student Centered Workforce</b>	Professional Learning (PO-SCW-1)	Workplace climate & Staff Engagement (PO-SCW-2)	Employee retention & diversity (PO-SCW-3) - <b>NEW</b>	Staff Safety (PO-SCW-4) - <b>NEW</b>	
<b>Operational Excellence</b>	Facility condition (PO-OE-1) - <b>NEW</b>	Free meals & participation (PO-OE-2) - <b>NEW</b>	On-time bus arrival (PO-OE-3) - <b>NEW</b>	Technology systems (PO-OE-4) - <b>NEW</b>	Environmental Sustainability (PO-OE-5) - <b>NEW</b>
<b>Student, Family, Community Partnerships</b>	Student partnerships (PO-P-1) - <b>NEW</b>	Family partnerships (PO-P-2)	Community partnerships (PO-P-1) - <b>NEW</b>		

# Strategic Plan Implementation



**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		
<b>KPI-OE-1.1: % of APS Schools with a rating in the highest category [0-.15] on the building characteristics report</b>													
Overall	Target											95.0%	95.0%
	Actual				80.0%								
<b>KPI-OE-1.2: % of APS Schools with a rating in the lowest category [.331-1] on the building characteristics report</b>													
Overall	Target											0.0%	0.0%
	Actual				5.0%								
<b>KPI-OE-1.3: # of projects completed in the Minor Construction/Major Maintenance (MC/MM)</b>													
Overall	Target			18	41	26	21	21	21	20	24		
	Actual			16	33								

**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

<b>Goal #1</b>	<b>Improve the building condition of APS schools</b>		
<b>Strategic Plan Goal Area</b>	Operational Excellence		
<b>Strategic Plan Performance Objectives</b>	PO-OE-1-By 2030, 95% of APS schools will have a rating in the highest category [0-.15] on the building characteristics report		
<b>Baseline Data</b>	Baseline November 2023 - 80% (33 of 41) MCMM projects completed FY 24 - 33 of 41 MC/MM projects completed (80%)	<b>Identify if goal is required based on state or federal requirements, or other guidelines</b>	
<b>3 Year Performance Goal</b>			
By 2027, 90% of projects completed in the Minor Construction/Major Maintenance (MC/MM) be in alignment with Long Range Evaluation and Capital Improvement Plans as budget allows.			
<b>Annual Performance Goals</b>			
<b>Annual Performance Goal Year 1 (2024-25)</b>	83% of projects completed in the Minor Construction/Major Maintenance (MC/MM) be in alignment with Long Range Evaluation(LRE) and Capital Improvement Plans as budget allows.		
<b>Annual Performance Goal Year 2 (2025-26)</b>	86% of projects completed in the Minor Construction/Major Maintenance (MC/MM) be in alignment with Long Range Evaluation(LRE) and Capital Improvement Plans as budget allows.		
<b>Annual Performance Goal Year 3 (2026-27)</b>	90% of projects completed in the Minor Construction/Major Maintenance (MC/MM) be in alignment with Long Range Evaluation(LRE) and Capital Improvement Plans as budget allows.		
<b>Strategic Plan Strategies</b>			
<b>Strategic Plan Strategies- PRIMARY</b>	S-OE-1.2-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.		
<b>Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -</b>	S-OE-5.4-Monitor useful life of existing building systems and when replacement needed transition to environmentally sustainable systems when fiscally attainable		

Action Steps			
Action Steps	Timeline	Responsible & Accountable	Monitoring for Implementation
Review proposed projects alignment to LRE and CIP	August-October	Maintenance, Facilities, Design & Construction	Assistant Superintendent, Directors, Related Staff
Update data workbook of completed projects and related information to inform next LRE process	Ongoing	Maintenance, Facilities, Design & Construction	
Maintain monthly status review of maintenance work orders completed	Monthly review	Maintenance Leadership, TMA Specialist	
Continue maintaining Cleanliness quality control inspection scores of 87% or above	Bi-monthly review	Plant Operations Leadership, Quality Control Specialist, Custodial Building Supervisors, Site-based Supervisors	
Progress Monitoring			
Strategic Plan - Measures - To determine if goal was achieved	LGI-OE-1.2-Projects completed in the Minor Construction/Major Maintenance (MC/MM) ▾	Strategic Plan - Key Performance Indicators	KPI-OE-1.3-# of projects completed in the Minor Construction/Major Maintenance (MC/MM) ▾
	▾		▾
Evidence of Progress toward Annual Goal (MOY)		Results of Progress toward Annual Goal (EOY)	
Review of monthly data input		MC/MM projects completed	

**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:** 33 of the 41 projects (80%) were completed

**Target for 2024-25:**

83% of projects completed in the Minor Construction/Major Maintenance (MC/MM) be in alignment with Long Range Evaluation (LRE) and Capital Improvement Plans as budget allows.

## **MOY Progress Update (2024-25): Significant Progress**

- **MCMM Project Completion:** 82% of targeted MCMM projects for the FY2025 budget are completed, indicating strong progress toward the overall goal. The current trajectory suggests that the goal will be met by the target date.
- **Work Order Completion Rates:** Some maintenance shops have consistently maintained work order completion rates above 90%. Work to improve work order completion rates for those under 90% is underway. Part availability, weather, and school operating hours impact work order completion and staff have identified solutions to help mitigate the impact of these factors on work order completion.

- All school entry vestibule upgrades have been completed, providing accessible, monitored entry to all schools.
- Design and construction contracts have been awarded for additional kitchen upgrades, including two accessible serving lines and standard preparation/cooking areas aligned with new APS standards, to support the delivery of nutritious meals.
- Feasibility study contracts for an in-depth analysis of five schools have been awarded, and work has begun with design teams to develop plans for pricing renovations, additions, and/or replacements in alignment with APS standards, requirements, and universal access guidelines.

Source: [Facilities & Operations Monitoring Report \(January 16, 2025\)](#)



**PO-OE-5:** 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 CO<sub>2</sub>e 67% below 2007 levels  
e) Achieving 100% renewable electricity

	BASELINE STATUS				ANNUAL PERFORMANCE TARGETS						TARGET
	2007	2022	2023	2024	2025	2026	2027	2028	2029	2030	2030
<b>KPI-OE-5.1: % schools with site energy use intensity at or below 56 kBtu/sf/year</b>											
Overall	Target #				22	23	23	25	27	29	29
	Target %				59%	62%	62%	68%	73%	78%	78%
	Actual %	20.0%	54%	59%	59%						
	Actual #	7.00	19	22	22						
<b>KPI-OE-5.2: # natural gas consumption (Therms)</b>											
Overall	Target #				1,065,781	1,047,919	1,024,102	1,000,286	976,470	952,653	952,653
	Actual #	1,190,817	1,092,678	1,064,675	1,079,511						
	Target %				10.5%	12.0%	14.0%	16.0%	18.0%	20.0%	20%
	Actual %	--	8.2%	10.6%	9.3%						
<b>KPI-OE-5.3: % zero-emission buses in APS fleet</b>											
Overall	Target #				8	8	8	8	8	9	9
	Actual #	0	0	3	3						
	Target %				4%	4%	4%	4%	4%	5%	5%
	Actual %	0.00%	0.00%	1.50%	1.5%						
<b>KPI-OE-5.4: % reduction in CO<sub>2</sub>e from 2007</b>											
Overall	Target %				39%	41%	43%	48%	57%	67%	67%
	Actual %		38.3%	39.6%	37.4%						
	Target #				20,221	19,558	18,895	17,237	14,254	10,939	10,939
	Actual #	33,149	20,461	20,036	20,755						
<b>KPI-OE-5.5: % renewable electricity</b>											
Overall	Target %				2.7%	3.2%	3.8%	4.4%	5.0%	100%	100%
	Actual %	0.0%	2.6%	2.6%	2.5%						
	Actual - Total	52,587,930	53,011,704	52,035,822	54,261,986						
	Actual -	0	1,372,064	1,371,344	1,341,999						
	Total										
<b>Notes:</b> 1.) Site Use Intensity. This data encompasses 37 APS owned 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, Wilson, Trades building, ACHS and Arlington Outdoor Laboratory. 2.) Natural Gas, CO <sub>2</sub> emissions, and electricity. Take into account all utility data received by APS. This includes the 37 schools from the EUI data, Syphax, Marshall Center, Wilson, Trades building, ACHS, Arlington Outdoor Laboratory, and APS Polelights. 3.) Carbon emission data is calculated from building electricity and gas usage, using EPA Emission Factors from Energy Star Portfolio Manager.											

## 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

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

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			
<b>Strategic Plan - Measures - To determine if goal was achieved</b>	LGI-OE-5.1-% schools with site energy use intensity at or below 56 kBTU/sf/year	<b>Strategic Plan - Key Performance Indicators</b>	KPI-OE-5.1-% schools with site energy use intensity at or below 56 kBTU/sf/year
<b>Evidence of Progress toward Annual Goal (MOY)</b>		<b>Results of Progress toward Annual Goal (EOY)</b>	
Analyzing energy management application tool to review each facility.		Use of energy management application tool.	

**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.

**MOY Progress Update (2024-25): Significant Progress**

- 21 schools (17 ES, 2 MS, 1 HS, 1 Secondary Program) are at or below 56 Kbtu/sf
- 2 schools are close to reaching this goal before the end of the school year
- APS's most recent HVAC renovation project substantially lowered EUI and is below our target of 56 kBtu/sf.
- Cardinal Elementary, our tenth school with Solar Photovoltaic (PV) Arrays comes online this school year
- Next steps included Increased monitoring of facility use. LED lighting upgrades, and improvements to HVAC controls to minimize energy use during extreme weather events

## Energy and Sustainability Achievements over 25 years (FY2000 – FY2024)

- Building Expansion: APS has expanded its building footprint by 37%, increasing from 3.8 million to 5.2 million square feet.
- Energy Efficiency: Despite the growth, APS has reduced natural gas usage by 20%.
- Carbon Emissions Reduction: Overall carbon emissions have decreased by 35%.
- Sustainability Liaisons Program
  - Liaisons at all our schools/programs.
  - Support project based outdoor learning and social emotional well-being.
- Thanks to an EPA grant, APS will add 2 more EV buses, by Late Spring, 2025,
- APS will now have over 3.2MW of solar generation capacity

Source: [Facilities & Operations Monitoring Report \(January 16, 2025\)](#)

# Questions