

APS Strategic Plan 2024-30



School Board Advisory Committee Working Group

Community Engagement **DRAFT as of 09_02_25**

Jenny Roahen Rizzo, Chair

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MISSION: APS provides a world-class education where every student develops the skills and knowledge to be a responsible global citizen, and graduates college- or career-ready.

VISION: APS ensures all students learn, thrive, and excel in high-quality, safe, and supportive schools.

VALUES: Excellence • Equity & Inclusion • Relationships • Integrity • Stewardship • Whole Student • Valuing Staff

PRIORITIES

Student Academic Growth and Success

- SOL Proficiency
- Growth in Reading & Math
- Inclusion
- College, Career and Civic Readiness

Student Well-Being

- School Climate & Mental Health
- Chronic Absenteeism
- Suspensions
- LGBTQ+
- Student Safety

Student, Family, and Community Partnerships

- Student Partnerships
- Family Partnerships
- Community Partnerships

Student-Centered Workforce

- Professional Learning
- Workplace Climate & Staff Engagement
- Employee Retention & Diversity
- Staff Safety

Operational Excellence

- Facility Conditions
- Free Meals
- On-Time Bus Arrival
- Technology Systems
- Environmental Sustainability

www.apsva.us/strategic-plan

- In June 2024, the School Board adopted the 2024-30 Strategic Plan which lists priorities, performance objectives, and strategies to guide the work of the school division
- Since adoption, APS has engaged in a systematic effort to align work plans and accountability systems with the Strategic Plan
- These efforts included the School Board's appointment of a working group in October 2025 that was charged with developing a recommendation for a proposed revision to the School Board Advisory Committee structure to align the work of advisory committees with the Strategic Plan.

Current School Board Advisory Councils

Advisory Council on Teaching & Learning (ACTL)

Standing Subcommittees

- | | | |
|---|-----------------------------|--------------------|
| ● Advanced Academics & Talent Development | ● Dual-Language Immersion | ● Math |
| ● Arts | ● Early Childhood Education | ● Science |
| ● Career, Technical, & Adult Education | ● Educational Technology | ● Social Studies |
| | ● English Language Arts | ● Student Services |
| | ● English Learners | ● World Languages |

Advisory Council on School Facilities and Capital Programs (FAC)

Arlington Special Education Advisory Committee (ASEAC)

Budget Advisory Council (BAC)

School Health Advisory Board (SHAB)

The Working Group will NOT be recommending changes to the Joint County Board and School Board Advisory Committees

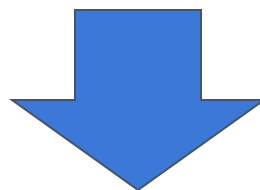
The new APS Strategic Plan 2024-2030 provides an opportunity to recalibrate and renew the valuable work of advisory councils and provide structures, principles, and practices to maximize the effectiveness of the councils in supporting the district in achieving the priorities and performance objectives in the strategic plan

Effective community engagement would include:

- Council work and recommendations **aligned with the APS Strategic Plan 2024-2030**
- Councils will be **flexible** to respond to the most pressing priorities and needs of the School Board
- Council recommendations developed by **parents, students, community members, and educators** in conversation with each other
- Recommendations **take district-wide needs, constraints, and impacts into account**
- School Board receives input on specific topics from advisory councils that reflects a **broad range of perspectives**

The School Board's goal for advisory councils:

The School Board strives to provide families and community members opportunities to engage with APS around important topics and initiatives within the school system. Advisory councils are one way of achieving this.



The purpose of advisory councils (developed by the Working Group):

“To advise the School Board on division policies, strategies, and initiatives that support implementation of the Strategic Plan and progress toward the outcomes defined in the relevant Strategic Plan priority, with a division-wide lens.”

October 2024

**Nov 2024 -
June 2025**

**Sept. - Oct
2025**

**November
2025**

**Winter 2025-
26**

Spring 2026

Appoint
Working
Group

Working
Group
Meetings

**Community
Engagement**

School Board
Work Session

Policy & PIP
Revision

School Board
Info & Action

Application &
Formation of
Councils

Proposal for Advisory Councils

Proposed Advisory Councils

Name	Strategic Plan Priority
ASEAC (Special Education)	Student Well-Being
	Student Academic Growth & Success
Academics	Student Academic Growth & Success
Student Health and Well-being	Student Well-Being
	Operational Excellence
Personnel	Student-Centered Workforce
Operations	Operational Excellence

Specific focus areas will be **defined by the School Board annually** through a **charge** to each advisory council. Advisory councils may also identify additional areas of focus in consultation with the Board liaison.



Personnel Advisory Committee

- By December 1, 2026, provide the School a recommendation of
-

Operations Advisory Committee

- By December 1, 2026,

Arlington Special Education Advisory Committee

- By December 1, 2026,

Rationale for Initial Proposal

Align advisory councils with the priorities, strategies, and performance objectives of the
2024 -2030 APS Strategic Plan

Ensure advisory councils have broad representation across multiple stakeholder groups
(Title I reps, parents, students, APS staff, community members included in all groups)

Policy and PIPs will include language to ensure each advisory council considers how
existing and/or new **partnerships** can help APS advance its goals

Recommendations consider **the district-wide needs**

Embed budget in the work of each council
(Budget Rep included in all councils)

Academics Advisory Committee

- By December 1, 2026, provide a recommendation of
-

Student Health & Well-Being Advisory Committee

- By December 1, 2026,

**Review, recommend,
and inform**
on the relevant
strategies and
initiatives within each
Strategic Plan priority
area, as directed by
the annual charge(s)

Share **perspectives
from the community**
and assist with
gathering feedback,
as directed by the
annual charge(s)

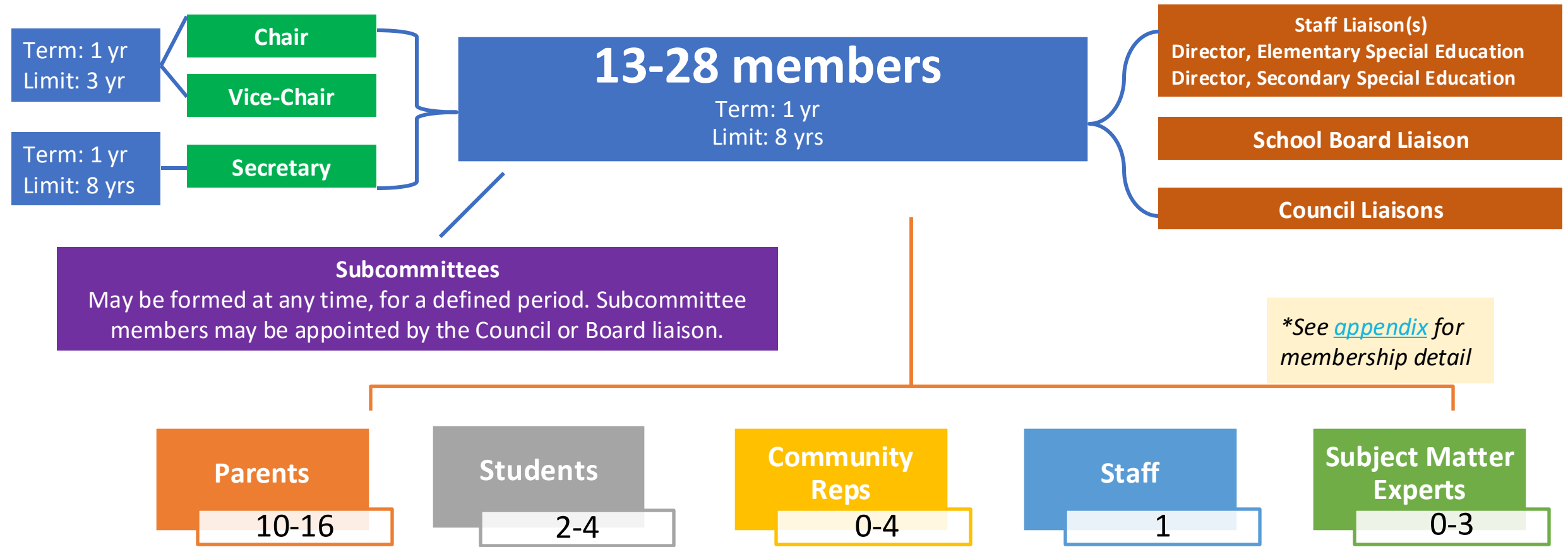
Consider
budget impacts
in all actions

Topics covered by Collective Bargaining are not within the purview of any council

Council Organizational Charts

Arlington Special Education Advisory Council (ASEAC)

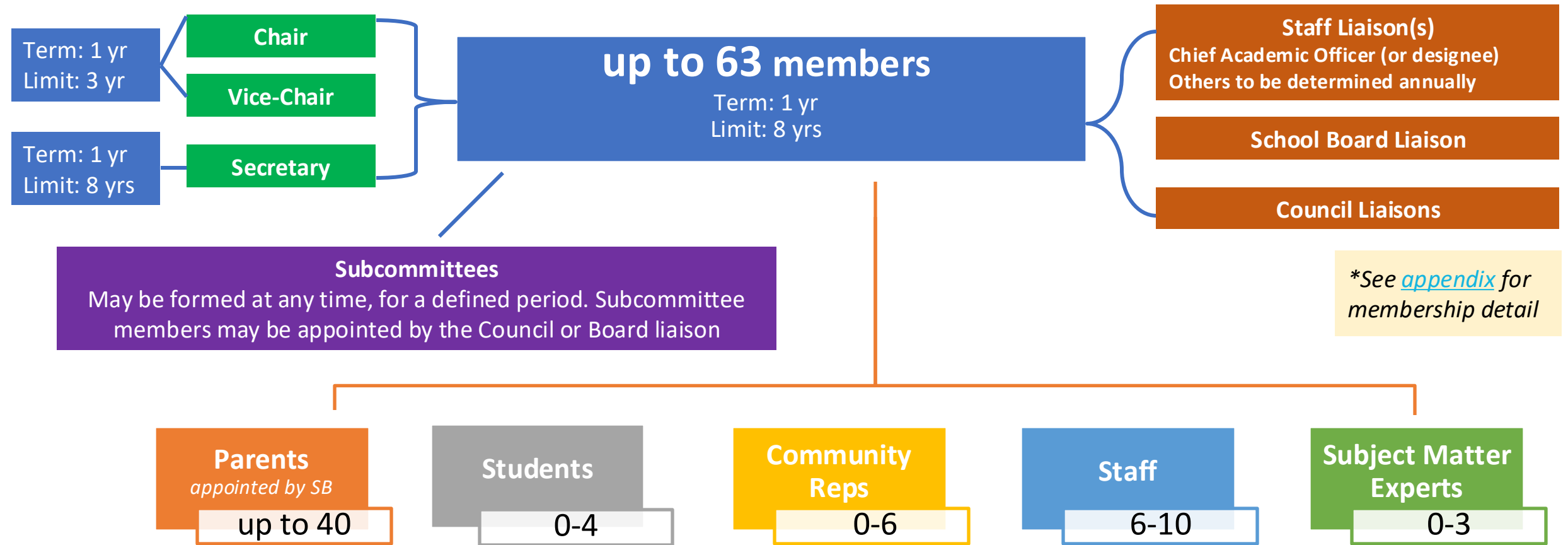
Membership



Budget Rep (1) - Budget rep is included in the above numbers; can be a parent, community member or subject matter expert

Title I reps (2+) - At least one parent seat and the staff seat are designated for reps from a Title I school

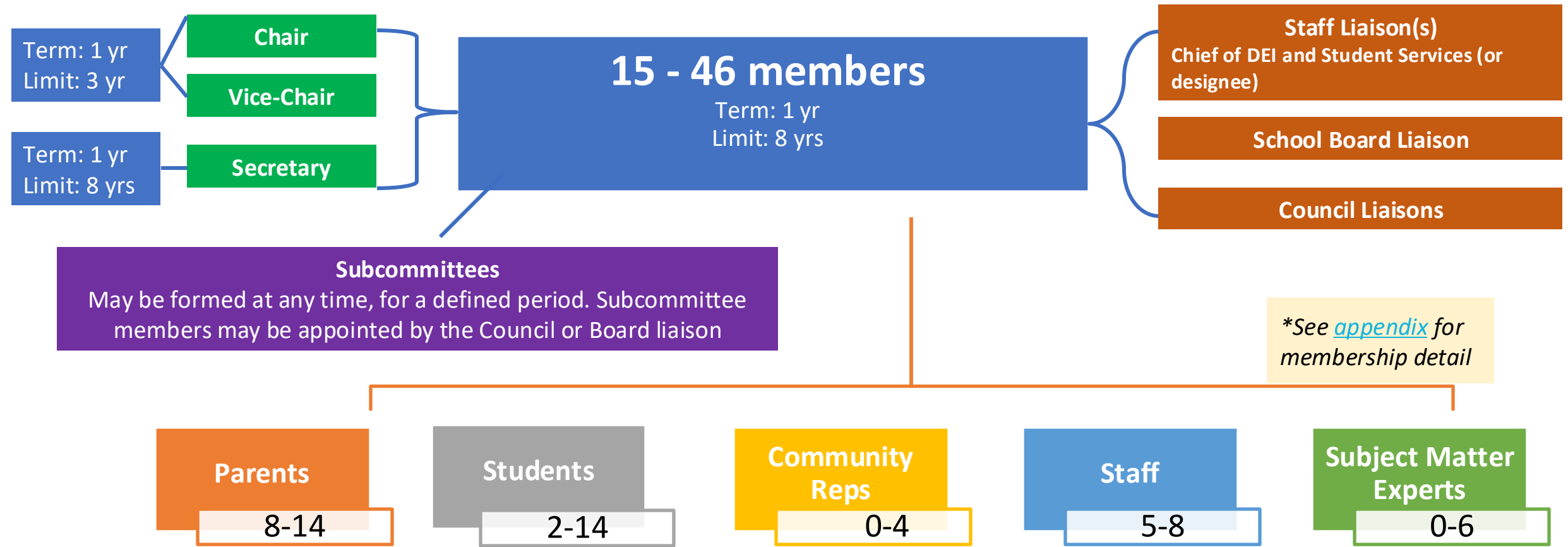
Parent and student members should include a mix of school levels, neighborhood & option schools, and geographic diversity.



Budget Rep (1) - Budget rep is included in the above numbers; can be a parent, community member, or subject matter expert

Title I reps (2+) - At least one parent seat and one staff seat are designated for reps from a Title I school

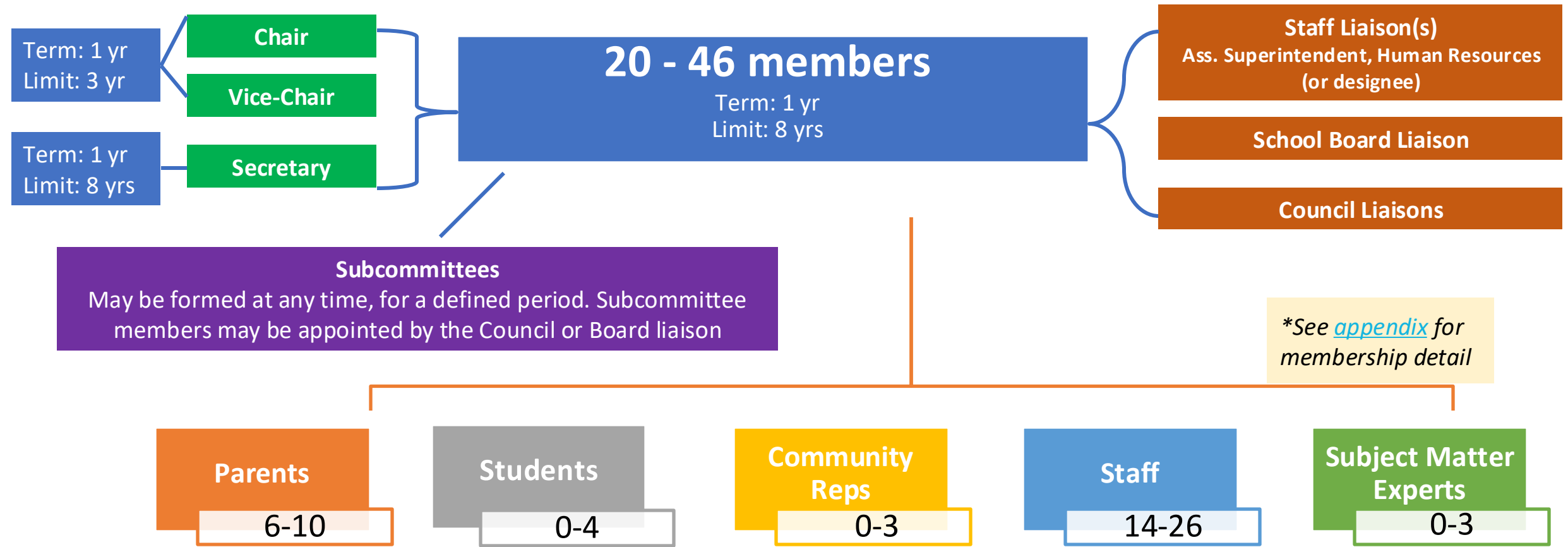
Slot for one **parent** per school. No less than a 4:1 Parent:Staff ratio. **Students** include a mix of neighborhood & option schools and geographic diversity. **Staff** are mostly school-based and include mix of levels, schools, content area, special populations, etc.



Budget Rep (1) - Budget rep is included in the above numbers; can be a parent, community member or subject matter expert

Title I reps (2+) - At least one parent seat and one staff seat are designated for reps from a Title I school

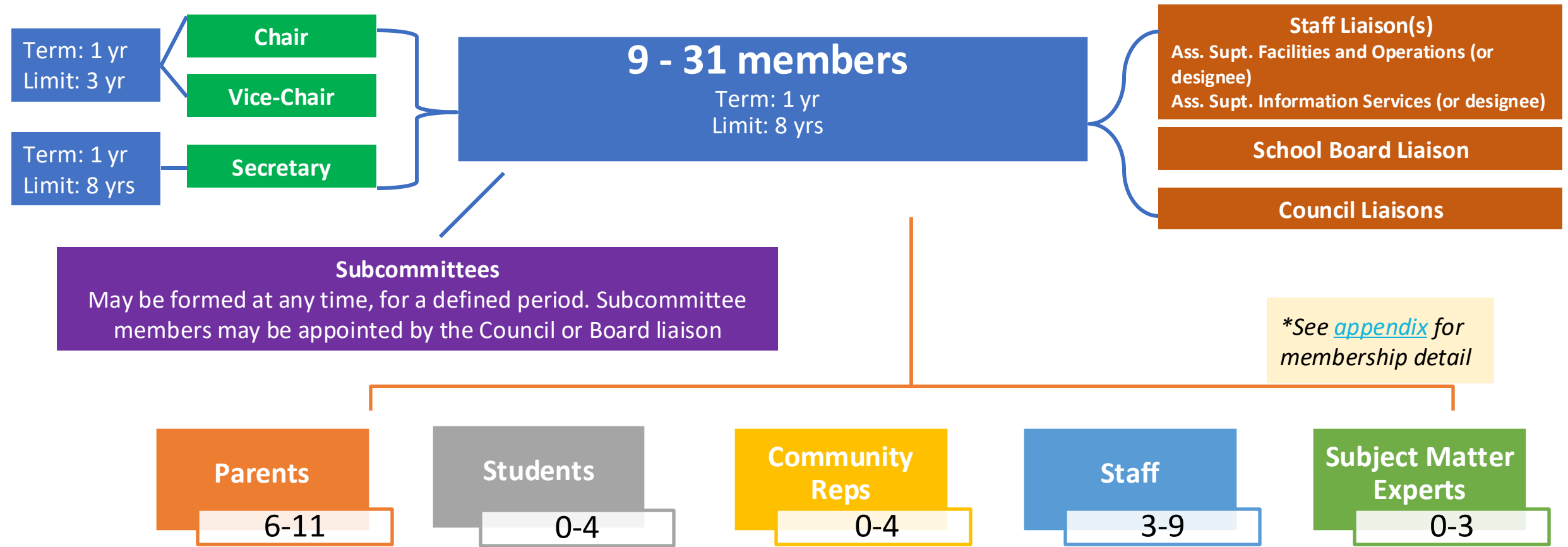
Parent and student members should include a mix of school levels, neighborhood & option schools, and geographic diversity



Budget Rep (1) - Budget rep is included in the above numbers; can be a parent, community member or subject matter expert

Title I reps (2+) - At least one parent seat and one staff seat are designated for reps from a Title I school

At least one seat for staff from each staffing category (i.e., teacher, counselor, coach, principal, etc).



Budget Rep (1) - Budget rep is included in the above numbers; can be a parent, community member or subject matter expert

Title I reps (2+) - At least one parent seat and one staff seat are designated for reps from a Title I school

Parent and student members should include a mix of school levels, neighborhood & option schools, and geographic diversity.
No less than a 2:1 ratio of Parents/Community/Subject Matter Experts: Staff

Transition Plan

Proposed Transition Plan for Members

- Advisory group members serving on a committee now will need to apply to serve on the new advisory councils that will convene in SY 2026-27
- The application process will open in April 2026, with appointments announced by May 31
- The School Board should intentionally encourage current advisory group members to apply for membership in the new councils, recognizing the importance of having both new voices and those with institutional knowledge as members.
- For current advisory group members, time served on current advisory groups does not carry over to term limits for the new advisory councils. Everyone has a fresh start.

Recruitment, Onboarding, and Key Operational Components

MEMBER RECRUITMENT

- Clarify that the Board has primary responsibility for recruitment
- Expand recruitment channels and use clearer language
- Actively recruit from communities that are often under-represented
- Intentional goals for membership diversity

ONBOARDING

- All participants need a shared understanding of the purpose, policies & PIPs, responsibilities, roles, norms, and FOIA
- Conduct onboarding at least annually for all members, officers, liaisons
- Participation is required

Key Operational Components

MEMBERSHIP BALANCE & TERMS

- Intentional goals for membership diversity
- Increase membership size to bring on new voices
- Increase term limits to allow the council to benefit from members' and officers' institutional knowledge
- Member limits: 8 years Chair limits: 3 years

MEETINGS

- All meetings are open to the public and comply with VA Code regarding virtual meetings & participation
- May meet during summer based on member and liaison availability
- Add public comment opportunity at each meeting to increase the avenues for community members to engage and to broaden council members' awareness of community perspectives

ATTENDANCE

- Consistent attendance is essential for members to build the knowledge to make well-informed contributions, to maintain the intentional balance of members, and to have the the quorum required to conduct votes.
- Strengthen attendance requirement: Members may be removed for missing 3 consecutive meetings or 40% of meetings

PLANNING & DELIVERABLES

- Council's work plan aligned to charge and provided to SB annually by Oct 31
- Post plans on APS website for transparency and to support engagement
- Summary of activities and recommendations (i.e., deliverables) provided at times specified in the charge

Partner/Community Engagement Plan

Overview of process to inform and gather feedback from stakeholders
on proposed changes to the APS Advisory Committee structure



September 19 – October 17

Widest Engagement





Data Collection Period: **September 22 – October 10, 2025**

- APS Staff, APS parents, and Arlington residents will receive link via email from Qualtrics
- Students will receive a link via Canvas
- Community members can access via APS website and external communications (i.e. Friday Five)

Purpose

Gather community input on the **draft structure for a revised School Board Advisory Committee Structure**

Format

- Demographic Questions
- Likert Questions
- Open response
 - Comments or suggestions you have to improve the draft

Students

1 Focus Group
(15 participants per group)
High School
In-Person

Student Advisory Board

October

Families

3 Focus Groups
(15 participants per group)
1 group in each division region
(North and South)
5 elementary, 5 middle, and 5 high
school family members

School leaders select family
representatives based on
school student demographics
(gender, race/identity,
exceptionality, LGBTQIA+, ELL,
achievement)

Sept and Oct TBD
(12:00 p.m. – 1:00 p.m.)
AND
Sept and Oct TBD
(6:30 p.m. – 8:00 p.m.)

Staff

6 Focus Groups (Virtual)
(15 participants per group)
Teachers, Elementary P/APs,
Secondary P/APs, Central Office
Leaders, School Classified Staff,
District Classified Staff

Teacher Group
(Elementary, Middle, High)
Principals/APs: North/Central/South
Central Office leaders
Classified Staff: Representatives from
each Job Role

September – October

Community Partners

8 Community Focus Groups
(Virtual)

5 existing School Board
Advisory Committees

ACTL Subcommittees

Superintendent Advisory
Committees

Reps from community
organizations

October



October __, 2025 - 12:00-1:00

Virtual

October __, 2025 - 6:30-8:00

Virtual

October __, 2025- 6:30-8:00

Virtual (Spanish)

(Session in Spanish with translation to English)

Interpretation for additional languages is available upon request by calling or texting Engage with APS at 571-200-2770.

Who

- Open to all students, staff, families, and community members.

How (Format)

- Whole group presentation
- Breakout sessions
 - Review draft
 - Small group discussion

Feedback on any aspect of the Working Group's initial proposal is welcome

In particular, the Working Group seeks feedback on the items below

Topic

Question

Overall Structure

- 1) Does the proposed structure and scope of work support meaningful engagement of parents, students, staff, and community members with APS?

Membership Composition

- 2) Will the proposed membership composition provide for equitable inclusion of stakeholders?

Recruitment

- 3) Will the proposed recruitment process improve APS's ability to form councils with the target balance and diversity of members?

Engagement

- 4) Would you be enthusiastic about serving on one of these advisory councils?

Subcommittees

- 5) Should subcommittees be established only as needed to fulfill charges OR should some existing subcommittees remain as standing subcommittees?

Date	Event	Purpose
September 19- October 17, 2025	Community Engagement	Gather feedback on Working Group's initial proposal
October 28, 2025	Working Group Meeting #10	Refine proposal based on community input
November 18, 2025	Work Session	School Board input
December 2, 2025	Working Group Meeting #11	Finalize proposal
Winter-Spring 2026	Policy & PIP Revision	Revise School Board Advisory Policy & PIPs
Spring 2026	Application for Advisory Councils	Begin formation of new Advisory Councils

Appendix

1. By June 1, 2025, provide the school board with a statement that describes the:

- o Purpose and value of School Board Advisory Committees
- o Role of School Board Advisory Committees and desired outcomes for the work of the advisory committees

2. Work collaboratively with APS staff to:

- o Evaluate the strengths, effectiveness and limitations of the current APS School Board advisory committee organizational structure.

3. By June 1, 2025, provide the school board with a recommendation for a proposed revision to the APS school board advisory committee structure with rationale

- o The working group will provide the community a draft of its proposed revision to the advisory committee structure by Spring 2025, such that the structure aligns with the priorities in the 2024-30 Strategic Plan; diverse perspectives from APS staff, families, students and community members are included; and committee recommendations are actionable and relevant. The working group will solicit community feedback and use that feedback to develop a recommendation to the school board that defines:

- The name of each proposed school board advisory committee and a charge that aligns the work of the committee with at least one of the priorities in the 2024-30 Strategic Plan
- The role and purpose of subcommittees and process for forming within each of the proposed school board advisory committees
- Reporting structure and expectations for the committee's work
- A proposed membership composition (e.g. # of community members, staff, etc.) for each advisory committee
- Roles and responsibilities of advisory committee members, including leadership on the committee (e.g. Chairs/Vice Chairs, etc.)
- Length of term and term limits of committee members

4. By June 1, 2025, provide the school board with a recommendation on a transition process to the new advisory committee structure with rationale.

- The recommendation should include:
 - A process, including a proposed timeline, for integrating or transitioning existing committee's structure to its new organization with the aim to institute changes beginning in the 2025-26 school year unless the working group identifies barriers to do so.

Name	Strategic Plan Priority	Strategic Plan Performance Objectives	
ASEAC (Special Education)	Student Academic Growth & Success Student Well-Being	proficiency and gaps in SOLs	school climate, mental health, self-management
		growth in math and reading	chronic absenteeism
		80%/80% inclusion	suspensions
		college career and civic readiness indicator	LGBTQ+
			student safety
Academics	Student Academic Growth & Success	proficiency and gaps in SOLs	80%/80% inclusion
		growth in math and reading	college career and civic readiness indicator
Student Health and Well-being	Student Well-Being Operational Excellence	school climate, mental health, self-management	LGBTQ+
		chronic absenteeism	student safety
		suspensions	free meals and participation

Name		Strategic Plan Priority		Strategic Plan Performance Objectives	
Personnel		Student Centered Workforce		professional learning	workplace climate and staff engagement
				employee retention and diversity	staff safety
Operations		Operational Excellence		facility condition	on-time bus arrival
				technology systems	environmental sustainability

Specific focus areas will be defined by the School Board annually through a charge to each Advisory Council
Advisory Councils may also identify additional areas of focus in consultation with the Board liaison

Current Policy

The School Board seeks the advice of community members on issues or policies related to the operation of APS

Initial Proposal

To advise the School Board on division policies, strategies, and initiatives to support implementation of the Strategic Plan and progress toward the outcomes defined in the relevant Strategic Plan priority, with a division-wide lens.

Note: ASEAC focuses on the needs of students with disabilities

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Align the purpose of advisory councils with the priorities, strategies, and performance objectives of the 2024-2030 Strategic Plan

Current Policy/ PIP

Defined by Virginia Administrative Code
[8VAC20-81-230\(D\)](#) - regarding Special
Education, including:

- Reports & recommendations
- Assist APS in communicating plans for meeting needs of SWD
- Review APS special education policies
- Participate in APS's annual special ed plan

Initial Proposal

SAME: Defined by Virginia
Administrative Code 8VAC20-81-230(D)
+ Review, recommend, and inform
+ Assist the School Board in gathering
feedback from community
+ Consider budget impacts on all actions

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Align with 2024 - 2030 Strategic Plan
- Expand scope of work
- Elevate the importance of budget impacts

Current Structure¹

- 12-20 members
- Appointed by SB at the recommendation of superintendent
- ASEAC participates in the ACTL subcommittee process for matters related to Teaching & Learning

Initial Proposal

- + 13-28 members
- + Appointed by SB
- + Detailed guidance on membership composition and balance
- + TBD whether ASEAC will participate as subcommittee to Academics Advisory Council

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- While aligning w/VDOE requirements, ensure broader representation across all interested parties

Parents	Students	Community Reps	Staff	Subject Matter Experts
<p>Min 10 - Max 16</p> <p>Per code: “A majority [of members] shall be parents of children with disabilities or individuals with disabilities.”</p> <p>Include mix of:</p> <ul style="list-style-type: none">- school levels- neighborhood & option schools- geographic diversity	<p>Min 2 - Max 4</p> <p>Include mix of:</p> <ul style="list-style-type: none">- neighborhood & option schools- geographic diversity	<p>Min 0 - Max 4</p> <p>Must be Arlington residents</p> <p>In particular, recruit:</p> <ul style="list-style-type: none">- Recent APS alums- Civil rights orgs, nonprofits, local business- Current instructors, staff, administrators at regional schools of higher ed (NOVA, GMU, etc.)	<p>1 teacher</p> <p>Per code: “The committee shall include one teacher. Additional local school division personnel shall serve only as consultants to the committee.”</p>	<p>Min 0 - Max 3</p> <p>Individuals with professional expertise</p>

Budget Rep (1) - Budget rep is included in the above numbers; can be a parent, community member or subject matter expert

Title I reps (2) - At least one parent seat and **the** staff seat are designated for reps from a Title I school

Current Policy/PIP

- Review policies, PIPs, curriculum, student outcomes
- Recommend changes
- Provide community with information on academic programs
- Review instructional topics

Initial Proposal

SIMILAR: Review, recommend, and inform - related to the Academic Growth & Success priority

- + Assist the SB in gathering feedback from community
- + Consider budget impacts on all actions

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Align with 2024 - 2030 Strategic Plan
- Expand scope of work
- Elevate the importance of budget impacts

Current Structure¹

- Up to 70 members
- Members of ACTL appointed by PTAs and community groups, not the School Board
- APS Staff not listed as eligible members

Initial Proposal

- + Up to 63 members
- + Appointed by School Board
- + Detailed guidance on membership composition and balance
- + APS Staff are eligible for membership

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Ensure broader representation across all interested parties
- Every school has one seat on Council

Parents	Students	Community Reps	Staff	Subject Matter Experts
<p>Max 40 [one/school]</p> <p>Include mix of:</p> <ul style="list-style-type: none"> - school levels -neighborhood & option schools -geographic diversity <p>*4:1 ratio for Parents:APS Staff (no less than 4 parents for every APS staff member)</p>	<p>Min 0 - Max 4</p> <p>Include mix of:</p> <ul style="list-style-type: none"> - school levels - neighborhood & option schools - geographic diversity 	<p>Min 0 - Max 6</p> <p>Must be Arlington residents</p> <p>In particular, recruit:</p> <ul style="list-style-type: none"> -Recent APS alums -Civil rights orgs, nonprofits, local business -Current instructors, staff, administrators at regional schools of higher ed (NOVA, GMU, etc.) 	<p>School-Based: 4-7</p> <p>Central Office (specialists or non-supervisory): 2-3</p> <p>Include mix of:</p> <ul style="list-style-type: none"> - classroom teachers, counselors, admin, specialists, coaches, interventionists - school levels - content areas - special populations (EL, SWD, Gifted) 	<p>Min 0 - Max 3</p> <p>Individuals with professional expertise, i.e.,</p> <ul style="list-style-type: none"> ● Early childhood ● Former teachers, staff, admin ● Curriculum development ● Education research

Budget Rep (1) - Budget rep is included in the above numbers; can be a parent, community member or subject matter expert

Title I reps (2) - At least one parent seat and one staff seat are designated for reps from a Title I school

Current PIP¹

- Unlimited number of standing subcommittees (currently 12)
- Appointed by SB at the recommendation of superintendent
- 5-25 members per subcommittee
- Have own officers
- Have own membership (not drawn from ACTL members)

Initial Proposal

Please provide
your perspective!

Option 1 - Ad-hoc subcommittees

established as needed, guided by SB charge

Option 2 - Ad-hoc subcommittees AND

continue some existing standing subcommittees

+ Ad-hoc subcommittees, comprised mostly of council members, appointed by Council Chair or Board liaison.

+ Chair of subcommittee is a member of the Advisory Council

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Reduce the number of subcommittees in order to provide the Board with broader-vision, less-siloed recommendations.
- Assists the School Board with focusing their efforts on key Strategic Plan priorities

1. [https://go.boarddocs.com/vsba/arlington/Board.nsf/files/CJRPY365D63E/\\$file/B-3.6.30%20PIP-2%20ACTL%20Subcommittees.pdf](https://go.boarddocs.com/vsba/arlington/Board.nsf/files/CJRPY365D63E/$file/B-3.6.30%20PIP-2%20ACTL%20Subcommittees.pdf)

Current Policy/PIP

Student Services subcommittee

Support student social-emotional health

SHAB

- Established (but not required) per VA code [§ 22.1-275.1](#)
- Also participates in the ACTL subcommittee process
- Development of health policy
- Evaluation of school health, environment, and health education
- Reports annually to VA Dept of Health and VDOE

Initial Proposal

SIMILAR: Review, recommend, and inform – related to the Student Well-being priority

- + Combine and expand the purpose of the 2 existing committees
- + Assist SB in gathering feedback from community
- + Consider budget impacts in all recommendations
- + In a public health emergency, work with Academics Advisory Council
- + Does not serve as a subcommittee of Academics Advisory Council

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Align with 2024 - 2030 Strategic Plan
- Expand scope of work
- Elevate the importance of budget impacts



Current Structure

SHAB¹

- 8-20 members
- Appointed by SB at the recommendation of superintendent

Student services subcommittee²

- ACTL subcommittee
- 5-25 members
- Appointed by SB at the recommendation of superintendent

Initial Proposal

- + 15-32 members
- + Appointed by SB
- + Detailed guidance on membership composition and balance

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Ensure broader representation across all interested parties
- Organize student physical and mental health components under one structure to better advance Strategic Plan priority - Student Well-Being

1. [https://go.boarddocs.com/vsba/arlington/Board.nsf/files/CV7KGP51B786/\\$file/B-3.6.30%20PIP-4%20School%20Health%20Advisory%20Board.pdf](https://go.boarddocs.com/vsba/arlington/Board.nsf/files/CV7KGP51B786/$file/B-3.6.30%20PIP-4%20School%20Health%20Advisory%20Board.pdf)

2. [https://go.boarddocs.com/vsba/arlington/Board.nsf/files/CJRPY365D63E/\\$file/B-3.6.30%20PIP-2%20ACTL%20Subcommittees.pdf](https://go.boarddocs.com/vsba/arlington/Board.nsf/files/CJRPY365D63E/$file/B-3.6.30%20PIP-2%20ACTL%20Subcommittees.pdf)



Parents	Students	Community Reps	Staff	Subject Matter Experts
<p>Min 8 - Max 14</p> <p>Include mix of:</p> <ul style="list-style-type: none"> - school levels - neighborhood & option schools - geographic diversity 	<p>Min 2 - Max 14</p> <p>Include mix of:</p> <ul style="list-style-type: none"> - neighborhood & option schools - geographic diversity -1 per comprehensive High School & Secondary program (8) -1 per Middle School (6) 	<p>Min 0 - Max 4</p> <p>Must be Arlington residents</p> <p>In particular, recruit:</p> <ul style="list-style-type: none"> - Recent APS alums - Civil rights orgs, nonprofits, health groups 	<p>Min 5 - Max 8</p> <p>School-Based: 4-6</p> <p>Central Office (specialists or non-supervisory): 1- 2</p> <p>Include a mix of counselors, classroom teachers, assistants, student activities staff (coaches, arts directors), social workers & school psychologists</p> <p>Mostly staff who are either school-based or who are central-based in positions that spend 75%+ of their time in schools</p>	<p>Min 0 - Max 6</p> <p>Individuals with professional expertise, especially</p> <ul style="list-style-type: none"> - Former teaches, staff, admin - Mental health and medical professionals - Professionals from mental health nonprofits

Budget Rep (1) - Budget rep is included in the above numbers; can be a parent, community member or subject matter expert

Title I reps (2) - At least one parent seat and one staff seat are designated for reps from a Title I school

Current Policy/PIP

None

Initial Proposal

- + Review, recommend, and inform – related to the Student Centered Workforce priority
- + Assist SB in gathering feedback from community
- + Consider budget impacts on all actions

Revised Proposal

Final Recommendation

Areas covered by Collective Bargaining are not within the purview of this Council

Rationale for Initial Proposal

- Align with 2024 - 2030 Strategic Plan
- Expand scope of work
- Elevate the importance of budget impacts

Current Structure

none

Initial Proposal

- + 22-46 members
- + Appointed by SB
- + Detailed guidance on membership composition and balance

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Create a membership that primarily represents and serves the needs of all staff groups within APS

Parents	Students	Community Reps	Staff	Subject Matter Experts
<p>Min 6 - Max 10</p> <p>Include mix of:</p> <ul style="list-style-type: none">- school levels- neighborhood & option schools- geographic diversity	<p>Min 0 - Max 4</p> <p>Include mix of:</p> <ul style="list-style-type: none">- neighborhood & option schools- geographic diversity	<p>Min 0 - Max 3</p> <p>Must be Arlington residents</p>	<p>Min 14 - Max 26</p> <ul style="list-style-type: none">• A-Scale: 1-2• C-Scale: 1-2• D-Scale: 1-2• E-Scale: 1-2• G-Scale: 1-2• M-Scale: 1-2• N-Scale: 1-2• O-Scale: 1-2• P-Scale: 2-3• T-Scale: 3-5• X-Scale: 1-2 <p>T-Scale to include a mix of teachers, counselors, specialists</p>	<p>Min 0 - Max 3</p> <p>Individuals with professional expertise, especially</p> <ul style="list-style-type: none">- Former teaches, staff, admin- HR professionals

Budget Rep (1) - Budget rep is included in the above numbers; can be a parent, community member or subject matter expert

Title I reps (2) - At least one parent seat and one staff seat are designated for reps from a Title I school

Current Policy/PIP

- Review, recommend, and inform on APS' facilities and capital programs, including the CIP process
- Work with Building Level Planning Committees (BLPCs)

Initial Proposal

SIMILAR: Review, recommend, and inform on facilities & capital programs
+ Review, recommend, and inform on all elements of Operational Excellence priority
+ Assist SB in gathering feedback from community
+ Consider budget impacts on all actions

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Align with 2024 - 2030 Strategic Plan
- Expand scope of work
- Elevate the importance of budget impacts

Current Policy/ PIP (Facilities Advisory Committee)¹

- 9-15 members
- Appointed by SB at the recommendation of superintendent

Initial Proposal

- + 13-31 members
- + Appointed by SB
- + Detailed guidance on membership composition and balance

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Expand membership to ensure broader representation and involvement across all interested parties

Parents	Students	Community Reps	Staff	Subject Matter Experts
<p>Min 6 - Max 11</p> <p>Include mix of:</p> <ul style="list-style-type: none"> - school levels - neighborhood & option schools - geographic diversity <p><i>Aim for a least a third of seats to be filled with parents from Title I schools</i></p>	<p>Min 0 - Max 4</p> <p>Include mix of:</p> <ul style="list-style-type: none"> - neighborhood & option schools - geographic diversity 	<p>Min 0 - Max 4</p> <p>Must be Arlington residents</p>	<p>Min 3 - Max 9</p> <p>Facilities & Operations: 1-2</p> <p>Information Services: 1-2</p> <p>School-based: 1-3</p> <p>Central Office (non-supervisory): 0-2</p> <p>*Include mix of: T-Scale, school administrators and staff across scales. Note that bus drivers are considered school-based.</p> <p>*No less than a 2:1 ratio of Parents/Community/Subject Matter Experts: Staff</p>	<p>Min 0 - Max 3</p> <p>Individuals with professional expertise, especially</p> <ul style="list-style-type: none"> - Former teaches, staff, admin - IT professionals - Facility management professionals - Construction specialists

Budget Rep (1) - Budget rep is included in the above numbers; can be a parent, community member or subject matter expert

Title I reps (2) - At least one parent seat and one staff seat are designated for reps from a Title I school

Current Policy/PIP

Current policy/PIPs indicate that staff liaisons participate in recruitment but do not specify who has primary responsibility or what the requirements or best practices for recruitment are

Initial Proposal

School Board has primary responsibility. Staff liaisons and council officers assist.

- + Expand recruitment channels and use clearer language
- + Actively recruit from communities that are often under-represented
- + Board Chair and council chairs review application annually
- + [See goals for membership diversity for each council - slides #63-67]

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Clarify responsibility for recruitment
- Expand and improve recruitment practices

Current Policy/PIP

- Members must follow APS policy/PIP
- The free exchange of ideas is encouraged.
- Members should attend all meetings. (May be removed for missing >50% of meetings)

Initial Proposal

SAME: Follow APS policy/PIP

SAME: The free exchange of ideas is encouraged

+ Individual experience is valued

+ Members build knowledge of APS, of research & data, and of diverse perspectives

+ Make recommendations based on the needs and context of the district

CHANGE: May be removed for missing 3 consecutive meetings or 40% of meetings

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Value members' contributions AND reduce silos
- Attendance: (a) Essential for members to build the knowledge to make well-informed contributions; (b) Necessary to maintain the intentional balance of members; (c) Quorum required to conduct votes

Current Structure

Member

Term - 2 years

Limit - 6 cumulative years

Chair & vice chair

Term - 1 year

Limit - 1 year

Secretary

no limit

Initial Proposal

+ Members may serve on only one council at a time

Member

+ Term - 1 year

+ Limit - 8 cumulative years

Chair & vice chair

+ Term - 1 year

+ Limit - 3 cumulative years

Secretary

no limit

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Reducing commitment to 1-year terms eliminates a barrier to volunteering
 - *Additionally, to reduce the application burden, we propose that members can auto-renew after year 1 without reapplying. Members would only need to re-apply at the end of years 2, 4, and 6.*
- Longer term limits allow the council to benefit from members' and officers' institutional knowledge

Current Policy/PIP

Current policy/PIPs do not specify a mechanism for members to express interest in being an officer or a timeline for selection.

Initial Proposal

- + Annually by April 1, announce an all call for those interested in serving as officers
- + As needed, the Board liaison proactively recruits candidates for officer positions
- + Council votes for leadership by May 1
- + School Board appoints officers by May 31

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Ensure every member has the opportunity to put themselves forward to serve as an officer
- Move the timeline for establishing new officers earlier so planning for the following year can begin

Current Structure

Current policy/PIPs do not require a Board Liaison

Initial Proposal

One Board Liaison for each council

Key responsibilities

- + Collaborate with Chair, Staff Liaison, and Board to establish charges
- + Guide on alignment with Strategic Plan
- + With Board colleagues, holds primary responsibility for recruiting members
- + Collaborate with chair on planning activities & agendas

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Improve guidance to chairs with fulfilling the charge to council and Strategic Plan alignment
- Clarify primary responsibility for member recruitment
- Improve support for planning council meetings

Current Structure

Designated by PIP

Key responsibilities

- Primary conduit of information exchange between council and APS
- Participate in recruitment
- Invite staff to meetings as requested by chair
- Request non-public info (in accordance with research provision)

Initial Proposal

May change according to the charge(s)

SAME responsibilities + NEW

- + Keep chair informed of relevant APS processes, initiatives, etc
- + Meet with chair monthly to help plan meetings
- + Attend all meetings
- + Provide updates on APS priorities/activities at meetings as needed
- + Obtain language translations of essential documents*

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Refine who fills the staff liaison role so that it can adjust to be relevant to the specific charge(s)
- Improve communication to chairs of APS processes, initiatives, etc. that impact the work of the councils
- Clarify responsibilities related to planning and contributing to council meetings

Current Structure

- ACTL, BAC, and FAC shall each appoint liaisons to the other two councils
- Liaisons are non-voting members to each other
- Responsibilities are not specified

Initial Proposal

SIMILAR: Encouraged to appoint liaisons to each other. Non-voting members of each other
+ May use alternate models to fulfill the goals of these roles, such as co-liaisons or rotating liaisons

+ Responsibilities

- Attend all meetings
- Report back to home council

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Improve communication between advisory councils
- Build the district-wide knowledge of all advisory council members

Current Policy/PIP

- Staff liaison obtains meeting locations
- Other administrative requirements are enumerated (e.g., publishing meeting info online, making meeting materials available to the public) but are not assigned to anyone

Initial Proposal

- + Assigns administrative requirements to the administrative assistant of the staff liaison, or of another staff member as designated by the head of the relevant department

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Ensure councils are meeting the requirements for transparency and public access as required by Code of Virginia § 2.2-3707
- Designate who is responsible for required administrative tasks

Current Policy/PIP

not included in current
policies/PIPs

Initial Proposal

- + Delivered to all members, officers, and liaisons at least once per year.
- + Participation is required.
- + Format and delivery determined by agreement of the chair, staff liaison, and Board liaison.

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- All participants need to have a shared understanding of the purpose, policies & PIPs, responsibilities, roles, norms, and FOIA

Current Policy/PIP

- Planned activities provided to the School Board at the start of the school year
- Summary of activities and recommendations provided to the School Board at a designated time each year

Initial Proposal

- + Planned work on charge provided to the School Board by Oct 31 → Will be posted on APS website
- + Summary of activities and recommendations provided at times specified in the charge

*ASEAC and Student Health & Well-being may have additional deliverables to the VA Dept of Health and VDOE

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- October 31 is a more reasonable timeframe for councils to determine activities and discuss with staff and Board liaisons
- Posting on the website supports transparency and promotes engagement
- Summary and recommendation timing should tie to the specific charge

Current Policy/PIP

- Between first and last days of school year
- Robert's Rules of Order
- Open to the public
- Vote only with quorum
- Comply with VA Code regarding electronic meetings & participation

Initial Proposal

SIMILAR as current

- + May be held during summer if needed
- + Opportunity for public comment with clear parameters will be provided at each meeting

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- Provide flexibility to meet during summer
- Add public comment opportunity at each meeting to increase the avenues for community members to engage and to broaden council members' awareness of community perspectives

Current Policy/PIP

- May do independent research; should not duplicate staff work
- Council requests for add'l data are at the discretion of staff and Board liaison
- Requests for original research should be made through the council recommendation process

Initial Proposal

Same as current

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- No changes needed

Current Structure

APS comms channels

- Route through the staff liaison

Non-APS comms channels (media, public, other orgs)

- Discuss with staff & Board liaison
- Indicate that views expressed are own, unless authorized by council

Initial Proposal

Same as current

Revised Proposal

Final Recommendation

Rationale for Initial Proposal

- No changes needed

Current Policy/PIP

- All communications are subject to FOIA
- Chair and staff liaison ensure all members understand FOIA

Initial Proposal

SAME as current
+ Training on FOIA at the first meeting of the school year
+ Members required to comply with FOIA

Revised Proposal

Final recommendation

Rationale for Initial Proposal

- Ensure understanding of FOIA from the outset
- Be explicit about the responsibility of members related to FOIA