

School and Community Relations Action Plan - 2025-26 to 2027-28
Asst. Supt. Catherine Ashby

Goal #1	Increase and strengthen family engagement, with focus on limited-English speaking families		
Strategic Plan Goal Area	Partnerships		
Strategic Plan Performance Objectives	PO-P-2-By 2030, equitable family engagement will improve as measured by; % families who respond to APS countywide surveys; response demographics mirroring the demographics of the APS student population; 90% of parents responding favorably to family engagement		
Baseline Data	2025 YVM Rating YVM Survey on Family Engagement: 88% favorable rating by families Participation ALL - 5,436 Demographics of Respondents (Based on Parents Self-Report of Ethnicity) Asian- 575 respondents - 11% of all respondents (9% of APS pop.) Black- 427 respondents- 8% of all respondents (11% of APS pop.) Hispanic - 1,449 respondents- 27% of all respondents (31% of APS pop.) Other - 317 respondents - 6% of all respondents (8% of APS pop.) White - 3,006 respondents - 55% of all respondents (42% of APS pop.) English Learners - 732 respondents - 13% of all respondents (27% of APS pop.) Students with Disabilities - 836 respondents - 15% of all respondents (15% of APS pop.)	Identify if goal is required based on state or federal requirements, or other guidelines	
3-Year Performance Goal			

By June 2028, achieve the following tiered goal:

- at least 91% of families will respond favorably on student and family engagement in the YVM survey
- at least 70% of families will engage in a threaded discussion (two-way) communication on ParentSquare with their child's school/teachers
- Family participation rates on the 2025 YVM as follows: Asian-9%, Black-10%, Hispanic-28%, Other-8%, White-43%, EL-25%, SWD-15%

Annual Performance Goals	
Annual Performance Goal Year 1 (2025-26)	By June 2026, achieve the following tiered goal: -at least 89% of families will respond favorably on student and family engagement in the YVM survey -at least 60% of families will engage in a threaded discussion (two-way) communication on ParentSquare with their child's school/teachers -Family participation rates on the 2026 YVM as follows: Asian-8%, Black-9%, Hispanic-27%, Other-8%, White-47%, EL-23%, SWD-14%
Annual Performance Goal Year 2 (2026-27)	By June 2027, achieve the following tiered goal: -at least 90% of families will respond favorably on student and family engagement in the YVM survey -at least 65% of families will engage in a threaded discussion (two-way) communication on ParentSquare with their child's school/teachers -Family participation rates on the 2027 YVM as follows: Asian-9%, Black-10%, Hispanic-27%, Other-8%, White-45%, EL-24%, SWD-15%

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Annual Performance Goal Year 3 (2027-28)	By June 2028, achieve the following tiered goal: -at least 91% of families will respond favorably on student and family engagement in the YVM survey -at least 70% of families will engage in a threaded discussion (two-way) communication on ParentSquare with their child's school/teachers -Family participation rates on the 2028YVM as follows: Asian-9%, Black-10%, Hispanic-28%, Other-8%, White-43%, EL-25%, SWD-15%		
Strategic Plan Strategies			
Strategic Plan Strategies- PRIMARY	S-P-2.2-Develop and implement family engagement structures and resources systemically to schools ensure family engagement is effective and accessible to all families.		
Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -	S-P-2.1-Collaborate with and consistently gather feedback from families on family and community engagement and opportunities for improvement.		
Action Steps			
Action Steps	Timeline	Responsible & Accountable	Monitoring for Implementation
Action 1- By June 2026, 100% of Bilingual Family Specialists (BFS) will develop, submit, and implement their Year 2 Individual Action Plans. Progress will be sustained through monthly professional learning, targeted coaching, and the creation and sharing of high-quality resources. Implementation will be monitored to ensure alignment with APS family engagement priorities and data-driven needs. Supports Provided: Administrative guidance and ongoing consultation Attendance at meetings as requested HR support (requests, onboarding, documentation) Ongoing professional learning (monthly sessions and on-demand support) Event and activity support at schools (as needed)	By July 2026	SCR Staff and FACE	Asst. Supt for SCR will receive updates from direct reports during 1:1 and team meetings
By June 2026, support 15 FACE Teams through onboarding, monthly one-on-one meetings, quarterly team trainings, and by leading at least one initiative per team, ensuring implementation of the Dual Capacity-Building Framework and high-impact family engagement strategies that align with each school's action plan.	June 2026	FACE	
Action 3 By June 2026, proactively engage all 18 APS schools that have identified FACE as a school improvement goal through outreach and relationship-building with school leadership and staff. For the five schools with FACE Action Teams, support will focus on strengthening existing team initiatives. For the remaining schools, engagement will be supported through collaboration with their Bilingual Family Specialists, including workshops support, one-on-one guidance, and targeted planning support.	June 2026	FACE & SCR	
Action 4 -By June 2026, APS will expand Division-Wide Professional Learning on Communication Strategies to Build Trusting Relationships by delivering the session to additional schools beyond the current baseline and developing part 2, a follow-up session: in-person interaction with diverse families.	Ongoing	FACE & Schools	
Action 5 - By June 2026, collaborate with DHS and Edu-Futuro to coordinate and deliver at least 8 high-quality family workshops across APS. Each workshop will be evaluated through participant feedback surveys, with a target of 85% of families reporting increased knowledge of topic and confidence in navigating APS systems.	Ongoing	SCR,FACE	
Action 6: By May 2026, establish a diverse FACE Committee, including administrators, staff, families, and community partners, to review and provide input on desired school outcomes, protocols, and rubrics for family engagement.	May 2026	Key Stakeholders: Principals, parent,community, member, department rep.	

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Action 7: Ensure families receive timely and relevant information by managing and updating communication channels such as the Boletín del Viernes (*Focus on Spanish-speaking families) and the FACE website (all families). This includes collecting, organizing, and sharing updates from APS offices and schools in accessible formats.		May 2026	FACE & SCR	
Action 8 - By June 2026, strengthen APS family and community engagement by actively participating in community advisory groups such as ASHPA and the Superintendent's Advisory Committee on Immigrant and Refugee Student Concerns. Through this participation, share APS FACE initiatives, listen to community needs, and bring back actionable feedback to inform and improve policies, practices, and supports for families.		Ongoing	FACE & SCR in partnership with ASHPA & SACIRSC	
Progress Monitoring				
Strategic Plan - Measures - To determine if goal was achieved	LGI-P-2.1-YVM Family - Partnerships: Family Engagement	Strategic Plan Key Performance Indicators	KPI-P-2.2-% families responding favorably to YVM category Partnerships: Family Engagement	
	LGI-P-2.2-% of families engaging in threaded discussions with teachers and reacting to posts on Parent Square		KPI-P-2.3-% of families engaging in threaded discussions with teachers and reacting to posts on Parent Square	
Evidence of Progress toward Annual Goal (MOY)		Results of Progress toward Annual Goal (EOY)		
Monthly SCR, FACE and BFS check-in meetings to review and evaluate progress leading to data review MOY and EOY.		YVM		
Quarterly reviews of progress data, utilization rates (web, ParentSquare data) participation rates and feedback through various formats from community members and advisory committees.		Other indicators include: Data review and reporting. End of Year evaluations of individual workplans. Monthly SCR and FACE check in meetings to review and evaluate progress leading to data review MOY and EOY.		

Goal #2	Strengthen collaboration with volunteers and partners to ensure that students and families have access to a comprehensive range of services.		
Strategic Plan Goal Area	Partnerships		
Strategic Plan Performance Objectives	PO-P-3-By 2030, APS will develop and implement a comprehensive structure and process for defining community partnerships, setting expectations, monitoring performance, and ensuring alignment with the strategic plan		
Baseline Data	July 2023: 12,000 Volunteers in Database June 2024: 175 Partners Logged by 40 Schools Additional baseline data that aligns with objective will be collected in 2024-25	Identify if goal is required based on state or federal requirements, or other guidelines	No
3 Year Performance Goal			
By 2028, 50% of APS partners that receive a quality rating (3.5 or higher on district assessment) in service of strategic plan strategies and outcomes.			
Annual Performance Goals			
Annual Performance Goal Year 1 (2025-26)	By 2026, at least 30% of APS partners that receive a quality rating (3.5 or higher on district assessment) in service of strategic plan strategies and performance objectives		

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Annual Performance Goal Year 2 (2026-27)	By 2027, at least 40% of APS partners that receive a quality rating (3.5 or higher on district assessment) in service of strategic plan strategies and performance objectives		
Annual Performance Goal Year 3 (2027-28)	By 2028, at least 50% of APS partners that receive a quality rating (3.5 or higher on district assessment) in service of strategic plan strategies and performance objectives		
Strategic Plan Strategies			
Strategic Plan Strategies- PRIMARY	S-P-3.1-Build a comprehensive structure and process for defining community partnerships, setting expectations, monitoring performance, and ensuring alignment with the strategic plan.		
Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -	S-P-3.4-Establish consistent means to solicit feedback and strengthen collaboration with Arlington County and community partners to consistently support partnerships, including assessing partners' ability to provide resources, implement family/student support strategies, and provide student workplace experiences for APS.		
Action Steps	Timeline	Responsible & Accountable	Monitoring for Implementation
Action 1 - By October 2025, APS will Launch Readers Rise, an initiative designed to foster a love of reading, strengthen literacy skills, and build lasting mentorship connections for students. SCR and Academics will monitor and evaluate the program to make sure that our goals are being met.	Ongoing	SCR and Academics	Asst. Supt for SCR will receive updates from direct reports during 1:1 and team meetings
Action 2 - Create a Partnership with True Ground Housing Partners to support students at Abingdon Elementary School using True Ground's existing programming.	Ongoing	SCR, True Ground Housing and Abingdon	
Action 3 - Launch new, more robust Volunteer and Partnership directory that is a matching system and database that aligns volunteer skills with school needs.	November 2025	SCR	
Action 4 - Launch a new donations hub to streamline the process for supplies and monetary donations.	April 2026	SCR and Finance	
Action 5 - Actively promote opportunities and success through APS and County channels.	Annually	SCR	
Action 6 - By October 2025, create and launch an Adopt-a-School Program for community organizations and businesses to support schools by partnering for a minimum of one school year. This program is designed to foster school-partner relationships that are uniquely tailored to support the shared priorities of both the school and the partner.	Ongoing	SCR	
Action 7 - Conduct targeted outreach to partners to launch assessment tool and gather feedback.	Ongoing	SCR	
Action 8 - By November 2025, finalize annual outreach plan, recruitment strategy, and volunteer/partner recognition campaign	Ongoing	SCR/Academics	
Action 9 - By November 2025, finalize assessment tool and rubric for partnership evaluation.	Ongoing	SCR/Academics/Assessments	
Progress Monitoring			
Strategic Plan - Measures - To determine if goal was achieved	LGI-P-3.1-% strategic partnerships providing services aligned to APS Strategic Plan	Strategic Plan Key Performance Indicators	KPI-P-3.1-% of APS partners that are aligned to and in service of strategic plan strategies and outcomes.
	LGI-P-3.2-% APS community partners that report the partnership process is clear and user friendly		KPI-P-3.2-% APS community partners that report the partnership process is clear and user friendly
Evidence of Progress toward Annual Goal (MOY)		Results of Progress toward Annual Goal (EOY)	
SB Monitoring Report. Monthly SCR and FACE check in meetings to review and evaluate progress leading to data review MOY and EOY.		Data review and reporting. End of Year evaluations of individual workplans. Monthly SCR and FACE check in meetings to review and evaluate progress leading to data review MOY and EOY.	

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Goal #3	Advance the goal of students serving as engaged partners in their education.		
Strategic Plan Goal Area	Partnerships		
Strategic Plan Performance Objectives	PO-P-1-By 2030, at least 85% of students will report they are actively engaged as partners and collaborators in their educational experience		
Baseline Data	*No baseline data currently. Data will be collected during 2025-26	Identify if goal is required based on state or federal requirements, or other guidelines	No
3 Year Performance Goal			

By 2028, at least 80% of students will report that student produced video series helped inform about opportunities available to APS students

Annual Performance Goals				
Annual Performance Goal Year 1 (2025-26)	By 2026, at least 60% of students will report that student produced video series helped inform about opportunities available to APS students			
Annual Performance Goal Year 2 (2026-27)	By 2027, at least 70% of students will report that student produced video series helped inform about opportunities available to APS students			
Annual Performance Goal Year 3 (2027-28)	By 2028, at least 80% of students will report that student produced video series helped inform about opportunities available to APS students			
Strategic Plan Strategies				
Strategic Plan Strategies- PRIMARY	S-P-1.1-Define, develop and implement equitable school and classroom processes to ensure students are included in decision making to improve learning outcomes and build trust and transparency.			
Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -	S-P-1.3-Systematically introduce and familiarize students new to the country to US and APS public education culture, expectations, processes, and opportunities.			
Action Steps				
Action Steps		Timeline	Responsible & Accountable	Monitoring for Implementation
Action 1 Create a working group with academics focused on student partnership and equitable classroom processes		Annually every July	SCR and Academics	Monitoring Reports and Annual Check in with Superintendent
Action 2 Create long term plan for implementing strategies and actions to empower and partner with students and provide specific milestones for student choice and engagement		By July 2025	SCR	Monitoring Reports, Principal Engagement and Feedback, and Annual Check in with Superintendent
Action 4 Utilize student voice and skills in the telling of the APS Story.		Ongoing	SCR, AETV	Quarterly Meetings with Advisory Groups
Progress Monitoring				
Strategic Plan - Measures - To determine if goal was achieved	LGI-P-1.1-YVM Student: Partnerships: School & Community*	Strategic Plan Key Performance Indicators	KPI-P-1.1-% of students responding favorably to YVM category Student Partnerships: School & Community*	
Evidence of Progress toward Annual Goal (MOY)		Results of Progress toward Annual Goal (EOY)		

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Monthly SCR check in meetings to review and evaluate progress leading to data review MOY and EOY.

Student Survey

Goal #4	Improve Workplace Climate		
Strategic Plan Goal Area	Student Centered Workforce		
Strategic Plan Performance Objectives	PO-SCW-2-By 2030, at least 75% of APS staff will report a positive workplace climate and staff engagement		
Baseline Data	Spring 2025 YVM - % Favorable Reponse Workplace Climate -I feel recognized for doing good work during the current school year - 65% -I feel the following division-wide programs support positive recognition of staff *APS All-Stars - 77% *Employee of the Year - 76% *School Board Recognitions - 72% *Service Awards-74%	Identify if goal is required based on state or federal requirements, or other guidelines	
3 Year Performance Goal			
By 2028, the % of APS staff who favorably to "I feel the following division-wide programs support positive recognition of staff" will increase to the following on the 2026 Your Voice Matters: *APS All-Stars - 83% *Employee of the Year - 82% *School Board Recognitions - 78% *Service Awards-80%			
Annual Performance Goals			
Annual Performance Goal Year 1 (2025-26)	By 2026, the % of APS staff who favorably to "I feel the following division-wide programs support positive recognition of staff" will increase to the following on the 2026 Your Voice Matters: *APS All-Stars - 79% *Employee of the Year - 78% *School Board Recognitions - 74% *Service Awards-76%		
Annual Performance Goal Year 2 (2026-27)	By 2027, the % of APS staff who favorably to "I feel the following division-wide programs support positive recognition of staff" will increase to the following on the 2026 Your Voice Matters: *APS All-Stars - 81% *Employee of the Year - 80% *School Board Recognitions - 76% *Service Awards-78%		

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Annual Performance Goal Year 3 (2027-28)	By 2028, the % of APS staff who favorably to "I feel the following division-wide programs support positive recognition of staff" will increase to the following on the 2026 Your Voice Matters: *APS All-Stars - 83% *Employee of the Year - 82% *School Board Recognitions - 78% *Service Awards-80%		
Strategic Plan Strategies			
Strategic Plan Strategies- PRIMARY	S-SCW-2.3-Develop and implement reward and recognition processes for all employees aligned to APS strategic priorities and performance objectives.		
Strategic Plan Strategies- ADDITIONAL (OPTIONAL) -	S-SCW-4.2-Create and maintain a culture of trust and relationships (staff, families, and administration) where concerns are reported (students, staff, families, and administration) and addressed.		
Action Steps			
Action Steps	Timeline	Responsible & Accountable	Monitoring for Implementation
Action 1 - Actively engage veteran teachers of 10+ years so that they feel more recognized and valued for their work.	Ongoing	SCR	Asst. Supt for SCR will receive updates from direct reports during 1:1 and team meetings
Action 2 - Incorporate employee recognition through additional communication channels	Ongoing	SCR	
Action 3 - Actively engage secondary staff so that they feel more recognized and valued for their work.	Ongoing	SCR	
Action 4 - Provide training to School and Central Office leaders on how to effectively leverage APS communication tools to bolster and improve visibility of employee recognition	By December 2025	SCR	
Action 5 - By the end of the school year, assist in developing resources for HR to use in onboarding new employees.	Ongoing	SCR and HR	
Action 6 - Provide additional staff training as requested on the effective use of ParentSquare.	Ongoing	SCR	
Progress Monitoring			
Strategic Plan - Measures - To determine if goal was achieved	LGI-SCW-2.1-YVM Staff: Workplace Climate	Strategic Plan Key Performance Indicators	KPI-SCW-2.2-% staff responding favorably to YVM category Engaged Workforce: Workplace Climate
Evidence of Progress toward Annual Goal (MOY)		Results of Progress toward Annual Goal (EOY)	
Focus Group		2026 YVM	