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## Supporting Student Success and Collaboration

As the new Assistant Superintendent for Finance and Management Services, I have developed this entry plan based on my 24 years of experience as a school finance administrator, building on the strengths and previous successes of the Department of Finance & Management Services. A key element of my work will be to focus on continued collaboration with APS colleagues, County staff, and community members and ensuring the department continues to be an integral participant to meet the goals of the School Board's strategic plan to provide the best instructional experience for all of our students. This entry plan focuses on:

- Collaborating with APS Staff, Arlington County, and the Community
- Exploring Ways to Expand Our Food and Nutrition Services Program
- Continuing to Integrate the APS Curriculum in the Extended Day Program
- Providing Enhanced Service to All Our Customers

### **Collaborating with APS Staff, Arlington County, and the Community**

The Department of Finance and Management Services routinely collaborates with other APS staff, Arlington County staff, and members of the community to ensure students receive the support and resources they need to be successful. This entry plan focuses on strengthening current relationships and forming new relationships among these groups to build a greater understanding about and transparency in the department's work. The focus will center primarily on strengthening communications and collaboration throughout the budget development process and building on previous efforts to increase our engagement with all stakeholders and to foster a greater understanding of the budget.

### **Exploring Ways to Expand Our Food and Nutrition Services Program**

This entry plan focuses on exploring ways that APS can expand the Food and Nutrition Services program in support of Strategic Plan Goal Five, "Meet the Needs of the Whole Child." Research has shown that children who do not eat breakfast at home or at school are less able to learn. Hunger can lead to lower math scores, attention problems, and behavioral, emotional, and academic problems. Providing breakfast to all students would help ensure all students are ready to learn. These efforts will include exploring new ways to increase student participation in the school breakfast and lunch programs, with particular emphasis on ensuring students receiving free and reduced price lunch also have access to breakfast at school.

### **Continuing to Integrate the APS Curriculum in the Extended Day Program**

The Extended Day program has been very successful in incorporating an instructional focus in its before and after school programming. Over the last several years, Extended Day has developed and implemented a highly successful Reading Rodeo that supports APS's emphasis on early literacy. This entry plan supports building on these efforts to expand the instructional focus to include STEM activities in all extended day programs, supporting Strategic Plan Goal One, "Ensure that Every Student Is Challenged and Engaged," and Strategic Plan Goal Five, "Meet the Needs of the Whole Child."

## Detailed Entry Plan Objectives by Constituency Group

Constituencies	Entry Plan Objectives	July-August 2016	September- November 2016	December 2016- June 2017	Action Plan Activities
<b>APS Advisory Groups</b>	Collaborate with the Budget Advisory Council to ensure taxpayer resources are being used wisely, to educate the community about the budget development process, and to make recommendations on policies and practices related to the presentation and preparation of the operating budget.	Meet with Budget Advisory Council to determine areas of strength and areas in need of improvement.	Meet monthly with BAC. Determine the best way to address the areas in need of improvement.	Continue to meet with BAC.	Work with the BAC to develop a plan to address the areas in need of improvement.
<b>Community Leadership</b>	Establish strong ties with community leaders and community members to work together to support the school system in its goal of meeting the needs of the whole child.	Schedule meetings with community leaders.	Meet with community leaders to invite feedback on how we can improve our outreach and service to students, families, and the community at large.	Continue dialogue/ meetings with community leaders as needed.	Collaborate with community leaders to study ways in which to extend outreach and improve service.
<b>Superintendent and Executive Leadership Team (ELT)</b>	Develop strong, collaborative, and collegial working relationships that benefit each member of the ELT and the school division overall.	Attend ELT meetings and retreat to become more familiar with process and protocols and how the F&MS department relates to the rest of the ELT.	Participate in weekly ELT meetings and informal collaboration with ELT colleagues to determine how F&MS can contribute most effectively to the goals of the school division.	Develop a customer satisfaction survey to be deployed to internal stakeholders.	Use survey results to determine areas of improvement. Institute an improvement plan and accountability process.

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<b>Principals/ Administrators</b>	Cultivate collaborative working relationships with school administrators to effectively provide the supports necessary to meet the needs of the whole child.	Tour schools and meet with principals to obtain feedback on issues relevant to Finance and Management Services.	Continue to tour schools and meet with principals to obtain feedback on issues relevant to Finance and Management Services. Attend principal leadership meetings.	Continue to attend principal leadership meetings in order to maintain an open line of communication. Develop a customer satisfaction survey to be deployed to internal stakeholders.	Use survey results to determine areas of improvement. Institute an improvement plan and accountability process.
<b>Finance &amp; Management Services Staff</b>	Meet with Finance and Management Services staff to assess the strengths, challenges, and opportunities facing the department and how we can improve the efficiency and effectiveness of the department.	Meet with staff in F&MS to become more familiar with current organizational status and practices.	Schedule biweekly leadership meetings with directors and assistant directors.	Develop a customer satisfaction survey to be deployed to internal stakeholders.	Analyze survey results to determine areas of improvement. Institute an improvement plan and accountability process.
<b>Students</b>	Solicit feedback from student groups such as the Student Advisory Board to understand how Finance & Management Services can support students to meet their full potential.	Set up meetings with Student Advisory Board and student government leaders for first month of school.	Meet with Student Advisory Board and student government leaders.	Continue to meet with Student Advisory Board and student government leaders as needed.	Evaluate student feedback to determine areas in need of improvement. Report results and provide opportunities for input on decisions.

## Providing Enhanced Service to All Our Customers

The Department serves customers both within the school division (administrators and staff) and external clients (students, parents, community members, etc.). This entry plan supports efforts to enhance customer service in all areas of Finance and Management Services by providing professional development opportunities, devising and implementing a customer satisfaction survey, and reviewing the results of the survey to determine areas in need of improvement and to formulate an action plan to strengthen and improve customer service. In addition, I am committed to providing increased training opportunities for staff so they can develop their skills and become more knowledgeable.

Progress for each of the goals and objectives in this entry plan will be tracked and the results will be shared with members of the Executive Leadership Team, principals, the Budget Advisory Committee and other interested constituents.

As I assume my new position and responsibilities, I welcome suggestions and feedback from all stakeholders so we can assess our effectiveness. I look forward to being a visible and active participant in APS and to forming positive, collegial, and collaborative relationships that support our work to meet the needs of all our students.



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