



2018-19

APS ANNUAL REPORT

INCLUSION • EXCELLENCE • INNOVATION



Arlington
Public
Schools





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MESSAGE FROM THE SUPERINTENDENT AND CHAIR

We are proud to share the 2018-19 Arlington Public Schools (APS) Annual Report.


This year marked the first year executing the APS 2018-24 Strategic Plan, which provides a roadmap for our school division for the next six years. Preliminary results and performance data show promising gains for our students and progress toward our goals not only in academic achievement, but also in the equally important areas of mental health and social-emotional support and well-being.

Guided by the Strategic Plan, this year we took an interconnected approach to foster student success and well-being by deepening workforce engagement, strengthening operations, and developing strong connections among schools and the community. This year's Annual Report offers a snapshot of this work, including division-wide academic achievements, accolades and progress on strategic plan goals made during the 2018-19 school year.

APS teachers and employees are the heart of our efforts and we appreciate their daily commitment to turning our mission into action on behalf of APS students. We value the leadership and dedication of the Executive Leadership Team and the School Board, as well as the support that we receive year-round from families, partners, the Arlington community and Arlington County Board and staff.

Thank you for participating in our journey to provide a world-class education in a county that values inclusion, excellence and innovation to ensure every student finds their path to success. We look forward to building on the accomplishments outlined in this report to provide all students with the greatest public education possible.

Sincerely,



Patrick K Murphy, Ed.D.

Superintendent



Reid Goldstein

School Board Chair

MISSION, VISION AND CORE VALUES

MISSION

To ensure all students learn and thrive in safe, healthy, and supportive learning environments.

VISION

To be an inclusive community that empowers all students to foster their dreams, explore their possibilities, and create their futures.

EXCELLENCE

Ensure all students receive an exemplary education that is academically challenging and meets their social and emotional needs.

EQUITY

Eliminate opportunity gaps and achieve excellence by providing access to schools, resources, and learning opportunities according to each student's unique needs.

INCLUSIVITY

Strengthen our community by valuing people for who they are, nurturing our diversity, and embracing the contributions of all students, families, and staff.

INTEGRITY

Build trust by acting honestly, openly, ethically, and respectfully.

COLLABORATION

Foster partnerships with families, community, and staff to support the success of our students.

INNOVATION

Engage in forward thinking to identify bold ideas that enable us to be responsive to the expectations of our organization and community while cultivating creativity, critical thinking, and resourcefulness in our students.

STEWARDSHIP

Manage our resources to honor the community's investment in our schools; create safe, healthy, and environmentally sustainable learning environments; support civic and community engagement; and serve current and future generations.

ACADEMIC EXCELLENCE



1,636 GRADUATES

Class of 2019



APS Graduates Awarded

\$52 MILLION IN SCHOLARSHIPS



88%

Plan to Attend 2- or 4-Year College

96%

GRADUATION RATE

for students in three comprehensive high schools
for full APS high school career

69%

of APS
Graduates Earn
an Advanced
Studies Diploma



79.4%

Completed One
or More College-Level
Courses (AP/IB/dual
enrollment)



76%

take Algebra I
or Geometry
by 8th Grade

61%

of Students Eligible for Virginia
Seal of Biliteracy for dual
language fluency through
Immersion programs



Niche® 2019 Best Schools ranked APS

#1
SCHOOL
DISTRICT
IN
VIRGINIA



#86
IN U.S.



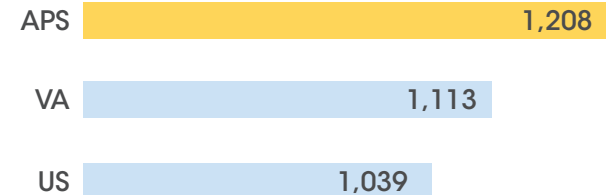
Challenge Index 2019 ranked APS
TOP 2% IN NATION

ACCOLADES

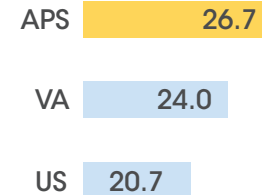


APS Students
**OUTPERFORM STATE AND NATION
ON SAT AND ACT**

SAT AVERAGE SCORES



ACT AVERAGE SCORES



Source: VDOE ACT and SAT News Releases and the
Department of Planning and Evaluation



**ALL SCHOOLS
FULLY ACCREDITED**
for the 4th Year in a Row



**27 APS
STUDENTS**

were invited to attend the Summer
Residential Governor's School for
Academics, Mentorship, Visual
and Performing Arts and World
Language Academies.

**200 NATIONAL
BOARD-CERTIFIED
TEACHERS**

(20 Earned National Board
Certification in 2019)



**APS NAMED ONE
OF BEST COMMUNITIES
FOR MUSIC EDUCATION**

by NAMM Foundation
(3rd consecutive year)



**Special
Olympics**

Kenmore named

**SPECIAL
OLYMPICS
UNIFIED
CHAMPION
BANNER
SCHOOL**

(one of five nationwide)

SCHOOL BOARD HIGHLIGHTS

To address the needs of our growing and changing school system, the Arlington School Board adopted and oversaw the implementation of the new 2018-24 Strategic Plan. The School Board is proud of the work that was accomplished this year to support success for all students and meet the long-term goals of the plan.

The Board held 65 public meetings that engaged the Arlington community in a variety of planning and decision-making processes, including joint meetings with the Arlington County Board, the development of the FY 2020 budget, and several work sessions addressing School Board priorities and educational topics.





SCHOOL BOARD HIGHLIGHTS

KEY ACCOMPLISHMENTS



Policy Updates: This year, the Board collaborated with the APS staff to review, amend, revise and/or adopt 39 policies. Policies covered a wide range of topics, from equity and inclusion to acceptable use of technology and options and transfers.

Staff Development: The Board approved 18 administrator appointments during the school year to fill key leadership positions. The Board continued to emphasize recruiting, hiring and nurturing diverse staff, as well as monitoring the allocation of resources to address growth.

Capital Initiatives: Progress continued at a fast pace to meet the long-term needs of our growing student population. The Board advanced multiple capital improvement projects, including renovation of the Education Center to add high school seats for 2021-22, reviewing the Career Center Working Group's recommendations for Arlington Career Center expansion, and planning for a new elementary school at the Reed site opening in Fall 2021.

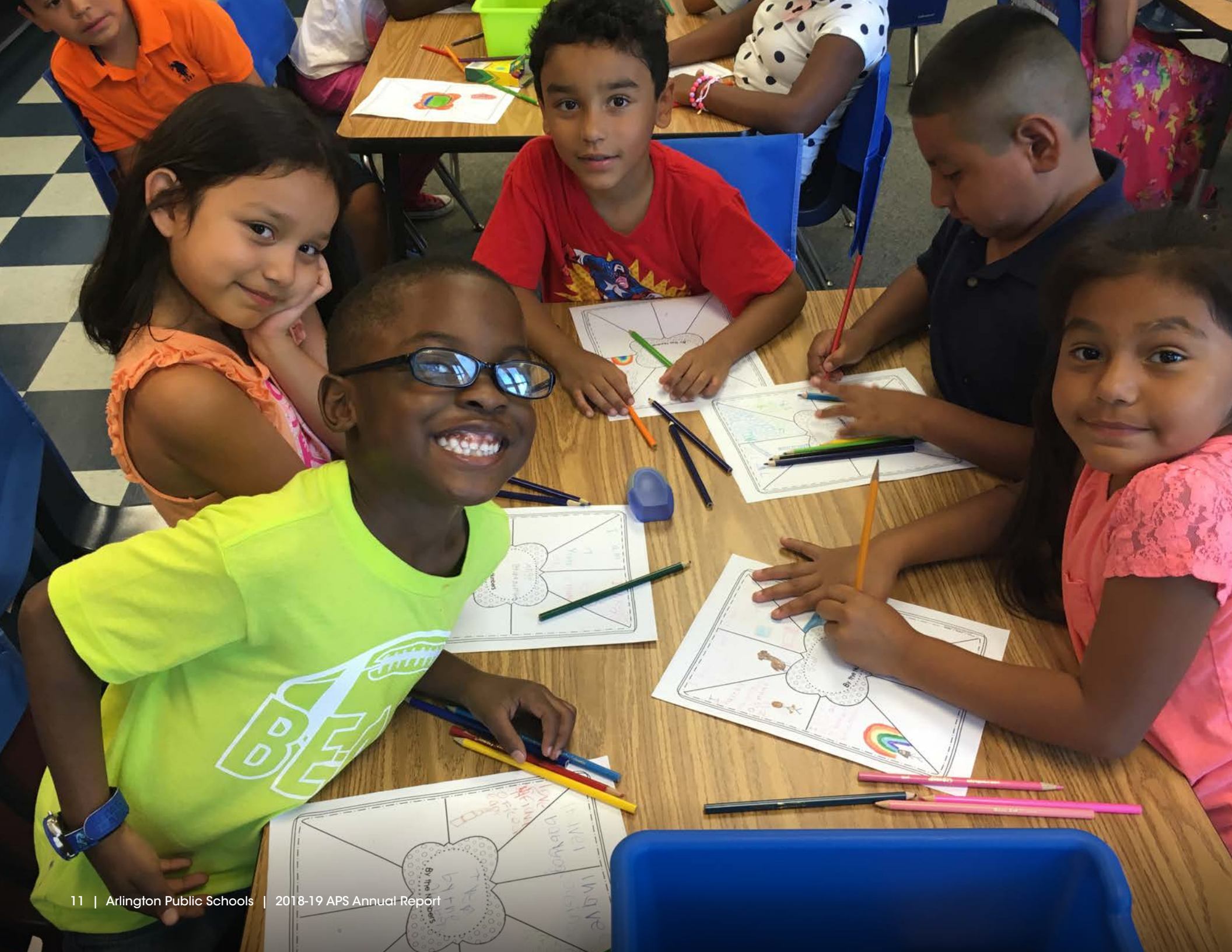
New Schools and Program Moves: The Board adopted new elementary school boundaries in preparation for the opening of new schools, and to balance enrollment across the division. Additionally, the Board approved new school names and oversaw the completion of five major construction and renovation projects for new schools and programs opening in Fall 2019.



Operational Planning: The School Board’s strong relationship with the County Board and staff allowed for thoughtful dialogue that resulted in the successful adoption of the \$669.5 million FY 2020 budget. In addition, the Board monitored progress on multiple key initiatives, including:

- 1:1 Digital Device Phase One Study, an external evaluation of APS’s transition from using shared devices to 1:1 devices including impact on instruction and student learning;
- PreK-12 Instructional Program Pathways, a planning initiative to define a unified, consistent vision to ensure multiple pathways for student success; and
- Safety and security plans to strengthen school safety through the implementation of a Visitor Management System and other important measures.

This has been a productive year, with a strong emphasis on delivering consistent, high-quality instructional programs and services for all Arlington students and families, while planning for and meeting the needs of our expanding student body. We are grateful for the ongoing support off the community and strong partnership with the County Board and staff.



2018-24 APS STRATEGIC PLAN

All APS departments and schools worked collaboratively throughout the 2018-19 school year to fulfill the APS mission, vision and core values. The following pages illustrate key accomplishments and progress toward the goals of the new 2018-24 APS Strategic Plan, which guided our work. Ultimately, the Strategic Plan goals enable APS to provide the necessary supports so all students are successful and able to achieve their post-secondary goals.

STRATEGIC PLAN GOALS

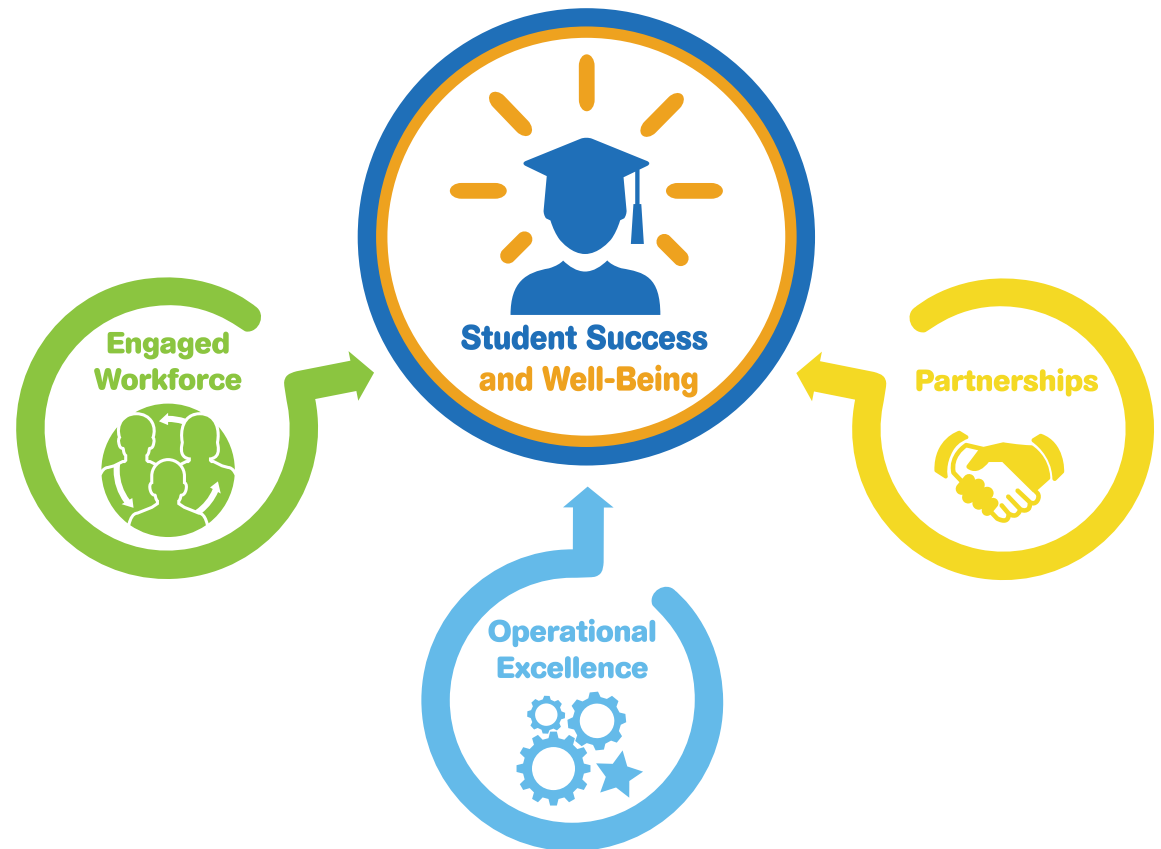
Student Success

Student Well-Being

Engaged Workforce

Operational Excellence

Strong, Mutually Supportive Partnerships



STUDENT SUCCESS: MULTIPLE PATHWAYS

Ensure that every student is challenged and engaged while providing multiple pathways for student success by broadening opportunities, building support systems and eliminating barriers. APS will eliminate opportunity gaps so all students achieve excellence.



HIGHLIGHTS:

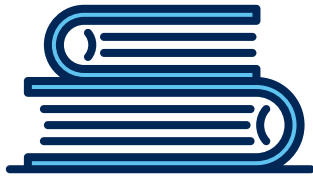
Delivering high-quality curriculum and instruction: A new *Teaching and Learning Framework* was developed to articulate learning experiences for students that includes embedding critical thinking, creative thinking, communication and collaboration in each of our classrooms, resulting in continued strengthening of APS instructional offerings that broaden opportunities for all students.

Improving access to high-quality PreK-12 options: In spring 2019, APS initiated a PreK-12 Instructional Program Pathways (IPP) review and community engagement process that will help guide future APS program offerings and give students additional choices and new instructional paths. Additionally, APS launched a new centralized options and transfers platform, resulting in a more efficient, equitable and transparent application process. This led to a 100 percent increase in families applying to all option programs, to more streamlined school lotteries, and to more accurate records for students entering early childhood programs.

College- and career-readiness: APS continues to focus on expanding internships, job shadowing and other work-based learning opportunities that prepare students for post-graduate opportunities. A centralized system was initiated for baseline data collection and tracking business partners who support educational learning opportunities for students, to provide a foundation for future growth in this area.

Accelerating Academic Growth for English Learners: ESOL/HILT provides a wide range of services for English Learners (ELs) to ensure they attain English proficiency and develop high levels of academic achievement. Academic data shows that as ELs in APS progress through the program and attain proficiency, their SOL results match or exceed non-English learner student performance.

QUALITY INSTRUCTION



9.3% INCREASE
in dual enrollment students
since 2009



Enrollment in
AP Science courses
INCREASED 10%



1,460 STUDENTS
have participated in the
credit-by-exam options for
World Languages since
2015-16

↑ 9% INCREASE

in Outdoor Lab student visits
and opportunities (6,500+
students participated in FY18
versus 7,500+ this year)



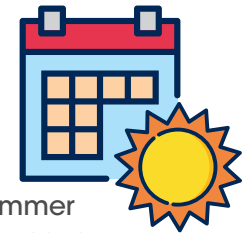
150+ SECONDARY STUDENTS

participated in work-based learning
programs (internships/job shadowing)



6,020 STUDENTS

participated in summer
school programs in 2018



EQUITY AND ACCESS



68% OF STUDENTS WITH DISABILITIES

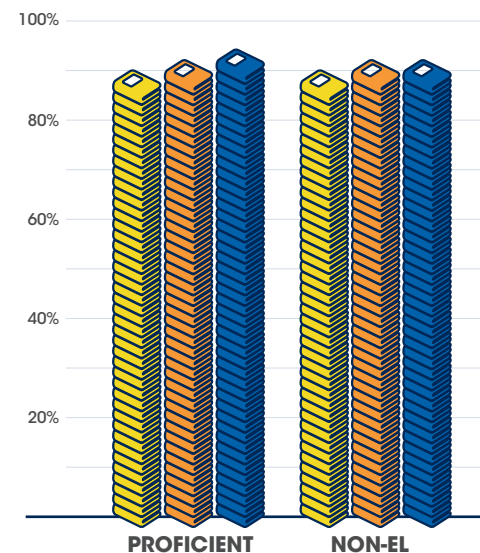
spend 80% or more of their school day
in inclusive general education settings
(increase from 58% in 2015)

138 EIGHTH THROUGH TWELFTH GRADE STUDENTS

currently in the George Mason Early
Identification Program for
First-Generation College Students



Early Identification
Program



94% OF ENGLISH LEARNERS

who attain proficiency
passed their Reading
SOLs (compared to
92% of APS non-English
learner students)

■ 2016 ■ 2017 ■ 2018

STUDENT WELL-BEING: HEALTHY, SAFE AND SUPPORTED STUDENTS

Create an environment that fosters the growth of the whole child. APS will nurture all students' intellectual, physical, mental, and social-emotional growth in healthy, safe, and supportive learning environments.



HIGHLIGHTS:

Expanding social-emotional supports: Developed a new PreK-12 *Social Emotional Learning Tools and Reference Guide* to support the growth of the whole child. This resulted in the implementation of a new Signs of Suicide program at all APS middle and high schools to teach students how to identify and respond to friends who may need support, as well as a strategic focus on decreasing substance abuse among 6th through 10th graders.

New parent resources and access to special education: A new *Standard Operating Procedures Manual* was created for the Arlington Tiered System of Support (ATSS), 504, and Special Education processes to streamline and strengthen existing practices.

Promoting student health and wellness: Food and Nutrition Services added new features to expand healthy options for students and incorporated more locally grown fresh produce, resulting in a continued increase in breakfast and lunch participation. New programs, including a new partnership with Healthy Schools to provide in-school flu shot clinics, were introduced to keep students healthy and learning.

Providing alternatives to suspension: Administrative Services increased funding for Proactive Measures-Alternatives to Suspension programs that incorporate social-emotional supports to reduce suspension rates and decrease the disproportionality of suspensions by race, ethnicity and students identified with a disability. As a result, APS suspensions continue to decrease, while the use of Alternatives to Suspension continues to increase.

KEEPING STUDENTS IN SCHOOL

15 SCHOOLS OFFERED ALTERNATIVES TO SUSPENSION PROGRAMS

(5 high schools, 2 middle schools,
and 8 elementary schools)



99% OF APS STUDENTS STAY IN SCHOOL

1% suspension rate is the lowest
in Northern Virginia

HEALTH & WELLNESS

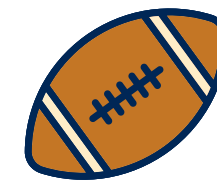


3,236 STUDENTS

from 36 schools received flu
shots through the new partnership
with Healthy Schools In-School
Flu Shot Program



Breakfast participation
for all students increased
**43% OVER THE LAST
FOUR YEARS**



4,036
High School
Sports
Participation



1,812
Middle School
Sports
Participation



73%

of Free and Reduced Meal eligible
students eat breakfast everyday



30%

of APS produce
is locally sourced



3,511
High School Music,
Arts and Extracurricular
Participation

ENGAGED WORKFORCE: INVESTING IN A DIVERSE WORKFORCE

Recruit, hire and invest in a high-quality and diverse workforce to ensure APS is a place where talented individuals choose to work.



HIGHLIGHTS:

Growing strong leaders: Providing professional growth and learning for teachers and staff interested in future leadership continues to be a focus for APS, building capacity through APS-sponsored professional learning initiatives, such as the Aspiring Leaders and Latino Leadership Initiative Cohorts. Support cohorts are also available for new principals and assistant principals to develop the necessary skills to lead schools and support students and staff.

Attracting and recruiting diverse candidates: APS is recruiting diverse candidates by attending recruitment fairs at Historically Black Colleges and Universities (HBCUs) and placing recruitment ads in diverse media outlets. In addition, hiring staff also receive recruitment training with a focus on how to eliminate bias from the interview process for all positions to increase staff diversity at APS.

Deepening employee engagement: An employee engagement framework was developed to address staff needs articulated in the new *Your Voice Matters* stakeholder survey. This new framework includes enhancements to key HR processes to better serve employees in five areas of work: 1) onboarding and offboarding; 2) development and growth; 3) retention; 4) culture; and 5) leadership.

HIGH QUALITY/ENGAGED STAFF

200+ TEACHERS

National Board Certified
(20 this year; 12 renewals)



98% OF TEACHERS

are classified as highly qualified
by Commonwealth of Virginia

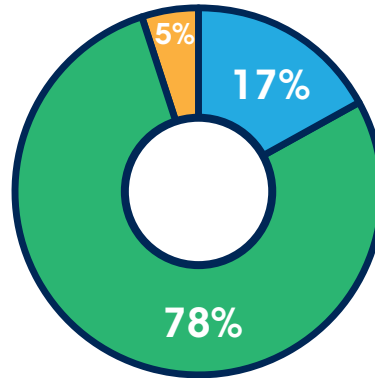


83%

of teachers have
earned a Master's
or Doctoral Degree

Teachers
with degree
breakdown

■ Bachelor's
■ Master's
■ Doctorate



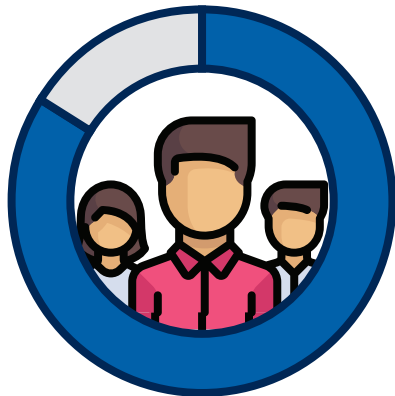
90.4% RETENTION RATE for 2018

APS started the school year with a



97% TEACHER FILL RATE

PROFESSIONAL LEARNING AND LEADERSHIP GROWTH

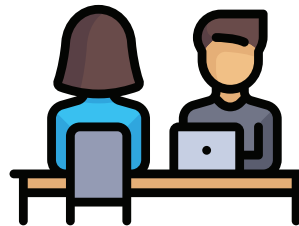


84%

of staff approves of quality
of professional learning
(*Your Voice Matters*)

**OVER
100 COURSES**

offered for teachers and
teacher assistants in a
variety of formats



125 STAFF

participated in five
Latino Leadership
Initiative Cohort
sessions



**300 STAFF
PARTICIPATED**
in 10 Aspiring Leaders
sessions



23 PARTICIPANTS
entering George Mason
University's Master's
degree program in
summer 2019

OPERATIONAL EXCELLENCE

Strengthen and improve system-wide operations to meet the needs of Arlington's growing and changing community.



HIGHLIGHTS:

Capital projects: Five major projects are underway to accommodate growing enrollment, including the construction of two new schools opening in Fall 2019: Fleet Elementary, and The Heights Building, which will house the H-B Woodlawn and Stratford Programs; the renovation of the Stratford Building for Dorothy Hamm Middle School; and renewal projects for the Montessori Public School of Arlington and Dr. Charles R. Drew Elementary School*.

School Safety: APS participates in the Emergency Management Accreditation Program (EMAP) to drive continuous improvement in all areas of safety and emergency preparedness, including the deployment of School Resource Officers (SROs), participation in emergency training and education, and collaboration with local, state and federal partners.

Conserving energy: APS completed a solar power purchase agreement to install rooftop solar panels on five schools: Kenmore, Jefferson, Tuckahoe, Fleet and Washington-Liberty*. By the end of 2019, solar panels will be installed at these schools and will save APS \$4 million in electricity costs over the contract term.

Improving transportation services: Transportation efficiencies are being explored to improve the level of service through the Bus Transportation Services Review, which included a community questionnaire to determine current inefficiencies and challenges families experience.

Enhancing cyber-security and technology: Technological improvements have been made to secure access to division data outside of APS with multi-factor authentication, and Office 365[®] has been expanded to provide a high-quality environment for staff and student collaboration.

*New names go into effect July 1, 2019.

GROWTH



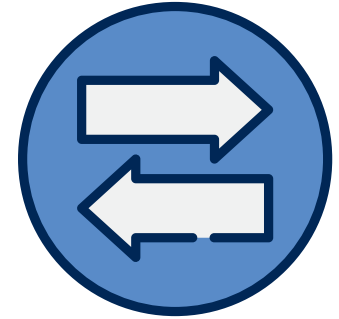
5 NEW OR RENOVATED SCHOOLS IN PROGRESS

340,000 square feet and 1,850 seats for students will be added through new construction and renovation projects

TECHNOLOGY IMPROVEMENTS

3,000 STAFF MEMBERS

have enrolled to use two-factor authentication, nearly 50% of full-time staff



SCHOOL SAFETY & SECURITY

7,170+ EMERGENCY EXERCISES

were conducted to practice procedures ranging from fire evacuation, earthquake sheltering, active threat lockdown, to tornado sheltering.

60+ EDUCATION AND TRAINING SESSIONS

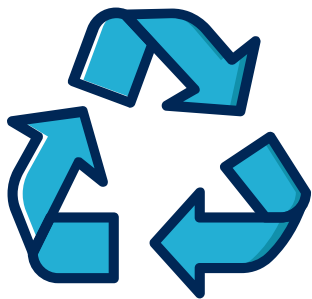
conducted on violence prevention, employee safety and student safety



350+ STAFF MEMBERS attended in-person safety training and over 7,000 staff members took online safety training

13 FULL-TIME SCHOOL RESOURCE OFFICERS AND 3 SUPERVISORS for a total of 16 officers supporting public schools. The ratio is one Officer to every 1,687.5 students

ENERGY EFFICIENCY & RESOURCE CONSERVATION



588 CO-LOCATED COLLECTION RECYCLING/TRASH collectors across the division

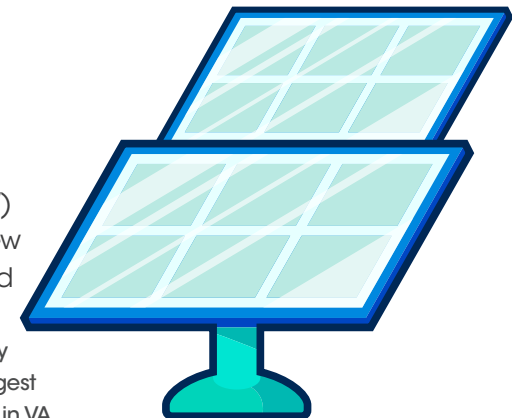


Reduced energy use intensity by **5.48% (FROM FY18)**
Reduced energy cost intensity (cost/sf) by **1.5% (SAVED \$129,000)**

5 SCHOOLS ADDING SOLAR PHOTOVOLTAIC (PV) PANELS

generating 2.5 Megawatts(MW) of solar electricity after all the new solar panels have been installed

Equivalent to the power consumed by 5 elementary schools or 400 homes. Largest school solar system of any school division in VA.



STRONG, MUTUALLY SUPPORTIVE PARTNERSHIPS

Develop and support strong connections among schools, families, and the community to broaden opportunities for student learning, development, and growth.



HIGHLIGHTS:

Recruiting new volunteers and partners: The recruitment and screening of new, actively engaged volunteers and partners that broaden opportunities for elementary and secondary students is a division-wide priority. These partnerships aid in enriching the learning experience of students and provide work-based learning experiences before they graduate.

Increasing community engagement: APS expanded and enhanced communications and community engagement activities in the 2018-19 school year to improve communication with all families. In addition, new services, tools, and communications platforms have been implemented to inform and engage a broader and more diverse group of families, which builds on our established communications foundations.

Navigating change and growth through Engage: The *Engage with APS!* webpage served as a central communications hub for gathering input and keeping the community informed about significant planning initiatives completed during the 2018-19 school year, including elementary school boundary changes, new policies, the naming of new schools and facilities, and continued growth initiatives. APS Planning & Evaluation posted and gathered input on 10 initiatives this year through face-to-face community meetings and online questionnaires.

Your Voice Matters: In fall 2018, APS shared the results of the first *Your Voice Matters* stakeholder satisfaction survey, launched in the spring 2018. The new bi-annual survey is conducted in partnership with the Arlington Partnership for Children, Youth, and Families (ACPYF) to gather insight on youth and family safety, health and well-being and to provide a benchmark for measuring progress on Strategic Plan goals. More than 12,000 students, staff and parents participated.

BUSINESS PARTNERSHIPS & VOLUNTEERS



3,100 VOLUNTEERS
and 400 partners recruited
and screened

18 STRATEGIC PARTNERS

signed agreements
in FY19



50 BUSINESS PARTNERSHIPS

provided 33 active internships
for students through the
Program for Employment
Preparedness (PEP)



61 STUDENTS

participated, with 22
businesses, in Arlington
Tech's Job Shadow Day

COMMUNITY ENGAGEMENT



207,000 VIEWS
of the *Engage with APS!* webpage;
8,600 average monthly views;
2,366 *Engage with APS!* emails
answered by staff



Biweekly community
engagement update
now reaches
1,000+ COMMUNITY MEMBERS

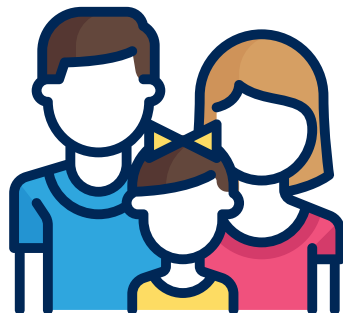
#APSEngage101

40% INCREASE
in in-person connections with non-English speaking
families through Engage 101 workshops

FAMILY ENGAGEMENT

40 STAFF MEMBERS

from 11 schools participated
in the revamped Family and
Community Engagement
(FACE) Seminar



5-EPIISODE TELENOVELA

produced to support
Spanish-speaking
families engaging
in special
education process
(premiering in 2019-20)



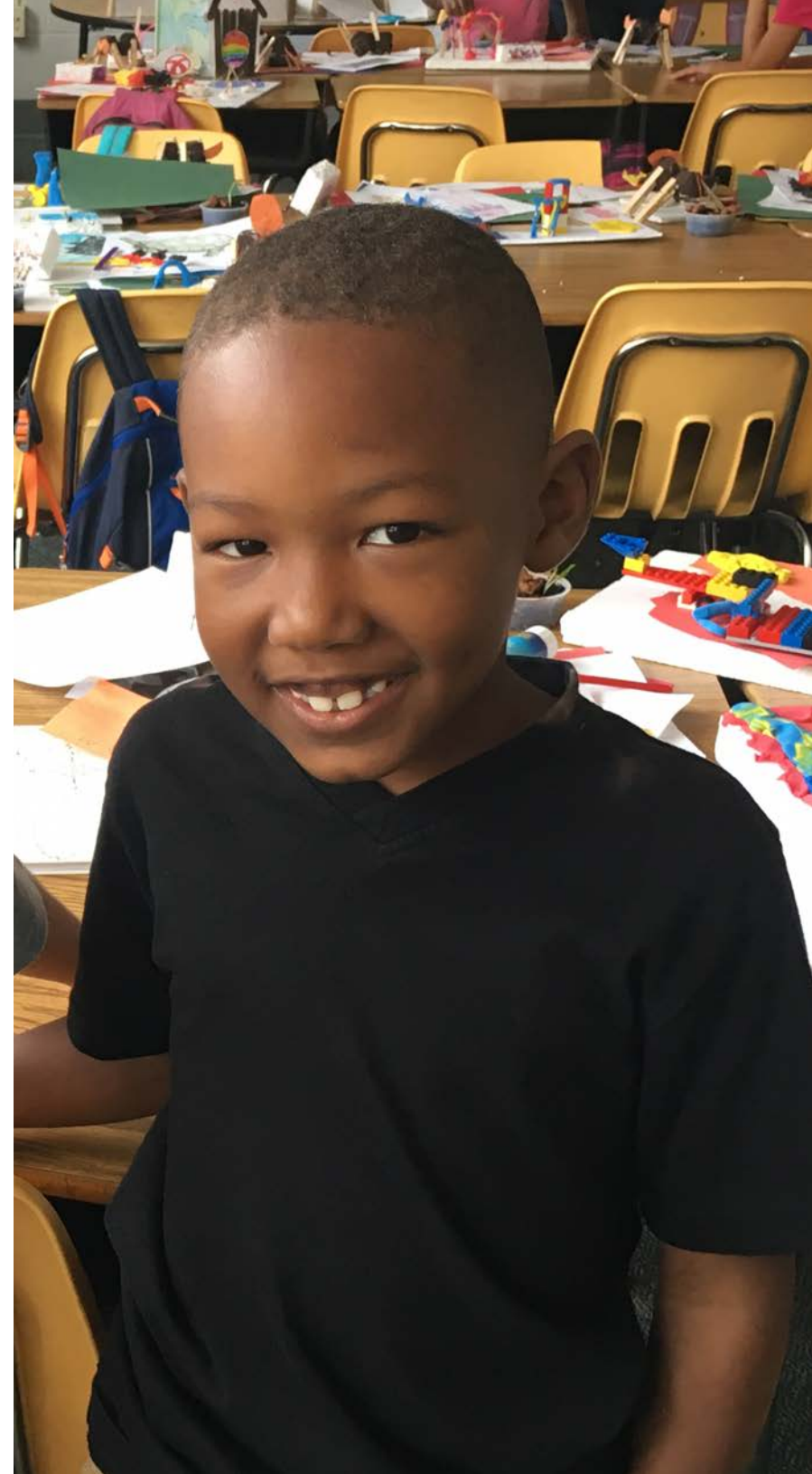
5,000 FAMILIES

engaged
in School
Information Nights
in person
or online

FY 2020 BUDGET

As in the past, the FY 2020 APS budget reflects what we value most: the needs of our students. Developing the FY 2020 budget began with a significant funding challenge – a \$42.8 million deficit. The budget was developed in close collaboration with administrators and principals to identify reductions while achieving the School Board’s budget direction. APS included over \$12 million in reductions and other cost savings measures in the budget and received significant support from the County to close the remainder of the \$20 million deficit.

The School Board adopted the \$669.5 million budget in May 2019, concluding an intensive process that included seven budget work sessions and two public hearings. The budget funds growing student enrollment, the opening of new schools and programs, a compensation step increase for eligible staff, and continuing growth initiatives begun in FY17 and FY18.



FY 2020 ADOPTED BUDGET SNAPSHOT

EXPENDITURES

FY 2019 Budget	\$640,131,422
FY 2020 Budget	\$669,554,706
Budget Difference	\$29,423,284
Percent Increase	↑ 4.6%

EXPENDITURE SUMMARY - CHANGES FROM FY 2019

Enrollment Growth	\$7,038,492
New Schools and Program Moves/Capital Improvements	\$10,611,789
Compensation	\$12,900,000
Investments to Support Growth	\$1,504,972
Continuing Growth Initiatives	\$4,053,944
Salary and Benefits Baseline Adjustments	(\$2,550,000)
Contractual Obligations	\$1,693,716
Other Baseline Adjustments	\$193,255
Reductions and Efficiencies	(\$6,022,884)
Total Budget Change	\$29,423,284

APS AT-A-GLANCE

APS is the thirteenth largest among Virginia’s 132 public school divisions. We are an inclusive community that empowers all students to foster their dreams, explore possibilities, and create their futures. APS offers high-quality public schools and an array of program options and choices for students residing in Arlington.

ABOUT US

FY 2019 Budget	\$640.1 Million
Schools	39 Elementary: 24 Middle: 6 High: 4 Secondary Programs: 1 Special Programs: 4
Student Enrollment	27,577 (April 2019)
Expenditures per Pupil	\$19,348
Class Size	Elementary: 21 Middle: 20.9 High: 19.6
Employees	7,078
Average Teacher Salary	\$79,055
STUDENT DIVERSITY	
Languages Spoken	107
Countries of Origin	146
Ethnicities	White 46.4% Hispanic 28.2% Black/African American 9.7% Asian 9.1% Amer. Indian/Alaskan Nat. 0.3% Nat. Hawaiian/Pac. Islander 0.1% Multiple 6.2 %

OUR SCHOOLS AND PROGRAMS

Elementary Schools (24)

Abingdon	Dr. Charles R. Drew**	McKinley
Alice West Fleet*	Claremont	Montessori Public
Arlington Science Focus	Discovery	School of Arlington**
Arlington Traditional	Glebe	Nottingham
Ashlawn	Hoffman-Boston	Oakridge
Barcroft	Jamestown	Randolph
Barrett	Key	Taylor
Campbell	Long Branch	Tuckahoe
Carlin Springs		

Middle Schools (6)

Dorothy Hamm*	Jefferson	Swanson
Gunston	Kenmore	Williamsburg

High Schools (4)

Arlington Community High School	Wakefield	Yorktown
	Washington-Liberty**	

Secondary Programs (1)

H.B. Woodlawn

Special Programs (4)

Arlington Career Center	New Directions (9-12)	Stratford (Special Education)
Langston (High School Continuation)		

SERVICES

29.5%
students receive
Free and
Reduced-Price Meals



18%
families participate
in English Learners or
ESOL/HILT services



15.1%
students receive Special
Education services



TRANSPORTATION



10,046
student bus
riders daily



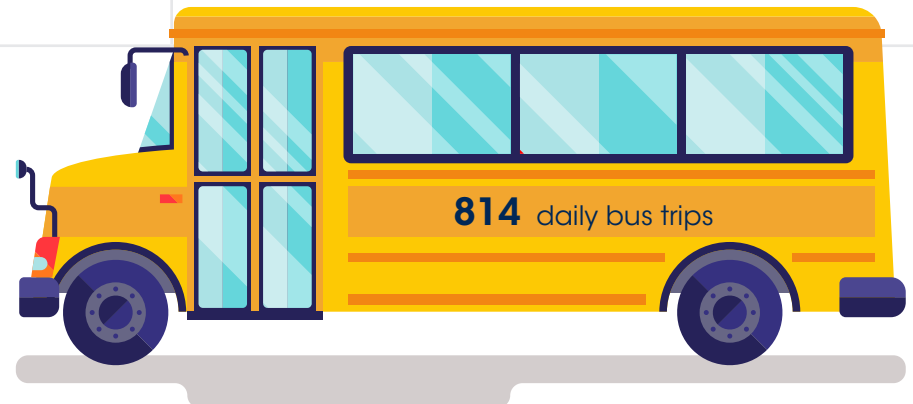
189
buses



154
routes



149
drivers



*New school established/constructed in FY19, opening in 2019-20 School Year

**Reflects new name approved in FY19 for the 2019-20 School Year



Arlington
Public
Schools

2110 WASHINGTON BLVD, ARLINGTON, VA 22204

(703) 228-6000