

**2024-2030- APS Strategic Plan
Communications & Engagement Plan (DRAFT)
May 2023 - June 2024**

OVERVIEW: APS is beginning the process to develop the 2024-2030 Strategic Plan that will begin with a planning process in the Spring of 2023 and move into the development phase in the Fall 2023. The development process will occur throughout the 2023-24 school year.

Phase 1 - Planning (Spring 2023)

- **Internal staff work**
- **A Steering Committee will be appointed**

Phase 2- Development (Fall 2023 - Spring 2024) -

- **Part 1 - Strategic Plan Foundations: Mission, Vision, Core Values, Goals (Fall 2023)**
 - Will result in recommendations to the School Board in December 2023
- **Part 2 - Strategic Plan Implementation & Monitoring Elements (Winter-Spring 2024)**
 - Will result in recommendations to the School Board in June 2024

OBJECTIVES

1. **Process**—Raise awareness among internal and external stakeholders about the development process for the 2024-30 Strategic Plan, including timeline, and ways to participate in the process.
2. **Recommendations**—Share information, encourage engagement, and gather feedback on Steering Committee's recommendation to the Superintendent on the Strategic Plan Foundations (Mission, Vision, Core Values, and Goals) and later the Superintendent's proposed Implementation and Monitoring Elements.
3. **Follow-up**—Inform all APS stakeholders about decisions related to the 2024-2030 Strategic Plan (School Board adoption of the Strategic Plan Foundations in Dec. 2023 and the Implementation & Monitoring Elements in June 2024). Provide updates on the school divisions progress toward the goals and objectives in the 2024-2030 Strategic Plan.

STRATEGIES

- Provide information to internal and external stakeholders, including broader Arlington Community and be clear about the objectives, opportunities for input, and how input will be used.
- Position the Superintendent and Strategic Plan Steering Committee at the forefront of this initiative and provide opportunities for them to be visible in this process.
- Use appropriate APS communications channels to update and encourage engagement in process including School Talk and Engage Updates, social media, WhatsApp, Friday 5, Supt. weekly message and more.
- Use appropriate external communications channels to connect, update and encourage engagement with broader Arlington community through Social Media, Local Radio (WERA 96.7), ARL NOW, Gazette Leader, Chamber of Commerce, Arlington Economic Development, Inside Arlington County newsletters, Civic Federation Updates
- Share information internally (Friday RoundUp, LEAD session, Supt. Message, Staff Central, etc.) and solicit input from APS staff to build staff interest and investment in the development of the 2024-2030 Strategic Plan.
- Use targeted outreach to connect with under-represented community members through use of Social Media (WhatsApp), Bilingual Family Specialists, FACE action team coordinators (ATC), Weekly Spanish newsletter.
- Solicit stakeholder feedback through Steering Committee meetings, Engage website, Community Forums, Surveys and meetings with stakeholder groups.
- Offer virtual engagement opportunities.

Community Engagement - Primary Engagement Windows

Community and staff will have multiple opportunities to provide feedback throughout the process including the following three primary engagement periods

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| <p>Sept 18 – Oct 7</p> | <ul style="list-style-type: none"> ● Survey ● Community Forums ● Focus groups | <p>Gather Input from the community and staff at the start of the process on strengths, challenges, aspirations, priorities, and evidence to evaluate the quality of education in APS</p> <p>Five Essential Questions</p> <ol style="list-style-type: none"> 1. What are APS' greatest strengths? 2. What are the most important skills and abilities students must master to be prepared for a successful future? - 3. What are the greatest challenges and issues APS will face over the next six years? 4. What evidence should APS use to evaluate progress toward Strategic Plan Goals and Objective? 5. What should the priorities be for APS? |
| <p>Oct 16 – Nov 3</p> | <ul style="list-style-type: none"> ● Surveys ● Focus Groups | <p>Gather feedback on the Steering Committee's proposed Strategic Plan Foundations</p> |
| <p>April 15 – May 3</p> | <ul style="list-style-type: none"> ● Surveys ● Community Forums ● Focus Groups | <p>Gather feedback on the proposed Strategic Plan Implementation & Monitoring Elements</p> <ul style="list-style-type: none"> ● Community will be provided an opportunity to feedback on the clarity and comprehensibility of the proposed Implementation and Monitoring Elements <ul style="list-style-type: none"> ○ Steering Committee and its subcommittees (Action Teams) will provide feedback on the clarity and comprehensibility of the proposed Implementation and Monitoring Elements PRIOR to being shared with the broader APS community. |

Phase 2 - Development of Plan (Sept 2023 - June 2024)

Part I - Foundations: Mission, Vision, Core Values, Goals (Sept- Dec. 2023)

PURPOSE OF COMMUNICATIONS AND ENGAGEMENT:

Gather community input on five essential questions

1. What are APS greatest strengths?
2. What are the most important skills and abilities students must master to be prepared for a successful future?
3. What are the greatest challenges and issues APS will face over the next six years?
4. What evidence should APS use to evaluate progress toward Strategic Plan Goals and Objectives?
5. What should the priorities be for APS?

Following this initial input, the community will be provided an opportunity to provide feedback on:

- The Steering Committee's proposed Strategic Plan Foundations (Mission, Vision, Core Values, Goals) which will be shared publicly for feedback in October 2023
- The Superintendent's proposed Strategic Plan Foundations (Mission, Vision, Core Values, Goals) which will be shared as an information item at the November 30 School Board Meeting

| Month | Date | Objective/Purpose/ Key Messages | Audience | Communication and Engagement Activities | Notes |
|-------|-----------|--|---------------------------------|--|-------|
| Sept | 9/18-10/6 | Gather community input on: <ul style="list-style-type: none"> • Hopes & Aspirations • 5 Essential Questions Message from Steering Committee Chairs to stakeholder groups informing about opportunities to provide feedback | Arlington Community at large | <ul style="list-style-type: none"> • Online survey (9/18-10/6) • Community Forums (4) <ul style="list-style-type: none"> • APS Sites (3) <ul style="list-style-type: none"> ○ High School <ul style="list-style-type: none"> ■ Yorktown- (Date) ■ WL- (Date) ■ Wakefield- (Date) • Virtual (1) <ul style="list-style-type: none"> ○ DATE • Focus Groups (12) <ul style="list-style-type: none"> • APS Advisory <ul style="list-style-type: none"> ○ Arlington Special Education Advisory Committee (ASEAC) ○ Special Education Parent Teacher Association (SEPTA) ○ Advisory Council Teaching and Learning (ACTL) ○ School Health Advisory Board (SHAB) ○ Budget Advisory Committee (BAC) ○ Advisory Council on School Facilities and Capital Programs (FAC) • Edu-Futuro | |

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| | | | | <ul style="list-style-type: none">• Military & Veteran Affairs Committee (MVAC)• Virginians Organized for Interfaith Community Engagement (VOICE)• Community Centers<ul style="list-style-type: none">○ Arlington Mill○ Lubber Run○ Langston | |
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| | | | APS Families | <p>In addition to above:</p> <ul style="list-style-type: none"> ● County Council Parent Teacher Association (CCPTA) ● Arlington Parents for Education (APE) ● Black Parents of Arlington ● Arlington Schools Hispanic Parent Association (ASHPA) ● NAACP - Education Comm. | |
| | | | Students | <ul style="list-style-type: none"> ● In addition to above: <ul style="list-style-type: none"> ○ Focus groups at high schools <ul style="list-style-type: none"> ○ Arlington Career Center ○ H-B Woodlawn ○ Langston ○ Wakefield ○ W-L ○ Yorktown ○ Student Advisory Board | |
| | | | APS Staff | <p>In addition to above:</p> <ul style="list-style-type: none"> ○ Virtual focus groups (3) ○ Staff specific evening session in-person | |

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| Oct | 10/16-11/3 | Inform and gather input on: <ul style="list-style-type: none"> • Draft Strategic Plan Foundations (Mission, Vision, Core Values, Goals) developed by Steering Committee • Link to survey (live 10/6 – 11/3) • Supt proposed Strategic Plan Foundations to be presented for Information on 11/30 and SB Action on 12/14 | Arlington Community at large | <ul style="list-style-type: none"> • Press Release- (Date) • Sticky on APS website - (Dates) • Social Media <ul style="list-style-type: none"> ○ APS Facebook ○ APS Twitter ○ Spanish Facebook • Strategic Plan Engage page will have up to date information Feedback via: <ul style="list-style-type: none"> • Survey • Virtual Community Meeting (1) • Informational Virtual Meeting <ul style="list-style-type: none"> ○ for stakeholder groups engaged during the initial engagement window in Sept. (Each group sends a rep) | |
| | | | APS Families | In addition to above: <ul style="list-style-type: none"> • Slide in Supt. Updates Deck • Engage Message – 10/19 • Friday Five – 10/20 • Supt. message to APS community – 11/1 (tentative) • Informational Virtual Meeting for stakeholder groups engaged during the initial engagement window in Sept. (Each group sends a rep) | |

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| | | | Students | In addition to above: <ul style="list-style-type: none"> • Student Advisory Board | |
| | | | APS Staff | In addition to above: <ul style="list-style-type: none"> • Leadership Meetings • Virtual Meetings for ALL Staff <ul style="list-style-type: none"> ◦ LIST DATES • Message posted on Staff Central • Supt. weekly message to staff- 11/1 | |
| | | | School Board | In addition to above: <ul style="list-style-type: none"> • Work Session (Week of November 13) | |
| Nov | Week of 11/27 | Inform <ul style="list-style-type: none"> • Supt proposed Strategic Plan Foundations to be presented for Information on 11/30 and SB Action on 12/14 • Ways to provide feedback | Arlington Community at large | <ul style="list-style-type: none"> • Press Release • Sticky on APS website • Strategic Plan Engage page will have up to date information | |
| | | | APS Families | In addition to above: <ul style="list-style-type: none"> • SB Presentation - 11/30 • Engage Message – 11/30 • Friday Five – 12/1 • Supt. message to APS community – 12/6 | |

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| | | | Students | In addition to above: • | |
| | | | APS Staff | In addition to above: • Message posted on Staff Central- 12/1 • Supt. weekly message to staff- 12/6 | |
| | | | School Board | In addition to above: • | |
| Dec | Week of 12/11 | Inform • Supt proposed Strategic Plan Foundations to be presented SB Action on 12/14 • Next steps in process: Strategic Plan Monitoring Elements | Arlington Community at large | • Sticky on APS website • Strategic Plan Engage page will have up to date information | |
| | | | APS Families | In addition to above: • SB Presentation - 11/30 • Engage Message – 11/30 • Friday Five – 12/1 • Supt. message to APS community – 12/6 | |
| | | | Students | In addition to above: | |
| | | | APS Staff | In addition to above: • Message posted on Staff Central- 12/1 • Supt. weekly message to staff- 12/6 | |

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| | | | School Board | In addition to above: <ul style="list-style-type: none"> • Develop motion | |
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**Part 2 - Monitoring Elements: Strategies, Performance Objectives, Key Performance Indicators
(Jan. June 2024)**

IN DEVELOPMENT