

**BOARD MEMO**

Date: May 29, 2020  
For ACTION \_\_\_\_\_

For INFORMATION   x    
Board Agenda: Yes   x    
No \_\_\_\_\_

**FROM:** Clinton Page, Ed.S., Chief Accountability Officer  
Tina Constantine, Evaluation & Assessment Analyst

**THROUGH:** Gregory C. Hutchings, Jr., Ed.D., Superintendent of Schools

**TO:** The Honorable Cindy Anderson, Chair, and  
Members of the Alexandria City School Board

**TOPIC:** Equity for All 2025: Draft Strategic Plan

**ACPS 2020 STRATEGIC PLAN GOAL:**

Goal 6: Effective and Efficient Operations

**2019-2020 FOCUS AREA:**

Focus Area 1: Educational Equity

Focus Area 5: Strategic Plan

**FY 2020 BUDGET PRIORITY:**

Specialized Instruction  
English Learner Services  
Gap Group Achievements  
Academics  
Retention and Recruitment

Safe Schools for Students and Faculty  
Optimal and Equitable Learning  
Environments  
Mental and Social/Emotional Health

**SUMMARY:**

Through the work of the Strategic Planning Committee over the past year, a five-year strategic plan has been drafted to serve as the roadmap for ACPS through 2025. The draft plan will be presented to the School Board across two sessions. The first presentation highlighted the key principles in the development of the plan, the work of the Strategic Planning Committee, and the plan’s framework as well as the division’s vision, mission, and core values. This second presentation will focus on the specific goals within the plan, associated measures designed to determine the extent to which goals are being implemented, and strategies and highlighted actions, which specify key actions to help achieve each goal.

**BACKGROUND:**

The Code of Virginia § 22.1-253.13:6 provides that each local school board shall adopt a division-wide comprehensive, unified, long-range plan based on data collection, an analysis of the data, and how the data will be utilized to improve classroom instruction and student achievement. The plan is to be developed with staff and community involvement and is to

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include, or be consistent with, all other division-wide plans required by state and federal laws and regulations. Each local school board shall review the plan biennially and adopt any necessary revisions. ACPS Board policy, AF - Comprehensive Plan, implements the Code of Virginia's requirement.

The Strategic Planning Committee has drafted a five-year strategic plan to serve as the roadmap for ACPS through 2025. After an extensive analysis of existing data and a needs assessment conducted by FourPoint Education Partners, goal areas were identified. Goal areas are the five elements that comprise the Division's approach to ensuring equity, frame the Division's work in meeting the KPIs, and enable the Division to track implementation progress. The goals within the strategic plan are: Systemic Alignment, Instructional Excellence, Student Accessibility and Support, Strategic Resource Allocation, and Family and Community Engagement. Within each goal, measures have been identified defining how implementation of the goal will be determined. Each goal includes strategies and highlighted actions that help to achieve each measurable goal. Throughout the development process, refinements were made to ensure the plan's components promote equity and align with the Board's mission, vision, and core values.

The draft plan is being presented to the School Board across two sessions. The first presentation highlighted the key principles in the development of the plan, the work of the Strategic Planning Committee, and the plan's framework as well as the division's vision, mission, and core values. This second presentation will focus on the specific goals within the plan, providing associated measures, which determine the extent to which goals are being implemented, and sharing sample strategies and highlighted actions, which specify key actions to help achieve each goal. School Board and public feedback will be sought as a next step in continued refinement and finalization of the strategic plan by the end of June 2020. After plan adoption, the division will finalize implementation plans for year one as well as set a five-year timeline for implementation across strategies.

### **RECOMMENDATION:**

The Superintendent recommends the School Board review the attached ACPS 2025 Draft Strategic Plan for information and feedback.

### **IMPACT:**

The Draft Strategic Plan will serve as the roadmap for the division's work for the next five years and is focused on establishing an equitable system of public education that eliminates gaps in opportunity and achievement within Alexandria's student population.

### **ATTACHMENTS:**

1. Equity for All 2025: Draft Strategic Plan
2. Draft Strategic Plan Presentation – Part 2

### **CONTACT:**

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