

Date: June 20, 2019  
For ACTION \_\_\_\_\_  
For INFORMATION   x    
Board Agenda: Yes   x    
No \_\_\_\_\_

**FROM:** Clinton Page, Chief Accountability Officer

**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:** Strategic Planning Process

**SUMMARY:**

As discussed at the March 7, 2019 Board Meeting, the division is initiating the strategic planning development process for the next strategic plan. Through the Request for Proposals (RFP) process, FourPoint Education Partners was selected to serve as the external vendor supporting ACPS and the community through the creation and finalization of the next strategic plan. Concurrently, the division has finalized the Strategic Planning Steering and Full Committee representatives. The June 19<sup>th</sup> Kick Off Event will offer an opportunity for the committee to build community, develop a shared understanding of equity, and understand the importance and process of strategic planning within ACPS.

**BACKGROUND:**

In planning for the creation of the next strategic plan within ACPS, an RFP was released on March 12, 2019. After a pre-proposal conference, review of proposals received and vendor presentations, a contract has been awarded to FourPoint Education Partners. Having been in operation for 15 years, FourPoint Education Partners brings unmatched organizational experience in helping Local Education Agencies (LEAs) assess needs and plan strategically to improve school quality and ensure equity. FourPoint has significant experience engaging stakeholders with districts serving diverse student bodies. ACPS has begun working with FourPoint to plan key activities to guide the division through the strategic planning process. To learn more about FourPoint please visit their website at <https://www.fourpointeducation.com/>.

The Strategic Planning process provides an opportunity for ACPS to build on what is working and to plan for future needs. The approach includes include a needs assessment, committee meetings to examine existing data, identify outcomes and measures, and develop an overall draft and final strategic plan. Throughout the strategic plan development process, intentional efforts will be made to engage the community, including both internal and external stakeholders. An examination of how resources, instructional practices and other key indicators vary across schools and student groups will be paramount in ensuring equity. In addition, all work will be grounded in research and best practices. The strategic planning framework explicitly links objectives and strategies with department and school improvement plans to positively affect desired outcomes rooted in ACPS' mission, vision, core values, and core beliefs.

The Steering Committee has been appointed by the Superintendent and represents a diverse group of various stakeholders including representation from: School Board, Superintendent's Senior Leadership Team, City of Alexandria Department of Community and Human Services, parents, support staff, teachers, principals, student service support team members, and community and business leaders. The Strategic Planning Committee has also been confirmed and consists of a diverse group of staff representing all schools, community partners, and parents. The final lists of Strategic Planning Steering and Full Committee representatives are included as attachments to this memo.

At the June 19<sup>th</sup> Kick-Off Event, the steering and strategic planning committee members will come together to develop a shared understanding of equity and the forthcoming strategic planning process. Committee members will be asked to review salient data through a synthesized report provided by Hanover Research over the summer months to meaningfully inform the building of a draft strategic plan. The Hanover report will be provided to the School Board once it is finalized and prior to public dissemination.

Moving forward, the School Board will be asked to revisit ACPS' vision, mission, core beliefs, and values in the coming months. Identified Board members serving on the Steering Committee will act as liaisons to the Board and keep the full Board updated with salient information. Staff will also continue to update the full Board regularly throughout the strategic planning process.

Both the City and Alexandria Health Department are also in the process of updating and refining their respective strategic plans. This offers a unique opportunity for collaboration and areas of alignment within each respective plan to support one another. ACPS will partner with the Alexandria City Government and the Alexandria Health Department to ensure this vision is realized through each entity's respective planning process.

**RECOMMENDATION:**

The Superintendent recommends the School Board review the attached materials for possible planning, procedural, programmatic, and/or budgetary changes.

**IMPACT:**

Strategic planning is vital to organizations as it provides focus, creates a shared sense of purpose, and creates alignment throughout the organization. The 2025 Strategic Plan will be the roadmap that steers the direction of the school division over the next five years. The strategic planning process will focus on community collaboration, transparency, alignment, systems and processes and, most importantly, equity.

**ATTACHMENTS:**

1. "ACPS 2025 Strategic Planning Launch"
2. "ACPS 2025 Steering Committee List"
3. "ACPS 2025 Strategic Planning Committee List"

**CONTACT:**

Clinton Page, 703-619-8032  
Chief Accountability Officer