



2030

STRATEGIC PLAN

Nurture • Educate • Inspire

As of May 8, 2025



ACPS
Alexandria City Public Schools

Core Values

In all we do, the ACPS learning community strives to live these core values. We are...



Welcoming

We take active steps to ensure all stakeholders feel safe and welcomed at ACPS. We embrace everyone who comes through our doors and respect our differences because we believe our diversity is our greatest strength.



Equity-focused

We actively work to remove barriers to educational access.



Empowering

We inspire each student and staff member to thrive to the best of their abilities.



Innovative

We take initiative to solve problems in the classroom and across the system.



Results-Driven

We set ambitious goals to learn, grow and achieve at high levels.



Our Mission

We nurture, educate and inspire each student for success.



Our Vision

Each student prepared to thrive in college, career and community.

Table of Contents

| | |
|---|----|
| A Message from the Superintendent..... | 4 |
| A Message from the School Board..... | 5 |
| About Alexandria City Public Schools (ACPS) | 6 |
| Our Approach to Strategic Planning | 8 |
| The Strategic Planning Process | 9 |
| Progress Monitoring..... | 11 |
| Our Strategic Plan | 12 |
| Our Culture | 13 |
| Our Goals..... | 15 |
| Thank You | 22 |
| Get Connected to ACPS | 23 |
| Appendix..... | 24 |

Alexandria City Public Schools

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A MESSAGE FROM THE Superintendent

Dear ACPS Staff, Families and Community

I am thrilled to announce the launch of the new Alexandria City Public Schools (ACPS) 2025-30 Strategic Plan — a bold and student-centered vision that will guide our work over the next five years. This plan, similar to our previous strategic plan, reflects the shared commitment of our entire community to ensuring that each student is nurtured, educated and inspired to thrive in college, career and life.

This strategic plan is more than just a document — it is a call to action. It builds on the foundation of our Equity for All 2025 plan and reaffirms our dedication to ensuring that each student, regardless of background, has access to an excellent education. It outlines our commitment to nurture the talent and potential of our students and staff by addressing unique needs and circumstances. This plan sharpens our focus on what matters most: fostering a welcoming, empowering and innovative learning environment where all students and staff thrive.

As a vibrant and diverse school division, ACPS, currently serving 16,300 students who hail from 118 countries and speak 127 different languages, is dedicated to fostering an inclusive and supportive educational environment for all students and promoting a strategic plan that is reflective of our rich cultural tapestry and strong commitment to public education.

A Collaborative Effort

The ACPS 2025-30 Strategic Plan has been shaped by the voices of our students, families, staff and community members. I want to extend my deepest gratitude to the Strategic Planning Committee (SPC) and the more than 65 dedicated individuals — including educators, students, School Board members, families and community representatives — who worked tirelessly to craft this vision. Your passion, insights and commitment have been invaluable in making certain that this plan truly reflects the needs and aspirations of our school community.

Throughout the process, we listened, learned and refined our approach based on the feedback collected by the SPC. With the support and assistance of a recognized consulting agency, we analyzed data, engaged in deep conversations and worked together to identify the priorities that will have the greatest and most significant positive impacts on student and staff success. The result is a living, evolving and dynamic plan that will guide our decisions and investments in the years ahead.

A Commitment to Continuous Improvement

Our strategic plan is only as strong as its implementation. We are dedicated to tracking our progress, measuring impact and making modifications and any necessary adjustments to it along the way. Our leadership team will regularly assess key performance indicators (KPIs) and share updates with the community to ensure transparency and accountability.

This plan is a testament to the collective efforts of our ACPS community — our students, families, educators and community partners. Thanks to your voices and contributions, ACPS has been able to facilitate a roadmap for a stronger, more equitable and innovative school division.

I want to express my sincere gratitude and appreciation for your unwavering support and commitment to ACPS' students and staff and our shared vision for the future. Together, we will continue to build and support a school division where every child has the opportunity to learn, grow, succeed and reach their full potential. I am confident that you will appreciate the work that went into creating this plan and partnering with us to realize its goals.

Sincerely,



Melanie Kay-Wyatt, Ed.D.
Superintendent of Schools

A MESSAGE FROM THE Alexandria City School Board

Ensuring that our young people thrive is essential to Alexandria's success as a city. We are proud of our commitment to our children, which we affirm through investment in our public schools. In addition to investing our dollars, we invest our time and energy. We are a community that rolls up our sleeves, puts in the work, and takes on tough challenges. Building and sustaining a high-quality public school system takes a community, and our kids are counting on all of us. Whether you are a teacher, bus driver, administrator, student, parent, custodian, volunteer, taxpayer, School Board or City Council member, you are part of the Alexandria City Public Schools (ACPS) team, and each of us plays an important role. Taking the time to read this Strategic Plan demonstrates your care for our children and our schools. Thank you.

We were intentional in our approach to developing this plan. We started with an in-depth review of data and community feedback to assess the division's strengths and areas for improvement. Next, we convened a broad group of ACPS and community representatives that met over several months to reflect on where we have been as a school division and where we want to go. Our learning journey culminated in this living document that will serve as our school division's North Star guiding policy, budget, programmatic and operational decisions in the coming years. Each of the plan's ambitious goals is operationalized into concrete actions and measurable indicators. This structure creates transparency for the community to know what we are striving for, where we need to course correct and how we will know when we get there. As we implement the plan, the community will receive regular updates on our progress.

We offer a heartfelt thank you to the ACPS Strategic Planning Committee and the wider Alexandria community for partnering with us to refine our vision, mission and goals. Our new plan is action-oriented and describes key practices we can pursue to live our core values. It aligns each goal with strategies and key performance indicators (KPIs) that we will use to hold ourselves accountable.

Earlier this year, our city unveiled a new historic marker on the recently-modernized Minnie Howard Campus of Alexandria City High School. It commemorates five young Black students who integrated the formerly all-white Minnie Howard Elementary School in 1960. We have come a long way in delivering on the promise of public education in Alexandria. Today's young people are coming of age in a world our ancestors never could have imagined. From climate change to artificial intelligence, our students are tasked with tackling new and complex challenges while also being met with exciting opportunities. Alexandria has the awesome responsibility of providing them with the necessary guidance, skills and support to rise to the occasion. Let's build on our progress, reaffirm our core values and commit ourselves to fulfilling our shared vision.

Sincerely,



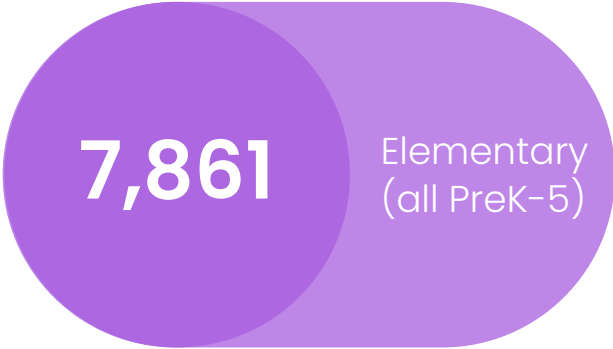
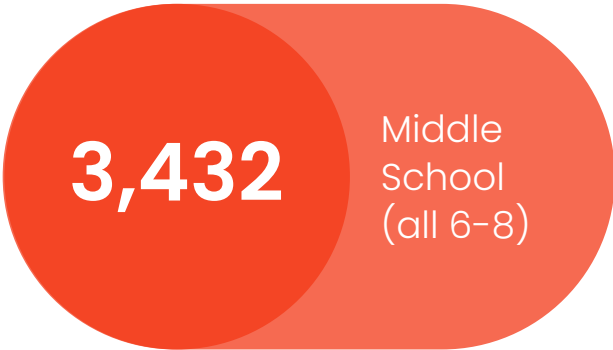
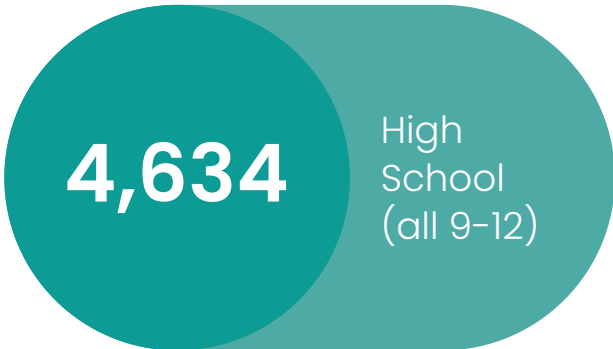
Dr. Michelle Rief
Chair

About Alexandria City Public Schools (ACPS)

Alexandria City Public Schools (ACPS) is a vibrant and diverse school division dedicated to fostering an inclusive and supportive educational environment for all students. Serving over 16,300 students, ACPS prides itself on its rich cultural tapestry, with students hailing from more than 118 countries and speaking 127 different languages.

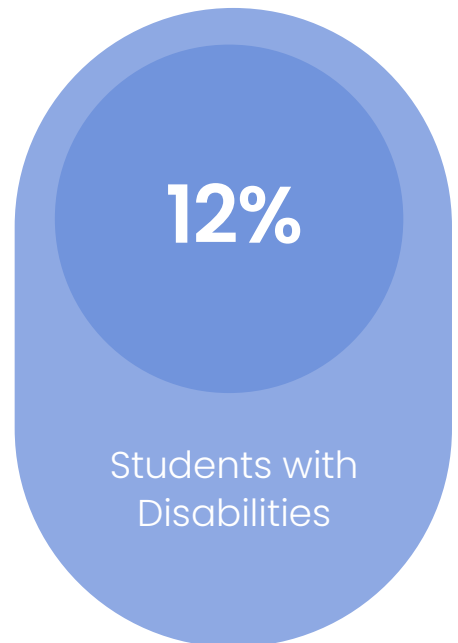
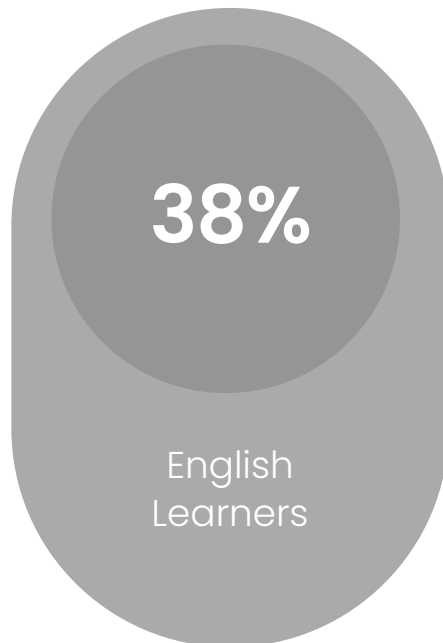
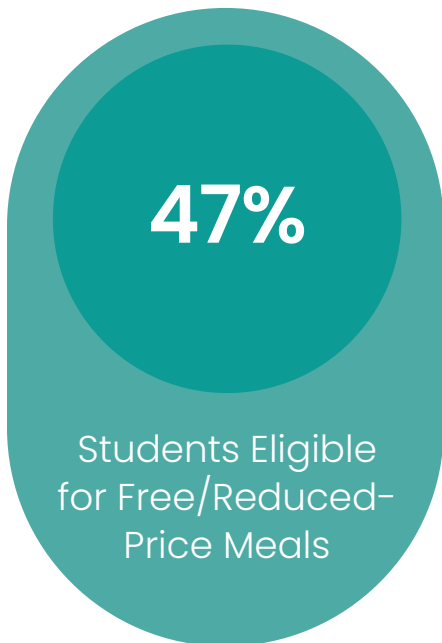
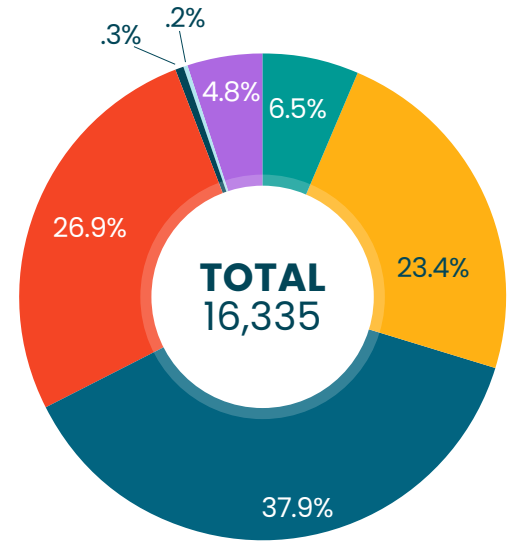
2024 Student Demographics

Enrollment numbers as of September 2024 (Total ACPS system, high school, middle school and elementary level totals)



2024-25 Total Membership

| Division Membership by Ethnicity | Number of Students |
|----------------------------------|--------------------|
| Asian | 1,058 |
| Black | 3,817 |
| Hispanic | 6,198 |
| White | 4,394 |
| Native Hawaiian/Pacific Islander | 55 |
| Native American/Alaskan | 26 |
| Multi-Racial | 787 |



Students who participate in Advanced Academic Studies (formerly Talented and Gifted) are identified throughout the year and reported on the end-of-year state report. For the school year 2023-24, there were 1,965 students identified in Advanced Academic Studies out of the 16,425 active students reported on the end-of-year state report comprising 12% of the total population.

Our Approach to Strategic Planning

At Alexandria City Public Schools (ACPS), our strategic planning process is rooted in a commitment to **equity, focus, adaptability and action**. Every decision and priority is shaped by our belief that each student deserves access to an excellent education, and we have built upon the foundation of our Equity for All 2025 plan to chart a course for the future.

The ACPS Strategic Plan will serve as a guiding document for both the school division and the School Board, shaping decisions about budgeting, resource allocation and the selection of new initiatives. It will provide a clear framework for setting priorities, evaluating progress and ensuring that all efforts are aligned with our shared vision for student success. School-level improvement plans and division-wide plans will be directly connected to the goals and strategies outlined in the strategic plan, creating coherence across the system and helping us stay focused on what matters most.

— Equity at the Core

1 ACPS defines equity as “Meeting students where they are and actively working to remove barriers to educational access.” This guiding principle ensures that each student—regardless of background, ability or circumstance—has the support and opportunities needed to thrive.

— Building on Our Progress

2 This plan does not start from scratch; it builds on the commitments and initiatives of the Equity for All 2025 plan. We recognize the strides ACPS has already made and are committed to deepening and sustaining that progress.

— Prioritizing What Matters Most

3 Strategic planning requires focus. We have identified the most critical areas that will have the greatest impact on student success, ensuring that we direct resources and energy toward those areas first.

— Planning for Strategy and Culture Shift

4 Lasting change requires both a focus on systems and culture. This plan not only outlines key strategies for improvement across the division, but also considers how we cultivate a shared mindset, values and ways of working that support our vision for the future.

— Staying Focused on Implementation and Continuous Improvement

5 A plan is only as strong as its execution. ACPS is committed to turning strategy into action, tracking progress and refining our approach as we learn—ensuring that we remain responsive to student, staff and community needs.

This strategic plan is more than a roadmap—it is a call to action to ensure we achieve our mission to nurture, educate and inspire each ACPS student.

The Strategic Planning Process



The development of the ACPS Strategic Plan was a collaborative, multi-phase process that engaged a wide range of voices to ensure the plan reflects the needs and goals of the entire school community. Throughout this process, we remained committed to a few key values:



1 Focus on student, family and staff voice

1 We prioritized listening to those directly impacted by our work, ensuring that the plan is rooted in the realities, experiences and needs of the community we serve.



2 Iterate and adjust regularly

2 We recognize that strategic planning is not a one-time event, but an ongoing process that requires flexibility, reflection and a willingness to adapt as new challenges and opportunities arise.



3 Anchor in data

3 We built this plan on a strong foundation of data, using evidence to identify challenges, measure progress and make informed decisions that will lead to meaningful improvements.



4 Respond to feedback with an open mind and a commitment to learning

4 We embraced a feedback-driven process, listening carefully to different perspectives and making thoughtful adjustments to strengthen the plan.

By upholding these values, we have created a living plan—one that will evolve alongside our schools, students and community to ensure that ACPS continues to grow and deliver on its mission.

Our Timeline and Process



PHASE 1

Spring–Summer 2024

Laying the Foundation



PHASE 2

Fall 2024

Visioning and Root Cause Analysis



PHASE 3

Winter 2024–2025

Refining Goals and Strategies



PHASE 4

Winter–Spring 2025

Community Engagement and Finalization

Phase 1: Laying the Foundation

The process began with an in-depth review of data, feedback from staff, families and students and key division documents to assess ACPS' strengths and areas for improvement. This foundational work helped set the stage for a strategic, data-informed approach to planning. We formed a Core Planning Team comprised of key division leaders who led the planning process, in collaboration with the superintendent and School Board.

To ensure broad representation in the planning process, we launched an application process for the Strategic Planning Committee (SPC). We had strong interest from across the division and narrowed the list using a selection process that prioritized diversity—geographic, racial, school-level (elementary, middle and high) and content area expertise. From this process, members were chosen, including staff from all levels, families, students and Board members.

Phase 2: Visioning and Root Cause Analysis

The SPC convened for the first time in October 2024 to establish a shared vision for ACPS students' future and analyze current data to understand the division's starting point. In November 2024, the committee conducted a root cause analysis to explore the underlying factors behind key challenges. This analysis directly informed the development of goals and strategies for the next five years.

Phase 3: Refining Goals and Strategies

In December 2024, the SPC reconvened to refine and strengthen the proposed goals and strategies. The goals define **what** ACPS aims to achieve, while the strategies outline **how** the division plans to accomplish them. The committee also developed a plan to gather broader community input.

Throughout this process, ACPS leadership engaged internal staff through goal teams—groups of division leaders who reviewed data, existing initiatives and SPC recommendations to ensure alignment with best practices and division capacity. Additionally, the Alexandria City School Board played an integral role, participating in workshops to shape the mission and vision statements and provide feedback on the strategic plan's direction.

Phase 4: Community Engagement and Finalization

Between January and February 2025, ACPS conducted an extensive community engagement effort, including approximately 20 focus groups and a feedback form that gathered more than 240 responses from staff, families and students. This input helped sharpen and refine the plan's goals and strategies. In February 2025, the SPC held its final meeting to incorporate stakeholder feedback and make appropriate adjustments.

At the same time, ACPS continued culture-focused work with the Senior Leadership Team (SLT), principals and assistant principals. This work centered on defining core values and identifying the everyday practices and behaviors that will help bring the strategic plan to life. By ensuring alignment between culture and strategy, ACPS is laying the foundation for successful implementation.



Progress Monitoring

Once we have completed the plan, the work of implementation begins. Progress against the key performance indicators (KPIs) will be monitored over time and reported on year over year. We are committed to having regular conversations about progress that will allow us to take stock of progress, assess the barriers we are facing, problem solve and identify adjustments to make moving forward. These “stocktakes” will happen on a regular basis between the leads of each goal area and the superintendent. We will also provide regular updates to the Board and broader public on our progress in terms of both data outcomes and how implementation is going.



Our Strategic Plan

Our plan recognizes the importance of both strategy and culture in shaping our division's direction. We are driven by our overall purpose, our "why," which is defined by our mission and vision statements. Our goals articulate what we need to accomplish in the next five years to make progress toward that mission and vision. Each goal is measured through a focused set of key performance indicators (KPIs) that are top-level outcomes we will use to track our progress in each goal area. Then, our strategies define how we will achieve these goals through a focused set of shifts to the way we work. These strategies are further broken down internally by goal teams into actions that are discrete projects or initiatives the team will implement over the course of the next five years.

At the same time, we are intentionally working to shift our culture as a part of this plan. Our core values define what we are committed to and how we will behave. Culture begins with us, as staff, so we are focused first on how we need to shift our own behavior in alignment with these values. Each core value is brought to life through a set of key practices that describe how we can demonstrate these values every day. Internally, we have broken these core practices down even further into specific observable behaviors that will be embedded in our systems for hiring, evaluation and employee recognition.



Our Culture

Our core values outline the fundamental beliefs of ACPS. In order to embed these values in our culture, we have identified a set of key practices that provide guidance on how all employees should demonstrate these values on a daily basis. Internally, we are also developing aligned behaviors that are measurable and observable for staff.



Core Values: In all we do, the ACPS learning community strives to live these core values. We are...



Welcoming

We take active steps to ensure all stakeholders feel safe and welcomed at ACPS. We embrace everyone who comes through our doors and respect our differences because we believe our diversity is our greatest strength.

KEY PRACTICES

- **Build Connection:** Intentionally engage with students, families and colleagues to create a warm, inclusive environment.
- **Celebrate Identity:** Recognize and honor the diverse backgrounds, strengths and experiences of everyone in the community.



Equity-focused:

We actively work to remove barriers to educational access.

KEY PRACTICES

- **Start with Self:** Reflect on individual identity and bias and how that impacts decision-making.
- **Remove Barriers:** Use data to identify and address systemic barriers to opportunity.
- **Seek Perspective:** Elevate voices of those farthest from opportunity.



Empowering

We inspire each student and staff member to thrive to the best of their abilities.

KEY PRACTICES

- **Invest in Growth:** Provide actionable, timely feedback and learning opportunities that support colleagues and students to develop over time.
- **Autonomy with Accountability:** Support staff with the tools to succeed while holding them responsible for results.



Innovative

We take initiative to solve problems in the classroom and across the system.

KEY PRACTICES

- **Stronger Together:** Work with each other across teams to enhance perspective and alignment to maximize impact.
- **Be a Lead Learner:** Value curiosity, testing improvement ideas and learning from mistakes through continuous reflection.



Results-Driven

We set ambitious goals to learn, grow and achieve at high levels.

KEY PRACTICES

- **Goal Oriented:** Set and communicate goals clearly, ensuring everyone has an honest view of progress.
- **Data Informed:** Consistently review and use data in all decisions.



Our Goals

We are focused on the following areas, in pursuit of our mission and vision.

Create a safe, caring and inclusive school environment where students feel connected, supported and respected.

What: We are committed to ensuring that each student feels safe, both physically and emotionally, in their school environment. This means fostering a culture of belonging and emotional well-being, providing clear behavioral expectations and equipping staff with the tools and time to build strong relationships with students.

Why: When students feel secure and connected, they are better able to learn and thrive. However, data show that not all students feel physically or emotionally safe in school. By prioritizing strong relationships, inclusive practices and clear behavioral supports, we create a foundation for academic success and well-being.



KEY PERFORMANCE INDICATORS

- **↓ Reduce** chronic absenteeism (Virginia Department of Education Data)
- **↑ Increase** percentage of secondary students reporting agreement with “I feel safe during school” (Student Survey)
- **↓ Reduce** student safety incidents (e.g., fights/assaults, weapons, threats) (School Safety Data Review)

PRIORITY STRATEGIES

Strengthen integrated systems of support for students’ social and emotional well-being through building positive relationships with peers and trusted adults.

Establish and uphold clear behavior expectations while supporting each student’s unique academic and social-emotional needs.

Engage and challenge each student, every day to achieve academic excellence.

What: We will ensure that each student experiences rigorous, engaging and differentiated instruction that prepares them to think critically and reach their full academic potential. This includes developing their critical thinking and ability to manage feelings, build confidence and get along with others in alignment with the ACPS Profile of a Learner.

Why: We believe that holding high expectations for all students and supporting them to meet those is essential to their success. Our data show that we are not serving all of our students well, particularly our students from traditionally underserved populations like students of color, economically-disadvantaged students, English learners and students with disabilities. Research shows that engaging, rigorous instruction is essential to closing these gaps and helping all students succeed.



KEY PERFORMANCE INDICATORS

- **↑ Increase** percentage of students meeting or exceeding projected growth (Measures of Academic Progress (MAP) Reading)
- **↑ Increase** percentage of students meeting or exceeding projected growth (MAP Math)
- **↑ Increase** overall pass rate for Reading Standards of Learning (SOL) (VDOE Data)
- **↑ Increase** overall pass rate for Math SOL (VDOE Data)
- **↑ Accelerate** growth for students not achieving at grade level expectations (MAP Reading)
- **↑ Accelerate** growth for students not achieving at grade level expectations (MAP Math)
- **↑ Increase** percentage of English learners meeting growth targets for English proficiency (World-Class Instructional Design & Assessment)
- **↑ Increase** in student voice and agency in alignment with the ACPS Profile of a Learner (Measurement in Process)

PRIORITY STRATEGIES

Use high-quality learning materials and teaching practices that reflect students' diverse cultures, support their social and emotional growth and ensure each student gets what they need to succeed.

Empower the school-based instructional leadership team (principals, assistant principals and instructional coaches) to serve as strong instructional coaches and mentors for educators.

Recruit, develop and retain a diverse team of talented professionals by fostering a supportive and growth-oriented workplace.

What: We will attract, develop and retain high-quality educators and staff who reflect our diverse student population and feel valued in their roles. This includes providing ongoing professional learning, leadership opportunities, competitive compensation and meaningful support systems to ensure each staff member thrives.

Why: Our staff are the heart of our schools, and their success directly impacts student outcomes. Yet, staff retention remains a challenge, particularly in critical roles. By creating an environment where educators feel supported and empowered, we strengthen our ability to deliver high-quality education for all students.



KEY PERFORMANCE INDICATORS

- **↑ Increase** percentage of preferred candidates who actually sign a contract (Hiring Data)
- **↑ Increase** the retention rate of licensed staff (Retention Data)
- **↑ Increase** in staff reporting that “ACPS offers opportunities for [their] professional growth” (Staff Survey)

PRIORITY STRATEGIES

Retain talented professionals by partnering with them and their unions, supporting their wellness, offering leadership opportunities and ensuring competitive pay.

Provide more focused, differentiated learning opportunities for educators, with a focus on equipping staff to meet the needs of underserved students.

Improve and streamline hiring and orientation processes to make them more effective and coordinated.

Cultivate trust by engaging and communicating clearly with our community to achieve our vision.

What: We will strengthen trust and partnerships with students, families and the broader Alexandria community through clear, consistent two-way communication, meaningful engagement and a focus on timely and responsive service.

Why: We believe that our diverse community is our strength. Our data show that we have room to grow in establishing trust and providing regular opportunities for connection with our community. By prioritizing transparency, empowering families as partners in their children’s education and providing multiple avenues for connection, we ensure that all students receive the collective support they need to succeed.



KEY PERFORMANCE INDICATORS

- **↑ Increase** percentage of families that agree “ACPS ensures feedback from families is included and valued in ACPS’ decision-making process” (Family Survey)
- **↑ Increase** percentage of families agreeing “ACPS effectively communicates with families” (Family Survey)

PRIORITY STRATEGIES

Support schools in building strong partnerships with all families through intentional, meaningful engagement efforts.

Share clear, timely information and create meaningful two-way conversations with students, families and staff around division decisions.

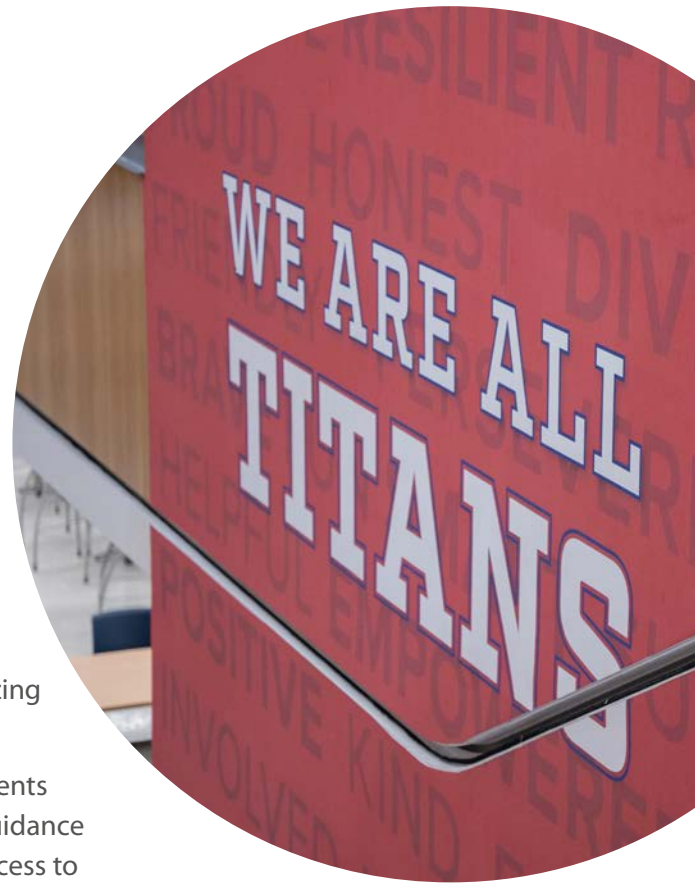
Improve the day-to-day experience for students, families and staff by providing responsive, helpful and supportive service across the division.

Engage the broader Alexandria community in support of our students and our overall vision.

Prepare each student for life after high school by providing the guidance, skills and support they need for college, careers and other future goals.

What: We will help each student get ready for life after high school by giving them the skills, knowledge and support they need to confidently transition to college, careers and other postsecondary opportunities. We will also focus on graduating students who are prepared to be active, productive citizens in our democracy. This includes expanding real-world approaches to learning and assessment, enhancing career pathways and maximizing postsecondary planning resources.

Why: Graduation is just the beginning. To thrive in the future, students need a strong academic background, career readiness skills and guidance on their postsecondary options. Ensuring that each student has access to high-quality preparation will empower them to pursue meaningful and successful futures.



KEY PERFORMANCE INDICATORS

- **↑ Increase** Federal Graduation Indicator (FGI) 4-year cohort graduation rate (VDOE Data)
- **↑ Increase** Federal Graduation Indicator (FGI) 4-year cohort for underserved student groups (VDOE Data)
- **↑ Increase** Career and Technical Education (CTE) completers who also earn a state-approved industry recognized credential in a high-demand field as defined by Virginia Office of Education Economics (VDOE Data)
- **↑ Increase** post-secondary enrollment rate for underserved student groups (National Student Clearinghouse)

PRIORITY STRATEGIES

Make learning more meaningful for students by using real-world experiences and hands-on ways to measure their progress at every grade level.

Continue to refine the model for Academies at Alexandria City to meet the needs of our community.

Expand access to high-quality college and career counseling to support students' transitions.

INTERNAL CONDITIONS

Strong internal conditions—such as effective operations, collaborative culture, and aligned systems—are essential to achieving all of our strategic goals. These behind-the-scenes supports ensure that every school and staff member has what they need to deliver for students.

Division Conditions for Success

What: We will ensure that ACPS operates efficiently, collaboratively and equitably, providing staff and schools with the resources, systems and culture necessary to support student success and continuous improvement.

Why: A well-functioning organization—one that fosters collaboration, streamlines operations and invests in its people—is essential to achieving our vision. By strengthening internal systems, communication and resource allocation, we build the conditions necessary for all students and staff to succeed.



PRIORITY STRATEGIES

Build a positive and collaborative culture across the division where everyone works together and takes accountability for success.

Create clear operational systems and procedures to improve efficiency and make it easier to share and manage important information.

Use technology appropriately to drive innovation, support efficiency and help achieve our mission.

Build systems and routines to support continuous improvement.

Equitably allocate resources across the division to best meet student and community needs.

Ensure students have access to sustainable facilities and infrastructure to support learning.

Thank you

We extend our deepest gratitude to the Strategic Planning Committee (SPC) and all the individuals who contributed their time, expertise and passion to shaping this plan. Your commitment to our students, families and schools has ensured that this vision reflects the values and aspirations of our entire ACPS community.

We are also immensely grateful to the educators, school leaders and staff who bring this plan to life every day. Your dedication, hard work and belief in our students make the difference. This strategic plan is more than a roadmap—it is a shared commitment to the future of Alexandria City Public Schools. Thank you for your unwavering efforts to create safe, engaging and equitable learning environments where each student can thrive.

Unified Planning Process

Alexandria prides itself on being a concerned, caring and engaged community — one which works collaboratively for the benefit of those who live here and the larger public interests. Alexandrians view themselves individually but also, as part of this larger collective wishing to improve the lives of all who live in the City.

The last ACPS strategic plan was developed in 2019 along with the Department of Community and Human Services' Children and Youth Master Plan (CYMP) and the Alexandria Health Department and the Partnership for a Healthier Alexandria's Community Health Improvement Plan (CHIP). Since then, these organizations established a Unified Planning Team and found partnering to develop their plans collectively provided added value to each through the opportunity to maximize collective community engagement, use and focus on the most important data and focus on shared outcomes. The result of working together, instead of in isolation, should prove beneficial to all in Alexandria and serve as a model for future efforts in our community.

While developing these plans is important, implementing them successfully is even more important. As a result, the Unified Planning Team will continue the partnership during implementation of these plans over the next five years and continue to ensure alignment of actions, collective community engagement, use of data and sharing of resources, when possible.

Together, we are building a stronger, more inclusive ACPS. Thank you!

Members

SPC Members

- Lameis Abdelgawad
- Deborah Akinyele
- Dr. Laura Baker
- Tyron Barnes
- Shashank Bharadwaj
- Meredith Boylan
- Dr. Persephone Brown
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- Margaret Silva
- Dr. Ashley Simpson Baird
- Evan Smith
- Sheree Stephens
- Nick Sykes
- Natalie Talis
- Dominic Turner
- Kamika Valmond
- Regina Van Buren
- Alicia Vazquez
- Meta Viers
- Jeanette Vinson
- Dr. Jennifer Whitson

Core Planning Team

- Tina Constantine
- Dr. Clinton Page
- Daryl Johnson, APR
- Mike Routhouska
- Dr. Anthony Sims
- Dr. Grace Taylor
- Kennetra Wood
- Jenny Rodriguez-Sosa



Get connected to ACPS

See more and follow updates on the 2030 Strategic Plan website:

www.acps.k12.va.us/about-us/acps-2030-strategic-plan

Follow ACPS on Twitter, Facebook and Instagram:

@ACPSk12

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Appendix

DRAFT Actions by Strategy

Goal: Create a safe, caring and inclusive school environment where students feel connected, supported and respected.

Strategy 1: Strengthen integrated systems of support for students' social and emotional well-being through building positive relationships with peers and trusted adults.

- Elevate student voice in meaningful ways to inform school-level decisions and effectively address student concerns.
- Promote, implement and monitor systems and support (including adequate time) for adults to cultivate authentic relationships with students.
- Implement a more frequent measure of student belonging (e.g., quarterly student survey).
- Increase and better coordinate mentorship opportunities for students with clear outcomes and measurement of impact (focusing on secondary students).
- Enhance Social-Emotional Academic Learning (SEAL) time, in partnership with students, as a mechanism for strengthening peer relationships.

Strategy 2: Establish and uphold clear behavior expectations while supporting each student's unique academic and social-emotional needs.

- Communicate and teach behavior expectations (student code of conduct) and student rights to students and partner with families in multiple languages.
- Prioritize safety in all aspects of the educational environment, including hallways, bathrooms, cafeteria lines and buses.
- Build staff capacity to utilize trauma-informed practices, cultivate relationships and de-escalate conflicts, including security staff.
- Increase consistent utilization and monitor positive behavior supports and restorative practices across schools.
- Implement multi-tier systems of support (MTSS) with fidelity to include expanded alternative education options.

DRAFT Actions by Strategy (cont.)

Goal: Engage and challenge each student, every day to achieve academic excellence.

Strategy 1: Use high-quality learning materials and teaching practices that reflect students' diverse cultures, support their social and emotional growth, and ensure each student gets what they need to succeed.

- Refine and socialize the instructional framework to clearly define what highly effective teaching and learning looks like in ACPS.
- Enhance the curriculum and accompanying materials to include relevant social-emotional learning and equitable learning practices.
- Promote routine collaboration between Student Services and Equity and Teaching, Learning and Leadership to integrate Social-Emotional Learning with Tier 1 academic instruction.
- Support teachers in utilizing the curriculum in alignment with state standards.

Strategy 2: Empower the school-based instructional leadership team (principals, assistant principals, and instructional coaches) to serve as strong instructional coaches and mentors for educators.

- Support school-based instructional leaders to conduct effective walkthroughs (including to provide meaningful feedback) and leverage Professional Learning Communities (PLC) as a tool for instructional improvement.
- Promote cross-school collaboration around effective practices through more effective meetings and knowledge sharing for school leaders.
- Build capacity of leaders to coach and support teachers to meet the ACPS definition of highly effective teaching and learning.

DRAFT Actions by Strategy (cont.)

Goal: Recruit, develop and retain a diverse team of talented professionals by fostering a supportive and growth-oriented workplace.

Strategy 1: Retain talented professionals by partnering with them and their unions, supporting their wellness, offering leadership opportunities and ensuring competitive pay.

- Partner with staff to establish strong mechanisms for feedback and collaboration, including incorporating staff voice meaningfully into decision making processes.
- Expand the ACPS mentor program to foster retention and teacher growth.
- Enhance wellness supports, including the expansion of wellness programs and support for deprioritizing non-critical tasks to provide more time to focus on instructional tasks.
- Strengthen and expand leadership development opportunities for educators, including those who wish to lead while remaining in the classroom.
- Enhance support for professional growth through subsidized continuing education and improved feedback systems.
- Establish and communicate a clear and consistent pay philosophy, including competitive salaries for hourly non-contracted employees, and the potential for recruitment and retention bonuses.

Strategy 2: Provide more focused, differentiated learning opportunities for educators, with a focus on equipping staff to meet the needs of underserved students.

- Involve teachers and staff in the design, implementation and evaluation of division-wide professional learning that is aligned with professional learning standards, curriculum and strategic plan goals.
- Provide better support and development for unlicensed staff (including instructional assistants and substitutes).
- Build the capacity of educators to teach in our unique urban community and recognize the skills and talents of our diverse student body.
- Strengthen Professional Learning Community as a mechanism for productive collaboration and data use to drive instructional improvement.

Strategy 3: Improve and streamline hiring and orientation processes to make them more effective and coordinated.

- Establish a more collaborative and consistent approach to the full hiring process, including transparency with leadership and candidates on the process and timeline.
- Use creative and targeted hiring strategies, like partnering with local, international, Hispanic Serving Institutions and Historically Black Colleges and Universities and offering apprenticeships.
- Refine and implement a more effective and user-friendly orientation and onboarding process for all staff within the first three months of their employment.
- Build more self-service Human Resource systems.

DRAFT Actions by Strategy (cont.)

Goal: Cultivate trust by engaging and communicating clearly with our community to achieve our vision.

Strategy 1: Support schools in building strong partnerships with all families through intentional, meaningful engagement efforts.

- Collaborate with families and school staff to co-create action plans for family engagement, ensuring that families—especially those traditionally underserved—have a voice in shaping strategies that meet their needs and priorities.
- Through professional learning and ongoing support from bilingual family liaisons, build staff capacity to create trust-based relationships that empower families as active partners in their children’s education.
- Explore additional opportunities for family volunteers.
- Strengthen participation in parent-teacher conferences.

Strategy 2: Share clear, timely information and create meaningful two-way conversations with students, families and staff around division decisions.

- Strengthen communication with students, families and staff by providing clear, timely updates on division operations through a mix of in-person, digital and printed formats.
- Create meaningful two-way engagement opportunities that invite student, family and staff voices into decision-making consistently and proactively, when possible.
- Enhance accessibility and inclusion by ensuring language support, clear event information and easy-to-navigate communications tools, including ongoing enhancements to the division website to improve the user experience.
- Demonstrate responsiveness by sharing back feedback and decision-making rationales so the community understands how their input shapes division decisions.

Strategy 3: Improve the day-to-day experience for students, families and staff by providing responsive, helpful and supportive service across the division.

- Partner with students, families and staff to establish and implement clear standards for service across the division through training and support for accountability.
- Celebrate exemplary service across the division, drawing input from students, families and staff.

Strategy 4: Engage the broader Alexandria community in support of our students and our overall vision.

- Utilize a tiered partnership model with community and business partners to support the division and Academies at Alexandria City High School.
- Strengthen knowledge sharing of community partnership possibilities.
- Provide more diverse volunteer opportunities for community members to be in schools regularly.
- Strengthen our approach to partnership with City leaders.

DRAFT Actions by Strategy (cont.)

Goal: Prepare each student for life after high school by providing the guidance, skills and support they need for college, careers and other future goals.

Strategy 1: Make learning more meaningful for students by using real-world experiences and hands-on ways to measure their progress at every grade level.

- Implement project-based learning at all grade levels.
- Expand diverse career and technical opportunities for students PreK-12 to maximize exposure.
- Utilize competency-based learning to better measure student mastery of concepts.

Strategy 2: Continue to refine the model for Academies at Alexandria City to meet the needs of our community.

- Provide clear guidance to students beginning in middle school about the Academies structure, pathways and options.
- Refine Academies pathways and model to provide for appropriate student flexibility and the opportunity to explore diverse interests.
- Ensure equitable support for students to successfully complete advanced coursework.

Strategy 3: Expand access to high-quality college and career counseling to support students' transitions.

- Use student-driven postsecondary readiness plans that are regularly updated.
- Expand capacity for one-on-one mentoring and advising focused on career exploration, college applications and financial aid, particularly for international, newcomer and first-generation students to navigate the higher education system.
- Leverage advisory periods as an opportunity for meaningful career exploration, building workplace readiness skills and preparing for post-secondary life.

DRAFT Actions by Strategy (cont.)

Division Conditions for Success

Condition 1: Build a positive and collaborative culture across the division where everyone works together and takes accountability for success.

- Clarify and communicate the role of each department and function in achieving our mission.
- Create opportunities for relationship and culture building that are not meeting-based.
- Cultivate a growth mindset and focus on feedback as a mechanism for growth (e.g., through training for managers on giving and receiving feedback).
- Improve internal communication to ensure all stakeholders receive clear and timely information about division strategy and decisions.

Condition 2: Create clear operational systems and procedures to improve efficiency and make it easier to share and manage important information.

- Codify systems and standard operating procedures, and proactively support adherence to systems.

Condition 3: Use technology appropriately to drive innovation, support efficiency and help achieve our mission.

- Identify areas where Artificial Intelligence (AI) and other emerging technology can support efficiency.
- Provide professional learning and consistent guidance around AI implementation.

Condition 4: Build systems and routines to support continuous improvement.

- Examine process for funding and sunseting programs through establishing a mechanism for calculating return on investment.
- Establish decision-making processes that are more inclusive and transparent when it comes to resource trade-offs.

Condition 5: Equitably allocate resources across the division to best meet student and community needs.

- Ensure that families and staff are aware of the way in which we are allocating resources based on need.
- Evaluate and modify our staffing model to ensure that we are providing adequate support in schools with the highest needs.

Condition 6: Ensure students have access to sustainable facilities and infrastructure to support learning.

- Continue to focus on sustainability in development of our facilities.
- Promote among students better stewardship of our facilities.
- Manage expectations and collaborate with the community to understand what is possible and reinforce staff expertise.

Glossary of Key Terms

Academic Excellence: We keep the bar high in all we do. We educate students for life and for reflective citizenship. We empower students and employees in the preservation of their identity and culture. Substance, depth and critical thinking are more important than compliance or test scores.

Core Values: The fundamental beliefs of ACPS. These guiding principles dictate behavior and can help people make decisions for the division.

Division Conditions for Success: These are specific shifts that we commit to making internally throughout the division to support the achievement of the overall goals.

Equity: Meeting students where they are and actively working to remove barriers to educational access.

Goals: The five elements that comprise the division's approach to achieving our vision, frame the Division's work in meeting the key performance indicators, and enable the division to track implementation progress. Each goal includes measures that define how implementation of the goal will be determined. Each goal also includes a number of strategies and activities for how the goal will be achieved.

Actions: These priority projects within each strategy specify actions aimed at helping to achieve each measurable goal. These actions are aligned with those of school and department improvement plans, which also identify implementation processes and measures.

Key Performance Indicators (KPIs): The overall student performance outcomes that ACPS is trying to achieve and used to evaluate the ultimate success of the division.

Key Practices: Broad, actionable strategies that bring our core values to life in daily work. They provide clear guidance on how employees should operate to create a positive and effective culture.

Mission: A brief description of ACPS' fundamental purpose both for those in the division and for the public. It answers the question, "why do we exist?"

Strategies: High-level actions for how the Division plans to achieve each goal. Identified within each strategy are actions, which are specific priority projects that help achieve each measurable goal.

Vision: A clear statement that describes what ACPS is trying to achieve in the future.



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