Arlington Independent School District

District Improvement Plan

2026-2027 Goals/Performance Objectives/Strategies

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Goals

Goal 1: Academic Growth - Ensure positive engaging experiences for every student that promote academic growth and ignite a passion for learning.

Performance Objective 1: Cultivate the Student Experience: Ensure every student experiences joyful, meaningful learning that fosters curiosity and belonging, builds confidence and character, and prepares them with future-ready skills.

Strategy 1 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 1: Establish a District Technology Advisory Committee and develop a comprehensive District Technology Plan aligned with curriculum audit criteria by April 30, 2027. **Strategy's Expected Result/Impact:** Developing this plan ensures technology directly supports instruction rather than acts as a standalone tool, eliminating passive screen time and addressing gaps from the curriculum audit. Ultimately, it provides clear, measurable goals for student digital proficiency while maximizing the district's technology ROI by focusing resources on high-impact instructional software. **Staff Responsible for Monitoring:** Chief Technology Officer				

Strategy 2 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 2: Develop course guides for Physical Education in elementary grades. **Strategy's Expected Result/Impact:** Teachers will have clear, consistent guidance for planning and delivering PE instruction, ensuring students across campuses have equitable access to a rigorous, well-sequenced curriculum. Implementation will strengthen instructional alignment, reduce gaps in learning, and support measurable growth in students' academic knowledge, physical skills, and overall well-being. **Staff Responsible for Monitoring:** Chief Academic Officer				

Strategy 3 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 3: Implement upperclass high school hybrid and 9th grade at Arlington College and Career High School virtual program. **Strategy's Expected Result/Impact:** Students will have increased access to flexible learning pathways that support engagement, course completion, and progress toward graduation. These opportunities will build independence, time-management skills, and readiness for college and careers while maintaining rigorous academic expectations. **Staff Responsible for Monitoring:** Chief Academic Officer				

Strategy 4 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 4: Develop a long range plan for specialized program expansion, including hybrid and micro-school options, that promotes access for all across the district. **Strategy's Expected Result/Impact:** More students across the District will have equitable access to learning options aligned with their interests, strengths, and needs. A phased expansion will reduce barriers to participation, strengthen student engagement, and support academic growth while ensuring sustainable use of District resources. This will also serve as a recruiting tool for outside District families to pursue options within Arlington ISD. **Staff Responsible for Monitoring:** Chief Academic Officer				

 No Progress  Accomplished  Continue/Modify  Discontinue

Goal 1: Academic Growth - Ensure positive engaging experiences for every student that promote academic growth and ignite a passion for learning.

Performance Objective 2: Improve Academic Performance: Improve student academic achievement by increasing the number of A- and B-rated schools while ensuring all campuses are rated C or better, and by improving graduation rates and closing achievement gaps.

Strategy 1 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 1: Implement a new math and reading curricula district-wide by April 1, 2027 with 90% adherence in walkthroughs, covering material use, alignment, instruction, and pacing. **Strategy's Expected Result/Impact:** Students across Arlington ISD will receive more consistent access to grade level math and reading instruction creating a stronger foundation for improved academic growth. **Staff Responsible for Monitoring:** Chief Academic Officer				

Strategy 2 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 2: Implement training for Professional Learning Community (PLC) leaders that includes lesson internalization, lesson rehearsal, and student work/data analysis. **Strategy's Expected Result/Impact:** PLC leaders will be better equipped to lead focused, high-quality planning that strengthens lesson delivery and responds to student learning needs. This will improve instructional consistency, teacher practice, and student outcomes across classrooms. **Staff Responsible for Monitoring:** Chief Schools Officer				

Strategy 3 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 3: Finalize and implement School Acceleration Framework to support increased achievement at high-needs schools. **Strategy's Expected Result/Impact:** High-need campuses will receive more targeted, coordinated support aligned to their greatest areas of need. This will strengthen leadership and instructional systems, accelerate student outcomes, and increase the number of campuses demonstrating sustained improvement. **Staff Responsible for Monitoring:** Chief Schools Officer				

Strategy 4 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 4: Facilitate a planning and study year to determine the viability of a 2027-28 Additional Days School Year (ADSY) launch. **Strategy's Expected Result/Impact:** The district will use the 2026-27 school year to evaluate the academic, staffing, operational, financial, and community conditions necessary for a successful ADSY launch. The result will be a clear, evidence-based recommended scope and implementation plan for implementing in 2027-28. **Staff Responsible for Monitoring:** Chief Schools Officer				

Strategy 5 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 5: Develop a comprehensive student assessment plan outlining the philosophical framework, timing, scope, procedures, and staff roles for formative and summative assessment evaluation. **Strategy's Expected Result/Impact:** Teachers and leaders will have clear consistent expectations for assessing learning and using results to adjust instruction provide timely interventions, and extend learning. A coordinated approach will reduce unnecessary testing, protect instructional time, and strengthen monitoring of student progress toward mastery. **Staff Responsible for Monitoring:** Chief Academic Officer				

Strategy 6 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 6: Provide supplemental academic supports, intervention services, instructional resources, personnel, and evidence-based practices that increase access to high-quality learning opportunities and improve student achievement for identified students and campuses. **Strategy's Expected Result/Impact:** Student achievement and academic growth will improve through the implementation of targeted supports and intervention services for identified students and campuses. **Staff Responsible for Monitoring:** State and Federal Programs Director **Funding Sources:** Campus Title I Allocations - 211 - Title I-A - $11,666,899, Supplemental Academic and Intervention Supports - 211 - Title I-A - $3,876,010				

Strategy 7 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 7: Provide targeted support, continuous improvement structures, and evidence-based practices that strengthen teaching and learning, increase access to high-quality instruction, and improve academic outcomes for students with the greatest need. **Strategy's Expected Result/Impact:** Students with the greatest academic needs will demonstrate improved achievement and growth through increased access to high-quality instruction, targeted support, and effective campus improvement efforts. **Staff Responsible for Monitoring:** State and Federal Programs Director **Funding Sources:** Instructional Effectiveness Supports - 211 - Title I-A - $5,156,316				

 No Progress  Accomplished  Continue/Modify  Discontinue

Goal 1: Academic Growth - Ensure positive engaging experiences for every student that promote academic growth and ignite a passion for learning.

Performance Objective 3: Elevate Student Voice & Choice: Empower students to lead, create, and compete, by increasing student participation in arts, athletics, CTE programs, extracurriculars, and/or leadership programs.

Strategy 1 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 1: Conduct Career and Technical Education audit to identify programmatic opportunities and expansion. **Strategy's Expected Result/Impact:** The audit will identify gaps, student demand, workforce alignment, and opportunities to improve or expand programs. This will help the District prioritize programs, partnerships, and resources for implementation. More students will gain access to relevant career pathways, industry credentials, and work-based learning that prepare them for post-secondary education and employment. **Staff Responsible for Monitoring:** Chief Academic Officer				

 No Progress  Accomplished  Continue/Modify  Discontinue

Goal 2: Culture - Establish an inclusive culture of respect, support, and continuous improvement for all students, staff, and families.

Performance Objective 1: Prioritize Student Well-Being: Strengthen the overall student experience by fostering a positive culture and climate, rigorous and engaging academics, and meaningful social-emotional development opportunities.

Strategy 1 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 1: Design and implement the Arlington ISD Wellness Framework by March 31, 2027 to support student, staff, and family wellbeing across 100% of our campuses and departments. **Strategy's Expected Result/Impact:** Improved perceptions of support encouraged by the district for our stakeholders to thrive and continue to choose AISD. **Staff Responsible for Monitoring:** Deputy Superintendent				

Strategy 2 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 2: Develop an onboarding approach for students moving from elementary to junior high school. **Strategy's Expected Result/Impact:** Increased sense of belonging and reduce feelings of isolation and anxiety for our students transitioning levels. **Staff Responsible for Monitoring:** Chief Schools Officer				

Strategy 3 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 3: Consistently gather student feedback on the student experience definition regarding strengths and potential improvements. **Strategy's Expected Result/Impact:** More practically inform the desired student experience definition to determine appropriate next steps. **Staff Responsible for Monitoring:** Asst Supt of Research and Accountability				

Strategy 4 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 4: Provide coordinated supplemental supports and services that address barriers to learning and increase engagement, attendance, and access to educational opportunities for students experiencing academic risk and other factors that impact student success. **Strategy's Expected Result/Impact:** Identified students experiencing academic risk will demonstrate improved engagement, attendance, academic performance, and overall success through access to coordinated supports and services that address barriers to learning. **Staff Responsible for Monitoring:** State and Federal Programs Director **Funding Sources:** Coordinated Services - 211 - Title I-A - $2,828,155				

 No Progress  Accomplished  Continue/Modify  Discontinue

Goal 2: Culture - Establish an inclusive culture of respect, support, and continuous improvement for all students, staff, and families.

Performance Objective 2: Boost Employee Engagement: Cultivate an environment that prioritizes employee well-being as a foundation for strong commitment, satisfaction, and promotion of the district.

Strategy 1 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 1: Implement a monthly feedback system by September 30, 2026 to gather teacher feedback on district curriculum and professional learning for curricular implementation. **Strategy's Expected Result/Impact:** Incorporate employee perspective and feedback into the improvement process for curriculum implementation. Curriculum materials and professional learning become more responsive to classroom needs, strengthening teacher confidence and consistent curriculum implementation across AISD. **Staff Responsible for Monitoring:** Chief Academic Officer				

Strategy 2 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 2: Consistently gather staff feedback on their work experiences including strengths and potential improvements. **Strategy's Expected Result/Impact:** More practically inform the desired staff experience to determine appropriate next steps for improvement. **Staff Responsible for Monitoring:** Asst Supt of Research and Accountability				

Strategy 3 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 3: Design an intentional onboarding process for campus staff highlighting district culture including our guiding documents and district branded materials. **Strategy's Expected Result/Impact:** Create a cohesive foundation of the district vision, values and beliefs and a sense of belonging for all campus staff members. **Staff Responsible for Monitoring:** Deputy Superintendent				

 No Progress  Accomplished  Continue/Modify  Discontinue

Goal 3: Safety & Discipline - Create safe and productive learning environments in which every student and staff member can thrive.

Performance Objective 1: Strengthen Safe & Supporting Learning Environments: Establish expectations and supports for positive student behavior that ensure students and staff thrive in classrooms that have a sense of belonging, experience psychological safety and opportunities to grow.

Strategy 1 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 1: Ensure 100% of assistant principals receive monthly training on Student Wellness Leadership practices with evidence of implementation by April 30, 2027. **Strategy's Expected Result/Impact:** Assistant principals will demonstrate implementation of Student Wellness Leadership practices, promoting consistent student support and effective behavioral interventions across Arlington ISD campuses. These practices will contribute to safer, more productive learning environments and improved student outcomes. **Staff Responsible for Monitoring:** Chief Operations Officer				

Strategy 2 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 2: Require all assistant principals to apply a wellness leadership practice following each monthly training session and collect evidence demonstrating implementation at each campus. **Strategy's Expected Result/Impact:** Assistant principals will consistently apply Student Wellness Leadership practices on their campuses, using evidence-based strategies to address student behavior, strengthen relationships, and support student needs. Documented implementation at each campus will promote accountability, identify effective practices, and contribute to safer, more supportive, and productive learning environments across Arlington ISD. **Staff Responsible for Monitoring:** Chief Operations Officer				

Strategy 3 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 3: Share successful practices and develop a districtwide network of assistant principal wellness leaders. **Strategy's Expected Result/Impact:** We will establish a districtwide network of assistant principal wellness leaders to share successful practices, collaborate on campus challenges, and implement effective strategies that promote student wellness, positive behavior, and safe, productive learning environments. **Staff Responsible for Monitoring:** Chief Operations Officer				

 No Progress  Accomplished  Continue/Modify  Discontinue

Goal 3: Safety & Discipline - Create safe and productive learning environments in which every student and staff member can thrive.

Performance Objective 2: Strengthen Safe and Supportive Physical Environments: Cultivate environments that are safe from physical and external threats, including cybersecurity.

Strategy 1 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 1: Complete a privacy and data compliance audit of all district software by April 30, 2027. **Strategy's Expected Result/Impact:** By conducting comprehensive privacy and security audits of all district edtech applications, software, and third-party vendors, the district will ensure full compliance with FERPA, COPPA, and modern cybersecurity standards. As a result, this rigorous oversight eliminates third-party data vulnerabilities, protects student and staff privacy, and restores community trust in digital learning platforms. **Staff Responsible for Monitoring:** Chief Technology Officer				

Strategy 2 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 2: Ensure 100% of staff and students are trained and equipped to respond to critical incidents using emergency response protocols. **Strategy's Expected Result/Impact:** Improve campus safety by ensuring all staff and students are prepared to respond quickly and effectively during emergencies, using the approved safety protocols, reducing risks and minimizing potential harm. **Staff Responsible for Monitoring:** Chief Operations Officer				

Strategy 3 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 3: Ensure 100% of campuses complete all required safety drills. **Strategy's Expected Result/Impact:** Improve campus safety and emergency preparedness by ensuring students and staff can respond quickly and effectively during emergencies while maintaining compliance with all state and local safety drill requirements. **Staff Responsible for Monitoring:** Chief Operations Officer				

Strategy 4 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 4: Ensure that critical safety infrastructure (doors, locks, cameras) are functional and any that are in need of repair are addressed in a timely fashion. **Strategy's Expected Result/Impact:** Improve campus safety and security by maintaining fully operational safety infrastructure, ensuring essential equipment functions properly while promptly identifying and repairing defects to mitigate risks and vulnerabilities. **Staff Responsible for Monitoring:** Asst Supt of Facilities				

Strategy 5 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 5: Implement, age-appropriate cybersecurity awareness training and routine phishing simulation campaigns. **Strategy's Expected Result/Impact:** By delivering age-appropriate cybersecurity awareness training and conducting routine phishing simulations, the district will empower staff and students to recognize, report, and neutralize digital threats across all campuses. As a result, this proactive defense significantly reduces network vulnerability, safeguards sensitive district data, and establishes a culture of digital responsibility and resilience. **Staff Responsible for Monitoring:** Chief Technology Officer				

Strategy 6 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 6: Develop, test, and refine a comprehensive Cyber Incident Response Plan (CIRP) tailored to school operations. **Strategy's Expected Result/Impact:** By developing, testing, and refining a school-tailored Cyber Incident Response Plan (CIRP), the district will establish clear, actionable protocols for rapidly detecting, containing, and recovering from digital disruptions. As a result, this operational readiness minimizes learning interruptions, safeguards critical district systems and data, and ensures seamless continuity during security incidents. **Staff Responsible for Monitoring:** Chief Technology Officer				

 No Progress  Accomplished  Continue/Modify  Discontinue

Goal 4: Marketing & Engagement - Involve families and community stakeholders as valued partners in student learning.

Performance Objective 1: Maximize Student Enrollment: Increase interest in district program offerings and reduce the student attrition rate.

Strategy 1 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 1: Using the District Vision, Values and Beliefs and student experience, develop a committee to provide input to rebrand the district. **Strategy's Expected Result/Impact:** A representative branding committee will make sure the new brand is built but by the people who live it everyday and thus they will become the champions of the brand when it comes time to roll it out. The committee will use the new strategic plan, district vision, defined student experience, values and beliefs as part of their framework. **Staff Responsible for Monitoring:** Chief Communications Officer				

Strategy 2 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 2: Strengthen district identity, improve public perception, and increase family engagement through a comprehensive district rebrand. **Strategy's Expected Result/Impact:** The rebrand will tell a stronger story about the opportunities available in Arlington ISD, shift public perception toward the district's strengths, and give prospective families a compelling reason to choose and stay. **Staff Responsible for Monitoring:** Chief Communications Officer				

Strategy 3 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 3: Redesign district websites to improve user experience, increase engagement, and drive measurable actions. **Strategy's Expected Result/Impact:** Families, students, staff, and community members will find information faster, complete key tasks online in fewer steps, and return to district and campus websites more often. A consistent, mobile first design across the district site and all 75 campus sites, paired with clear navigation and strong calls to action, will increase online enrollment, Signature Programs applications, job applications, and event participation while reducing routine calls and emails to campus front offices. The redesign advances the Marketing & Engagement priority by strengthening families' connection to their schools, and it supports enrollment growth by giving prospective families a compelling first impression of Arlington ISD. **Staff Responsible for Monitoring:** Chief Communications Officer				

 No Progress  Accomplished  Continue/Modify  Discontinue

Goal 4: Marketing & Engagement - Involve families and community stakeholders as valued partners in student learning.

Performance Objective 2: Empower Family Advocacy: Foster a welcoming family experience that ensures connection, confidence, and active support of Arlington ISD schools.

Evaluation Data Sources: Families and visitors will feel welcomed, informed, and valued at every Arlington ISD campus and department, from their first visit to graduation day. Consistent, caring service and clear, timely communication will give families confidence in their schools and a strong sense of connection to the district. Engaged, confident families will strengthen student success, improve public perception, and help the district attract and keep families, supporting long term enrollment growth.

Strategy 1 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 1: Deliver customer service training to administrators and front office staff at 100% of campuses and district departments by May 31, 2027. **Strategy's Expected Result/Impact:** Families and visitors will be greeted warmly, have their questions answered at the first point of contact and leave every interaction feeling respected and supported. Consistent and reliable service will reduce frustration and complaints, strengthen trust and raise the family NPS score. **Staff Responsible for Monitoring:** Executive Director of Family and Community Engagement	 Some Progress			

Strategy 2 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 2: Analyze annual parent survey data to drive targeted improvements in parent engagement and satisfaction. **Strategy's Expected Result/Impact:** Analyzing annual parent survey data will give the district a clear, evidence-based picture of what families value, where they feel well served, and where the district falls short. It's important to break down results by campus, grade level, language, and program to reveal patterns that districtwide averages hide, so improvements reach the families and schools that need them most. **Staff Responsible for Monitoring:** Chief Communications Officer				

Strategy 3 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 3: Provide parent and family engagement activities, communication, training, resources, and support services that strengthen partnerships between families and schools to support the academic success of students with the greatest educational needs. **Strategy's Expected Result/Impact:** Families will be equipped to actively support their children's learning, resulting in increased family engagement, stronger home-school partnerships, and improved academic outcomes for students with the greatest educational needs. **Staff Responsible for Monitoring:** State and Federal Programs Director **Funding Sources:** District Family Programs - 211 - Title I-A - $1,168,248				

 No Progress  Accomplished  Continue/Modify  Discontinue

Goal 4: Marketing & Engagement - Involve families and community stakeholders as valued partners in student learning.

Performance Objective 3: Expand Community Partnerships: Increase volunteerism, service learning, and local business collaborations.

Strategy 1 Details	Reviews			
Strategy 1: Identify district level collateral needs for various stakeholder groups.	Formative			Summative
Strategy's Expected Result/Impact: Identifying collateral needs for each stakeholder group will give Arlington ISD the right tools to recruit, inform, and retain community partners. Tailored, on brand materials will make it easier for partners to understand where they fit, how to get involved, and the difference their support makes for students. **Staff Responsible for Monitoring:** Chief Communications Officer	Nov	Jan	Mar	June

Strategy 2 Details	Reviews			
Strategy 2: Evaluate current annual stakeholder events to streamline with district priorities.	Formative			Summative
Strategy's Expected Result/Impact: Evaluating annual stakeholder events will make sure every event Arlington ISD hosts earns its place on the calendar by advancing district priorities and strengthening community partnerships. A close review of current community stakeholder presentations will show where the district should expand its reach, where it should consolidate or retire events, and where audiences are underserved or overextended. A new event feedback rubric will give the district consistent data on attendance, audience satisfaction, message clarity, and alignment with district priorities, replacing anecdotal impressions with evidence. **Staff Responsible for Monitoring:** Chief Communications Officer	Nov	Jan	Mar	June

Strategy 3 Details	Reviews			
Strategy 3: Outline 60+ program for schools using Gold Card as starting point	Formative			Summative
Strategy's Expected Result/Impact: A clear, well researched outline for a 60+ program will give Arlington ISD a ready to launch plan for engaging senior residents in local schools. Using the Gold Card as the foundation, the outline will define the program's purpose, eligibility, benefits, and campus involvement options, such as mentoring, reading support, event volunteering, and career speaking. **Staff Responsible for Monitoring:** Chief Communications Officer	Nov	Jan	Mar	June

Strategy 4 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 4: Implement a pilot program for district-wide volunteer check-in and monitoring system. **Strategy's Expected Result/Impact:** Piloting Raptor's volunteer check in and monitoring system at Gunn Junior High School will give Arlington ISD a tested, data based model before expanding districtwide. The pilot will show how well Raptor screens volunteers, streamlines check in and check out, and tracks volunteer hours and activities, all while keeping students and staff safe. Front office staff will gain a faster, more consistent process, and volunteers will experience a simple, welcoming arrival. Accurate volunteer data will help the district recognize volunteers, report the value of their time, and identify where more support is needed. **Staff Responsible for Monitoring:** Executive Director of Family and Community Engagement				

 No Progress  Accomplished  Continue/Modify  Discontinue

Goal 5: Talent & Resources - Maximize our resources and people to promote a thriving district while maintaining sound fiscal management.

Performance Objective 1: Ensure Fiscal Sustainability: Achieve durable fiscal sustainability by closing the district's deficit and adopting a sustainable budget model.

Strategy 1 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 1: Reduce the general fund budget deficit by at least 50% by June 24, 2027 while maintaining the general fund operating fund balance threshold at 25%. **Strategy's Expected Result/Impact:** Reducing the budget deficit will help support the objective of adopting a sustainable budget model to ensure fiscal sustainability in the long term. **Staff Responsible for Monitoring:** Chief Financial Officer				

Strategy 2 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 2: Establish standardized class-size and departmental staffing frameworks across all levels (ES/JHS/HS/ Departments) through stakeholder alignment, accounting for facility capacity constraints and prioritizing resources for core deliverables. **Strategy's Expected Result/Impact:** Recommending modified class ratio application utilizing average vs current methodology of a cap. Expect prek-4 ratios to increase class sizes by approximately 3-4 students. Implement maximum class sizes as a result of this methodology and tighter distribution to the target average. Secondary level modifications to staffing will utilize campus wide ratio vs. class size, using similar methodology. Department staffing efficiencies should be achieved through reimagining organizational structures, elimination of non-critical tasks, automation through technology, and outsourcing functions when cost efficient. Departmental efficiency gains should be at least equivalent to campus based staffing reductions. **Staff Responsible for Monitoring:** Chief Human Resource Officer				

Strategy 3 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 3: Maintain zero-based budgeting methodology and prioritization of talent and resources to reduce discretionary spending by 5% by June 2027. **Strategy's Expected Result/Impact:** Maintaining zero-based budgeting will continue to guide the prioritization of resource allocation while simultaneously supporting the strategy of reducing the district's budget deficit. **Staff Responsible for Monitoring:** Chief Financial Officer				

Strategy 4 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 4: Continue the program evaluation process and present findings to guide improvements and renewal decisions for the upcoming school year. **Strategy's Expected Result/Impact:** Program evaluation findings will inform continuous improvement, resource allocation, and decisions to renew, modify, or discontinue programs for the upcoming school year. **Staff Responsible for Monitoring:** Asst Supt of Research & Accountability				

Strategy 5 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 5: Design specialized training and consultation services for budget managers on performance-based budgeting (including required cost-benefit analysis), focusing on monitoring both financial and program effectiveness simultaneously. **Strategy's Expected Result/Impact:** Designing a framework for performance-based budgeting to support the district's budget planning process will help address a key recommendation from the District's Curriculum Audit Report. **Staff Responsible for Monitoring:** Chief Financial Officer				

Strategy 6 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 6: Provide effective coordination, implementation, monitoring, and evaluation of federally funded services and supports to ensure students with the greatest academic needs have access to supplemental educational opportunities. **Strategy's Expected Result/Impact:** Students with the greatest academic needs will have increased access to supplemental services, resources, and supports that contribute to improved academic achievement and educational success. **Staff Responsible for Monitoring:** State and Federal Programs Director **Funding Sources:** Program Administration and Support - 211 - Title I-A - $980,325				

 No Progress  Accomplished  Continue/Modify  Discontinue

Goal 5: Talent & Resources - Maximize our resources and people to promote a thriving district while maintaining sound fiscal management.

Performance Objective 2: Build a Talent Pipeline: Establish a perpetual talent pipeline through recruitment, grow-your-own, and retention strategies.

Strategy 1 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 1: Implement a district healthcare clinic model to support greater employee access to care during the 2026-27 school year and impact long-term benefit cost to help support fiscal stability. **Strategy's Expected Result/Impact:** The benefit is intended to provide no cost access to covered services for eligible full-time employees enrolled in the district's medical plan, while also offering an optional supplemental benefit to other employees and eligible dependents. Our goal is to make accessing care easier and ensure employees have clear, accurate information about the services available to them. **Staff Responsible for Monitoring:** Chief Human Resource Officer				

Strategy 2 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 2: As part of the Learning Acceleration Support Opportunities (LASSO) Talent to Pipeline grant, the first cohort of residents by the district will begin employment. The District will collaborate with university partners and internal stakeholders to facilitate a successful pipeline. **Strategy's Expected Result/Impact:** Set up a strong foundation to grow a successful residency program in the future, but will have to consider costs to determine how quickly to grow it, to build a talent pipeline that positively impacts recruiting. **Staff Responsible for Monitoring:** Chief Human Resource Officer				

Strategy 3 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 3: Build candidate funnel using focused job fairs/recruiting events rather than facilities as a whole by partnering with technical schools, job postings, ATS candidate management, marketing programs and attendees from events. **Strategy's Expected Result/Impact:** Conducting fewer large internal job fairs and college job fairs and focusing on organizing candidate slates for focused job openings by utilizing ongoing media campaigns through the Marketing department, applicant management inside the ATS, school relationships, and other avenues to develop very specific candidate pools to attack our open positions has already allowed us to remove the need for job fair events in the 2026-27 school year for the department, which is more streamlined, efficient, and cost-effective. **Staff Responsible for Monitoring:** Chief Human Resource Officer				

Strategy 4 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 4: Develop a new organizational chart incorporating Curriculum Management Audit Center Model Principles, ensuring it includes principals and teachers. **Strategy's Expected Result/Impact:** The organizational structure in our ERP will span all campuses and departments including supervisor information and will be routinely maintained and up to date to ensure the highest level of accuracy possible for efficient organizational review. **Staff Responsible for Monitoring:** Chief Human Resource Officer				

Strategy 5 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 5: Continue to revise all job descriptions to achieve the "Strong" quality level by incorporating explicit curricular linkages that highlight the position's role in curriculum design/delivery. **Strategy's Expected Result/Impact:** Job descriptions are currently being reviewed and updated on a three-year cycle, with more than 50% of the department's job descriptions meeting this standard. Reviews are conducted in collaboration with supervisors to ensure that roles and responsibilities remain current, clearly defined, and aligned with the department's student focused design and delivery objectives. **Staff Responsible for Monitoring:** Chief Human Resource Officer				

No Progress Accomplished Continue/Modify Discontinue

Goal 5: Talent & Resources - Maximize our resources and people to promote a thriving district while maintaining sound fiscal management.

Performance Objective 3: Support Innovative Learning Environments: Optimize facility use to support grade-level modeling and the strategic placement of signature programs.

Strategy 1 Details	Reviews			
	Formative			Summative
	Nov	Jan	Mar	June
Strategy 1: Develop a comprehensive long-range facilities plan aligned with demographic trends and funding resources to optimize facility usage by December 31, 2026. **Strategy's Expected Result/Impact:** Arlington ISD will have a comprehensive, data-driven long-range facilities plan that aligns campus capacity with projected student enrollment and available funding resources. The plan will provide a strategic framework for optimizing facility utilization, addressing excess capacity, and ensuring district facilities effectively support student learning and long-term financial sustainability. **Staff Responsible for Monitoring:** Chief Operations Officer				

 No Progress  Accomplished  Continue/Modify  Discontinue