ARLINGTON PUBLIC SCHOOLS
Work Session on Planning Factors – Planning for Phase 2 Implementation Meeting Minutes
September 30, 2025

The recordings of School Board meetings are posted on the APS Website following the meetings.

The Arlington School Board convened on Tuesday, September 30, 2025, at 9:03 a.m. at 2110 Washington Blvd., Arlington, Virginia.

Present were:
Bethany Zecher Sutton, Chair
Miranda Turner, Vice Chair
Mary Kadera, Member
Kathleen Clark, Member
Zuraya Tapia-Hadley, Member
Carmen Mejia, Deputy Clerk of the School Board

Also present were:
Dr. Durán, Superintendent
Catherine Ashby, Assistant Superintendent, School & Community Relations
Dr. Julie Crawford, Chief of Diversity, Equity & Inclusion, and Student Support
Kimberley Graves, Chief of School Support
Dr. Gerald Mann Jr., Chief Academic Officer
Christine Smith, Legal Counsel
Brian Stockton, Chief of Staff
Andy Hawkins, Business Officer
Dr. Kelly Krug, Director, Elementary Special Education
Dr. Kenneth Brown, Secondary Director, Special Education
Terri Murphy, Director of English Learners Services

Presentation

Dr. Durán explained that in preparation for the FY 2027 budget, a discussion of planning factors was timely as the division was preparing to move into phase two and review the completed planning factor study and recommendations. He emphasized that planning factors represent the conditions for learning and that those conditions directly influence student outcomes.

Dr. Krug presented the definition and purpose of planning factors, the four-year phase-in plan, Full-Time Equivalent (FTE) changes and their alignment with the strategic plan, projected costs, and recruitment strategies for the necessary FTEs. In addition, she explained the need to revise the current Special Education planning factors. Dr. Brown presented the recommendations for phase two, highlighted the anticipated return on investment, and described strategies to recruit additional staff. Ms. Murphy provided an update on the work completed related to planning factors and

staffing allocations for English Learners, outlining current practices and future direction. She noted that significant progress has already been made, with the greatest impact observed at the elementary level.

School Board Discussion

The School Board discussed the division's work to expand co-teaching and promote the least restrictive environment for students, including differences in implementation between elementary and secondary schools and the rationale for prioritizing secondary schools at this stage. Members asked about recruitment and retention strategies for special education teachers, requesting historical vacancy data from the past four years and information on how many instructional assistants have transitioned into teaching roles. They discussed recruitment challenges related to workload and caseloads and asked whether changes have been made to support educators. The Board also asked about the anticipated return on investment, including potential impacts on SOL pass rates, student behavior, suspensions, absenteeism, and expected timelines for improvement. Additional discussion focused on the complexity of staffing middle school programs, the challenges of training staff for effective co-teaching, and the steps being taken to strengthen professional learning. Members asked about licensing requirements for general education teachers, staffing needs in larger classrooms, and the role of building-level leadership, including training and opportunities for school leaders to collaborate. The Board also sought clarification on the proposed tier structure and asked how the rankings were developed. Members emphasized their commitment to this work and expressed interest in understanding how the design team's prioritization aligns with budget constraints and the outcomes the division aims to achieve.

ADJOURNMENT

The meeting adjourned at 10:31 AM.

ATTEST:

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Carmen Mejia, Deputy Clerk
Arlington School Board

Bethany Zecher Sutton, Chair
Arlington School Board