Executive Limitation 1: Global Executive Limitations
The Superintendent shall not cause, allow, or fail to take reasonable measures to prevent any practice, activity, decision, or organizational condition that is unlawful, unethical, unsafe, disrespectful, imprudent, in violation of School Board policy, endangers the Division's public image or credibility, leaves the Division unprepared for emergency situations, or is a conflict of interest.

The Superintendent shall not fail to maintain a data-informed system focused on continuous improvement to implement and monitor efforts towards achieving the goals defined in the Division's Strategic Plan and the priorities of the Board's Educational Equity Policy.

Superintendent's Interpretation:

This Executive Expectation calls on the Superintendent to model, expect, and hold our organization accountable for high standards, ethical and moral conduct, and lawful and trustworthy practices. Consequently, the Superintendent is responsible for ensuring that sufficient policies and procedures exist to that end and are implemented with integrity across the system.

I interpret this to mean that the Division must have sufficient policies, practices, and internal controls and organizational structures and systems in place to support lawful and thoughtful decision-making and follow all Board policies and regulations and to avoid unlawful and unethical behavior by the staff and volunteers in the performance of their duties and to swiftly remediate a violation if one should occur. Additionally, it is the role of the Superintendent that prepares the Division to effectively respond to a myriad of emergency scenarios and unplanned situations. The credibility of our Division is critical to our partnerships with stakeholders, and it is my responsibility to maintain our positive public image and reputation as a school division.

Further, the Executive Expectation clearly states that it is my responsibility to ensure that systems are in place to support the Division's work toward achieving our Strategic Plan goals and Educational Equity Policy priorities. I interpret this to mean directing the work of the Division so that organizational structures are in place to implement and monitor our progress and to share updates related to this progress with the Board and public on a regular basis.

Evidence of Compliance:

Certification:

I hereby present my monitoring report on Executive Limitation #1: Global Executive Limitations (EL-1) in accordance with the reporting schedule set forth in the Board calendar. I certify that the information contained in the report is true as of August 29, 2024 to the best of my knowledge, information, and belief.

Evidence of Compliance: August 29, 2024

Indicators Include, But Are Not Limited To, The Following:

Shall not cause, allow or fail to take reasonable measures to prevent any practice, activity, decision, or organizational condition that is unlawful, unethical, unsafe, disrespectful, imprudent, in violation of School Board policy. The following examples offer a broad overview of key initiatives. Additional supporting programs are provided in Executive Limitation #4: Human Resources, Executive Limitation #6: Financial Administration, and Executive Limitations #7: Asset Protection.

- [Regulation 4116: Employee Background Checks and Required Disclosure for Criminal Charges](#) requires background checks for all new hires, current employees, and volunteers.
    - As of May 21, 2024, 100% of required background checks have been completed.
        - As a continuing condition of employment, the Department of Human Resources has submitted 30,663 employees (including teachers, operational employees, hourly staff, and substitutes) for criminal record background checks to monitor for unreported record activity in fiscal year 2023-24.
        - 9,509 background checks were conducted for new hire candidates, including employee positions and volunteers, during the 2023-24 school year.
    - Throughout fiscal year 2024-25, FCPS expects to process between 6,000 and 9,000 paid and unpaid new hires. In addition, the team continues to work closely with the Virginia State Police to enroll FCPS in the [FBI Rap Back program](#) beginning July 2025. FCPS employees and new hires will be enrolled in the Rap Back program for background checks. Once enrolled, employees in Rap Back will be subject to ongoing criminal record monitoring throughout their employment with FCPS without the need to have fingerprints re-submit to the Virginia State Police and FBI.
- The Office of Procurement Services ensures that all multiyear contracts (IFB, RFP, Sole Source, and Cooperative) and all small or single purchase contracts include a Contractor's Addendum Form which contains standard clauses regarding background check certifications for any contractor employees who access FCPS property or will have direct contact with students.
- Human Resources Investigations and Compliance Team (ICT) conducts investigations and recommends appropriate remedial and corrective action for any violations of FCPS regulations and Federal or State laws including: violations of FCPS regulations, Federal, or State law; allegations related to child abuse/ neglect, discrmination/ bullying, serious employee misconduct, and employee/ applicant arrest/ conviction for crimes; and HIPAA compliance training.
- Mandatory annual training and professional development, tracked through the MyPDE system, equip staff with the knowledge and skills to prevent unlawful and unethical behaviors by ensuring compliance with federal, state, and local regulations.
- FCPS actively collaborates with the Office of the Auditor General to implement and follow up on an annual audit plan designed to identify and prevent fraud, waste, and abuse.
- Freedom of Information Act (FOIA) and Family Educational Rights and Privacy Act (FERPA) teams, under the supervision of the Office of Division Counsel, review requests and ensure that FCPS handles requests in compliance with relevant laws and regulations.
- FCPS utilizes a multi-layered approach of internal controls, which strengthens the overall financial safeguards. Internal controls are reviewed by the Comptroller's Office, independently by the Office of the Auditor General, and by the External Auditors who review controls and further examine the effectiveness of these controls. An annual Audit by External Auditors reviews internal controls, risks, and review of operating environments.

- Risk Management oversees in-house claims management to effectively handle liability claims against FCPS and recover funds from those that have done damage to FCPS with a consistent focus on maintaining the reputation and public image of FCPS.

Shall not cause, allow or fail to take reasonable measures to prevent any practice, activity, or organization condition that endangers the Division's public image or credibility: The following examples offer a broad overview of key initiatives. Additional supporting programs are provided in Executive Limitation #7: Asset Protection.
- [Regulation 7004: Management of Fairfax County Public Schools External Communications](#) and the [Social Media Guidance for Staff](#) (incorporated in Reg 7004) provide guidance on employees' use of social media. This helps foster a more positive public image for FCPS and prevent situations that could damage the organization's reputation.
- The Office of Communications actively monitors media coverage and proactively identifies stories to enhance earned media.
- The Office of Safety and Security (OSS) and the Office of Cyber Security (OCS) monitor social media for threats, take down inappropriate content, and remove trademarked content.
- Crisis communication plans have been established and are regularly reviewed with staff for process improvement.
- Strategic communications plans will continue for all initiatives in 2024-25 and will anticipate potential issues that may impact the Division's reputation.
- During the 2023-24 school year, 62 community meetings were organized by the Office of Community Relations, including superintendent community and employee conversations, and meetings on specific topics.
- FCPS launched a redesigned website in August 2024. This modernized website focuses on improved usability, more consistent and intuitive structure, revamped navigation, and enhanced search functionality.

Emergency situations: The following examples offer a broad overview of key initiatives. Additional supporting programs are provided in Executive Limitation #13: Safety and Security.
- The Division maintains the following emergency management plans:
  - Emergency Operations Plan (in concert with Fairfax County Office of Emergency Management)
  - Business continuity plans (for support/central offices)
  - Pandemic/Influenza response plan
  - Radiological response plan (in concert with Fairfax County and Virginia Emergency Management offices)
  - Chemical Hygiene Plan
- All schools participate annually in mandatory safety and security programs and protocols to include required safety drills and training protocols.
  - For the 2023-24 school year schools were 100% compliant with all required safety drills. This includes fire and evacuation drills, lockdown drills, and tornado drills.
  - In July 2024, FCPS completed and certified the required SY 2023-24 Department of Criminal Justice Services (DCJS) Annual Safety Audit. The audit includes the following areas:
    - School safety survey
    - School safety inspection
    - Crisis management plan submittal, review, and approval
    - Divisionwide safety survey

- ■ Virginia School Survey of Climate and Working Conditions
- Safety and Security Training and Tabletop Exercise scheduling took place August 1-29, 2024 with training exercises to begin August 26, 2024. The training format and scenarios encompass all positions of the Crisis Management Team (CMT) and provide participants with an emergency scenario to analyze and increase their awareness of the roles and responsibilities of individuals who need to respond, stabilize, mitigate, resolve and help others recover from emergencies. They are designed to prompt a constructive discussion about existing emergency response plans as participants identify, investigate and resolve issues.
- All schools maintain uniform Crisis Plan and Classroom Crisis Management Teacher's Guide documents that address emergency situation responses.
- FCPS works closely and collaboratively with local agencies to ensure safe and timely response to emergency situations:
  - Major Incident Response Trainings are conducted in partnership with Fairfax County emergency services, and Fort Belvoir.
  - The Office of Safety and Security has established a comprehensive emergency operations plan in collaboration with Fairfax County Government.
  - A Fairfax County Police Department Lieutenant is assigned to the FCPS Office of Safety and Security at the Gatehouse Administration Center during regular school hours, with after-hours access and communication protocols. This position is known as the School Liaison Commander (SLC) and was recently upgraded to a captain position. A captain from the Fairfax County Fire and Rescue Department is also designated as a liaison to FCPS.
  - FCPS has a representative on the Fairfax County Emergency response planning team.
  - The Office of Safety and Security has established radio interoperability with police and fire departments, allowing for immediate communication with the Fairfax County Police Department and the Fairfax County Fire and Rescue Department.
  - The Office of Communications coordinates message content and timing of distribution with local emergency services, county, and city officials to ensure clear and accurate communication to the community.
  - After action reviews are conducted after every major emergency event led by the Office of Safety and Security, school-based administration and emergency services, as needed, in order to improve response and training.
- The Office of Cybersecurity (OCS) actively monitors and manages digital incursions, working to reduce threats to FCPS digital assets. Its responsibilities include implementing proactive security measures, conducting risk assessments, responding to incidents, and providing ongoing training to ensure staff and students are equipped to navigate the digital landscape safely and responsibly.

Conflict of interest:
- Policy 1801: Conflict of Interest and Statement of Economic Interest—School Board Members and Superintendent of Schools confirms the commitment of the Fairfax County School Board and each of its members to comply with all applicable provisions of the State and Local Government Conflict of Interests Act, including the filing of Statements of Economic Interests by School Board members.
- Policy 4430: Conflict of Interest—Employees was established to comply with the uniform standards of conduct contained in the Virginia State and Local Government Conflict of Interests Act, including the avoidance of any appearance of impropriety arising out of any conflict between employees' personal and/or economic interests and their official duties.
- Regulation 4430: Conflict of Interest—Employees establishes a process of managing conflict of interests, to maintain public trust and confidence in the integrity of FCPS.

- [Regulation 4427: Nonschool Employment](#) describes the limitations on employees' nonschool employment and provides guidelines to be followed when a supervisory employee employs another School Board employee.
- [Regulation 4705: Tutoring for Pay](#) establishes guidelines for employees who tutor or provide private instruction for pay.

Data-informed system focused on continuous improvement to implement and monitor efforts towards achieving the goals defined in the [Division's Strategic Plan](#). The following examples offer a broad overview of key initiatives. Additional supporting programs are provided in Executive Limitation #9: Instructional Programs and Executive Limitation #12: Technology.
- FCPS is committed to achieving excellence and creating an exceptional learning environment for all students through the principles outlined in [The Baldrige Excellence Framework for Education](#). FCPS has begun the Baldrige process that will enhance student outcomes, improve efficiency, and foster a culture of continuous improvement.
- In July 2023, FCPS began a transformative journey to ensure that each and every student reaches their greatest potential with the implementation of a new [Strategic Plan](#).
  - During the 2023-24 school year, accountability metrics were developed and baseline data was presented to the Board in public work sessions to establish the starting point of the Strategic Plan.
  - Beginning with the 2024-25 school year, data will be presented annually to the Board in public work sessions to monitor progress towards Strategic Plan measures.
  - Strategic Plan reports include additional student demographic data disaggregation and a focus on all students in our diverse school population meeting the goals established in the Strategic Plan.
  - A Student Experience survey will be launched during the 2024-25 school year that will provide student voice data that aligns with the Strategic Plan Equity Commitments and supports the Division's commitment to meet the needs of all students.
  - School Improvement & Innovation Plans (SIIPs) are aligned to initial priorities in the Strategic Plan and are supported by a divisionwide data tool and evidence-based strategies.
  - Annual Department Improvement Plans focus on Key Performance Indicators, aligned with the Strategic Plan Pillars.
- Data dashboards for monitoring key Division metrics are reviewed regularly at Senior Leadership Team meetings to create and implement response plans.
  - Data Byte(s), a weekly data visualization of critical and timely Key Performance Indicators (KPI) of Division initiatives, provides actionable insights to Division Leadership. These include information about topics such as student enrollment, immunization compliance, projected on-time graduation, and Chronic Absenteeism. In February 2024, a new dashboard for Algebra Readiness was added to support monitoring the progress of Strategic Plan Goal 3, Measure C (Successful completion of Algebra I by 8th Grade).
  - The development of our new School Pulse dashboard supports school leadership by providing timely and relevant data. The dashboard was launched in Beta form in April 2024. The new School Pulse dashboard is delivered weekly to school leaders by email keeping them apprised of relevant school data points, providing them with timely insights, and supporting decision making. Some data points included in the dashboard include absenteeism, enrollment, and required PD compliance rates.
  - The Department of Information Technology (DIT) invested in building our Data Fabric which includes state-of-the-art data management platforms that can efficiently gather and process

various types of data, such as academic performance metrics, student demographics, staff feedback, and community input. Through data analytics, FCPS has uncovered valuable insights into school operations, identified areas for improvement, and proactively addressed the evolving needs of our diverse student body. The Data Fabric supports rapid development and deployment of data in support of the FCPS Strategic Plan.
- The superintendent's FCPS Family Vision Groups gather and provide feedback to inform decisions and help educate their school community on a variety of topics.

Data-informed system focused on continuous improvement to implement and monitor efforts towards achieving the priorities of the Board's Educational Equity Policy. The following examples offer a broad overview of key initiatives. Additional supporting programs are provided in Executive Limitation # 3: Relationships with Families and Community Stakeholders, Executive Limitation #9: Instructional Programs, and Executive Limitation #10: Learning Environment and Relationships with Students.
- FCPS has policies and regulations that create safe, welcoming, and identity affirming spaces.
  - Policy 1440: Educational Equity Policy was adopted in June 2023. It defines and guides the work in schools and central offices to ensure alignment with our values, vision, and commitment to academic excellence. It provides the expectations and guidelines that will allow for consistent implementation and monitoring of the Educational Equity Policy across our Division.
  - Regulation 2603: Gender-expansive and Transgender Students establishes procedures and guidelines for schools to ensure that all students, including gender-expansive and transgender students experience a safe, supportive, and inclusive school environment.
- System-processes are designed to ensure excellence, equity, and opportunity for all students by centering the experiences and needs of diverse student populations.
  - An Enhancement Plan for Students with Disabilities focuses on our collective responsibility towards improved outcomes for students through: high quality instruction and inclusive practices; compliance with federal and state special education regulations; communication engagement between staff and families; and, practices to ensure instructional staff are highly effective.
  - Strategic Plan include student data for all students as well as disaggregated data by demographic groups (including Multilingual Learners and Students with Disabilities) and intersectionality data to identify disparities and address achievement gaps. Updated Goal Reports will be presented throughout the 2024-25 school year to highlight the work happening in our Division to achieve our Strategic Plan goals.
  - FCPS identifies schools to receive Title I grant funds. In 2024-25, a total of 44 elementary schools, four middle schools, and two high schools are identified for this funding. Currently, all Title I schools operate under the schoolwide instructional model. Schoolwide models use Title I funds to enhance the entire educational program of the school with a focus on closing access, opportunity, and achievement gaps.
  - In an effort to ensure consistency around progress monitoring practices, schools are required to follow divisionwide expectations for the implementation of Multi-Tiered Systems of Support (MTSS). The four expectations for schools are to establish MTSS teams, attend monthly professional development, document interventions and monitor progress quarterly, and complete the MTSS self-assessment. For the 2024-25 school year, all interventions will be documented and progress will be monitored in MTSS in SIS.
  - Training for all school-based administrators was facilitated throughout summer 2024 to ensure consistency and fidelity of implementation and enforcement of the SR&R, Hearings Office

procedures, and the new Title IX federal regulations. All school-based administrators, including principals, APs, Directors of Student Services, and Directors of Student Activities are required to complete this training.

- All FCPS schools will engage in Restorative Justice practices to support efforts to reduce discipline disproportionality and support positive interventions for students who have been referred for behavior. Beginning in the 2023-24 school year and continuing in the 2024-25 school year, divisionwide professional learning is being provided to certify 2 facilitators at each school. Cohorts will engage in professional learning for 2 days followed by a cycle of 30 days of coaching and mentoring to ensure fidelity of implementation. Schools were tiered and prioritized for training according to discipline data.