

## **EXECUTIVE LIMITATIONS**

The School Board created the Strategic Plan and Portrait of a Graduate characteristics to ensure that the FCPS community, staff, and students are united behind the work that must take place to ensure the Division's success. That success requires operational excellence and the Superintendent operating the Division within the parameters expressed by the Board through Executive Limitations.

The Superintendent will provide an annual report to the Board on each of the Executive Limitations at a regular Board meeting. The Board will review each Executive Limitation annually and may offer revisions at the presentation of the monitoring report. The Board may also revise an Executive Limitation at any time to refine parameters for the Superintendent moving forward.

The Board will vote on each of the monitoring reports presented by the Superintendent. Following the compliance vote, individual Board members may complete an optional Monitoring Report Response Form to provide the Superintendent with additional compliance-related feedback on the relevant Executive Limitation.

The compliance vote and optional Monitoring Report Response Form are intended to provide immediate feedback to the Superintendent related to each Executive Limitation report but do not serve to predict the outcome of the Superintendent's annual summative evaluation. Board members may use the compliance vote and any Board feedback related to each Executive Limitation to inform the Superintendent's evaluation as they determine appropriate. All feedback provided by Board members on the Monitoring Report Response Form will be collated and made available to the public.

If at the time of the compliance vote the Board finds the Superintendent is not in compliance with one of the Executive Limitations, the Superintendent will present a corrective action plan to the Board at a subsequent meeting.

## **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.

Last Revised: February 8, 2024

## **Emergency Superintendent Succession**

The Superintendent shall not fail to designate at least one other executive staff member as Acting Superintendent who is familiar with the Board's governance process and issues of current concern and is capable of assuming Superintendent responsibilities in his or her absence or in the event of sudden and unexpected loss of Superintendent services.

Last Revised: February 8, 2024

## Relationships with Families and Community Stakeholders

The Superintendent shall not fail to maintain an organizational culture that facilitates collaborative, trusting, and responsive partnerships with its diverse stakeholders. The Superintendent shall not fail to treat families (parents, guardians, and/or caregivers), students, volunteers, community partners, and community residents with respect, honesty, and transparency and maintain strong links with the public to ensure they are well informed.

### The Superintendent shall not fail to:

1. Provide a welcoming, supportive, and inclusive organizational culture that:
  - A. Fosters an environment free of any form of discrimination;
  - B. Focuses on the common achievement of the Division's Strategic Plan goals;
  - C. Takes steps to effectively inform students, families, and the community of Division policies, procedures, and opportunities for students within the Division;
  - D. Values and considers individual differences of opinion and diverse perspectives;
  - E. Provides open and honest communication in all written and interpersonal interaction;
  - F. Delivers the timely flow of accurate and meaningful information in multiple languages and modalities to support engagement opportunities within the community;
  - G. Provides for effective handling of grievances and complaints.
2. Encourage family involvement and meaningful two-way engagement, ensuring they receive regular updates on the direction and actions of the Division.
3. Provide defined and appropriate processes for gathering feedback that informs the Division's decision-making.
4. Establish and maintain collaborative partnerships with the community leaders as well as the community at-large to advance the mission and goals of FCPS assuring appropriate input and ongoing, two-way, strategic, and meaningful dialogue.
5. Engage students, parents, and guardians to fairly address community conflicts and ensure equitable inclusion.
6. Provide meaningful and timely responses to concerns raised by students, parents, and community members, and inform the Board of any serious or repeated concerns.
7. Prepare and publish clear and easily accessible reports, on behalf of the Board, to the public that include information regarding Board directed work, the Division's Strategic Plan, and a review of the Division's financial condition.

## Human Resources

The Superintendent shall not fail to recruit, select, retain, and appropriately compensate a highly qualified and diverse workforce that enables FCPS to deliver a world-class education to every student in an environment characterized by high staff morale. The Superintendent shall not fail to ensure employees are able to work in a collaborative manner towards achieving the Division's Strategic Plan goals, that they have avenues for providing input and feedback, and that they receive relevant professional learning to support their performance and growth.

### **The Superintendent shall not fail to:**

1. Create a working environment and culture that consistently:
  - A. Values employee talent and expertise and ensures all are treated with dignity and respect;
  - B. Establishes an atmosphere of openness, civility, and responsiveness that is conducive to teaching and learning;
  - C. Seeks staff participation in decision-making, considers various viewpoints and reasoned dissent in order to achieve sound decision-making;
  - D. Treats all staff members in a fair, impartial, and balanced manner and provides for the timely and effective handling of complaints and appropriate due process.
2. Implement policies and develop regulations that:
  - A. Establish and communicate clear personnel rules, procedures, and accommodation protocols, and provide staff with an opportunity to become familiar with their rights and responsibilities under Division policy;
  - B. Maintain favorable working conditions to promote high morale;
  - C. Protect against discrimination, harassment, retaliation, or other mistreatment;
  - D. Adhere to all state and federal code and other legal requirements and align to industry best practices.
3. Recruit, develop, and retain a highly qualified and diverse workforce by:
  - A. Developing and maintaining fair and competitive compensation and benefit packages that attract and retain the highest quality employees, and consider the regional living wage;
  - B. Ensuring all staff members are prepared to perform the responsibilities assigned to them;
  - C. Mandating background inquiries and checks prior to hiring or approving any paid personnel or applicable volunteers;
  - D. Making progress towards employing a workforce that reflects the diversity of FCPS students and families;
  - E. Implementing a plan for leadership development and succession planning to ensure leadership continuity within the Division.
4. Evaluate all employee performance with a process that is fair, consistent, regular, and aligned with state regulations and FCPS policies and regulations.
5. Provide effective and efficient professional learning and training for all staff members to ensure they are able to perform the tasks assigned to them and to increase individual and team performance.

## Financial Planning

The Superintendent shall not fail to develop and maintain a multi-year financial plan that is data- driven, comprehensive, transparent, and part of a long-term plan to achieve the Board's Strategic Plan goals for students. In preparing the Division budget, the Superintendent shall not fail to utilize best practices for budgetary planning and financial reporting, implement needs-based resource allocation, and substantially involve all appropriate stakeholder groups.

### The Superintendent shall not fail to:

1. Develop an annual budget that:
  - A. Reflects Board priorities expressed as a part of the annual budgeting process and the Division's Strategic Plan;
  - B. Is based on realistic assumptions and a current and ongoing assessment of local, state, and federal funding sources;
  - C. Is easily accessible, transparent, and understandable by the community;
  - D. Presents all material budgetary assumptions;
  - E. Accurately describes revenues and expenditures;
  - F. Explains how new, expanded, or eliminated budget initiatives are aligned with the priorities within the Division's Strategic Plan;
  - G. Shows the amount budgeted for each major fund type for the most recently completed fiscal year, for the current fiscal year, and the next fiscal year;
  - H. Uses budgeting practices and procedures that are sustainable and typical for similar and highly effective organizations;
  - I. Includes program evaluations in budgetary planning discussions;
  - J. Maintains a School Board Flexibility Reserve of budgeted General Fund expenditures of no less than \$8 million;
  - K. Includes such amounts as the Board determines to be necessary for its governing function, including School Board staff, Board member training, consultation, attendance at professional conferences and events, and other matters determined by the Board to be necessary for it to effectively perform its governance duties.
2. Provide the Board with a multi-year plan that:
  - A. Projects fiscal needs five (5) years into the future;
  - B. Considers the needs of schools and departments;
  - C. Is responsive to projections of student enrollment, student needs, and programmatic needs;
  - D. Anticipates changes in employee compensation and benefits;
  - E. Analyzes current trends to identify relevant investment needs;
  - F. Identifies unfunded obligations.
3. Provide timely advice to the Board, allowing the Board adequate time to consider the information presented of:
  - A. Actual or anticipated material deviations in the adopted, annual and/or four (4) year budget, as early as possible;
  - B. Changes or conditions that reasonably are expected to materially affect the Division's financial condition;
  - C. Material variances in the budget.

4. Take all reasonable, prudent, anticipatory, and proactive actions in securing financial resources for the Division from relevant funding/revenue sources.

Last Revised: February 8, 2024

## **Financial Administration**

With respect to the actual, ongoing condition of the Division's financial health, the Superintendent shall not fail to take reasonable steps to avoid allowing any fiscal condition that places the long-term financial health of the Division in jeopardy, causing a material deviation in spending from the budget adopted by the Board, or spending that is inconsistent with achieving the Division's Strategic Plan goals. The Superintendent shall not fail to be fiscally responsible and ensure all expenditures are kept within projected revenues of the Division. The Superintendent shall not fail to provide strong financial controls and an accurate, full, and transparent accounting of how taxpayer dollars are spent in support of the Division.

### **The Superintendent shall not fail to:**

1. Expend only those funds that have been received in the fiscal year to date, unless the Board authorizes additional expenditures through the use of reserves or other revenues are made available through legal means.
2. Administer all purchases in accordance with the Fairfax County Purchasing Resolution, Board procurement policies, and state and federal laws.
3. Prevent the organization from creating obligations over a longer term than revenues can be safely projected, or establishing provisions for modifying obligations in the event of revenue loss.
4. Ensure that payroll and legitimate debts of the Division are promptly paid when due.
5. Make all reasonable efforts to collect any funds due the Division from any source.
6. Seek all state and federal funds to which the Division is or may be entitled.
7. Keep complete and accurate financial records by fund categories and accounts in accordance with established fiscal accounting procedures as reflected in Generally Accepted Accounting Principles.
  - A. Ensure funds are received, processed, recorded, and disbursed in a robust, comprehensive internal control system that is, at a minimum, sufficient under state required accounting practices.
8. Effectively and efficiently develop systems of internal control that span all operating environments, mitigate risks to acceptable levels, address risks related to financial reporting, are funded appropriately, and support sound auditing practices.
  - A. Coordinate and cooperate with the annual audit of all Division funds and accounts.
9. Obtain, generate, regulate or use relevant, quality information to support the functioning of the organization, including, but not limited to:
  - A. Keeping the Board up to date on any material changes to the Division's budgeted expenditures and revenues;
  - B. Providing a quarterly review of the budget that provides a status report of funds under the Board's control and identifies critical needs of the school system.
10. Provide annual guidance on carrying forward unspent funds that provides a minimum threshold for schools to retain and creates a plan for the reallocation of

any additional unspent funds that is responsive to Division needs and strategic priorities.

11. Publish a public and transparent annual report that indicates the financial health of the Division including revenues, expenditures, and costs of major programs.
12. File required financial reports accurately and on time.

Last Revised: February 8, 2024

## Asset Protection

The Superintendent shall not fail to ensure all Division assets are adequately protected, properly maintained, appropriately used, and not placed at undue risk.

### **The Superintendent shall not fail to:**

1. Ensure Division assets are protected, maintained, and properly disposed of or recycled when no longer in use.
2. Maintain appropriate insurance, to include but not limited to, Errors and Omissions and Comprehensive General Liability insurance coverage, to protect Board members, staff, and the Division itself in an amount that is reasonable for school divisions of comparable size and character.
3. Ensure all personnel who have access to material amounts of Division and school funds are bonded.
4. Protect all Division assets, including but not limited to the Division's public image and credibility, intellectual property, information, files, equipment, real property, and fixed assets from loss or significant damage.
5. Implement a comprehensive risk management approach that minimizes and mitigates risks, including internal controls for capital inventory, and protects assets from misuse, theft, inappropriate destruction, or unauthorized sale or distribution.
6. Take responsible steps to protect the Division, its Board, and staff from legal liability.
7. Adhere to federal and state laws and FCPS policies regarding the retention and disposal of all records related to the business of the Division.
8. Utilize knowledge management to ensure assets are known, maintained, and transferred.
9. Annually review existing leasing agreements, contracts, MOUs, and other agreements to ensure assets are being used in accordance with the Division's Strategic Plan goals.

Last Revised: February 8, 2024

## **Superintendent's Relationship with the Board**

The Superintendent recognizes that the School Board provides oversight to the school system in fulfilling the requirements of the Virginia Code and the Superintendent will be held accountable by the School Board for effectively managing the operations and the academic success of the system. The Superintendent shall not fail to ensure regular and positive interactions and foster effective partnerships with the Board to facilitate the achievement of the Division's Strategic Plan goals and overall success. The Superintendent shall not fail to ensure the Board is fully informed in a timely manner about matters relating to Board work and significant Division concerns.

### **The Superintendent shall not fail to:**

1. Take direction from the Board as a body.
2. Serve the Board as its educational and operational expert by providing leadership and guidance that provides a variety of options that reflect best practices to fully inform Board policy choices.
3. Maintain a professional and collaborative relationship with the Board that cultivates trust and respect that is characterized by effective communication, personal ethics, and professional integrity by:
  - A. Treating all members impartially and assuring that all members have equal access to information;
  - B. Refraining from disparaging the Board or its individual members;
  - C. Responding to Board and individual member concerns in a timely and courteous manner;
  - D. Communicating immediately and directly with the Board or individual Board members when an honest difference of opinion exists;
  - E. Promoting a positive relationship in Board meetings;
  - F. Encouraging an open exchange of information between Board and staff members;
  - G. Discussing with individual Board Members or the Chair and Vice-Chair any encroachment by an individual member or the Board into areas of responsibility assigned to the Superintendent or Board non-compliance with its own policies.
4. Submit required reports in a thorough, accurate, and understandable fashion, according to the Board's annual work plan schedule, and including both Superintendent interpretations and relevant disaggregated data to substantiate progress toward the Division's Strategic Plan goals.
5. Report in a timely manner any actual or anticipated noncompliance with any Board policy, state, or federal law and provide an explanation for the non-compliance.
6. Provide for the Board, in a timely manner, information about trends, facts, and other information relevant to the Board's work and implementation of Board policies to include:
  - A. Significant transfers of money within funds or other changes substantially affecting the Division's financial condition;
  - B. Anticipated significant media coverage, threatened or pending claims or lawsuits, and material internal changes;
  - C. Administrative actions and decisions that are delegated to the Superintendent, but required by law to be approved by the Board;

- D. Administrative disposition or matters referred to the Superintendent by the Board;
  - E. Relevant documents in advance of meetings to support Board decision-making and discussions;
  - F. Significant initiatives, programs, and operational changes;
  - G. Relevant personnel issues;
  - H. Significant events impacting academic success.
7. Provide a mechanism for official Board notification and communication.
  8. Provide meaningful and timely responses to concerns raised by Board members and inform the Board of any serious or repeated concerns.

Last Revised: February 8, 2024

## Instructional Program

The Superintendent shall not fail to maintain a program of instruction for all students that is aligned with the Division's Strategic Plan Goals and offers innovative academic learning experiences that foster the strengths and meet the needs of each and every learner. Furthermore, the Superintendent shall not fail to maintain an instructional program that implements professional practices to engage, empower, include, and challenge the whole learner through varied opportunities.

### **The Superintendent shall not fail to:**

1. Deliver academic curriculum and a rigorous instructional program that:
  - A. Aligns to Division and state academic standards;
  - B. Builds the knowledge students need to be productive stewards of a future sustainable society;
  - C. Ensures challenging, supported, and relevant opportunities for all students to learn, achieve and thrive as defined by the Division's Strategic Plan goals;
  - D. Focuses on consistent delivery of academic programs and opportunities at every school;
  - E. Appropriately utilizes technology resources in a balanced manner.
2. Ensure programs, curriculum, and materials support equitable access and opportunity for all students.
3. Regularly review instructional programs and practices to ensure they are based on a comprehensive and objective review of best practices research to ensure their continuing effectiveness.
4. Ensure consistency in instructional expectations across all schools and programs.
5. Effectively measure student progress toward achieving or exceeding the Division's Strategic Plan Goals.
6. Devise strategic and intentional data collection efforts that ensure thorough demographic information is collected to comprehensively focus on student success.
7. Provide an instructional program that includes opportunities for students to develop executive functioning, social, emotional, and Portrait of a Graduate skills as well as talents and interests in more specialized areas.
8. Implement inclusive and accessible instructional programs and practices that meet the unique strengths, backgrounds, readiness, and learning styles of each student and support students in the most enabling and least restrictive environment.
9. Support meaningful, research-based innovation in instructional delivery models and learning opportunities that will prepare students for graduation and support their success beyond FCPS.
10. Ensure appropriate and timely input from students, parents, and staff involved in the development of curriculum and instructional programs.
11. Ensure families have access to educational resources and information to support their child's school success.

## Learning Environment and Relationships with Students

The Superintendent shall not fail to establish and maintain a learning environment that is safe, respectful, non-discriminatory, and conducive to high student achievement and well-being for each student. The ideal learning environment for students, of all ages, will promote a sense of belonging, inclusivity, and have rules that are fair and equitable. Student voice will be prioritized, and non-discriminatory protections will be in place for all students. The Superintendent will engage with students and families as educational partners.

### **The Superintendent shall not fail to:**

1. Maintain a climate that is characterized by support and encouragement for high student achievement across all demographic subgroups and identify barriers and solutions to inclusion and participation.
2. Implement policies and procedures that promote a safe, welcoming, inclusive, accessible, and equitable learning environment for all students that promotes respect, belonging, and well-being.
3. Protect against discrimination, harassment, bullying, or other unsafe conditions that might threaten the academic performance, health, or well-being of students, and provide a clear method to report and resolve such incidents.
4. Promote structures to engage students in providing input into their learning experience.
5. Ensure that each and every student and their family receive regular feedback on student progress through appropriate and effective communication that facilitates effective educational partnerships at all levels.
6. Engage with teachers, administrators, students, and families in the development of administrative student discipline regulations that are clear, consistent, fair, and developmentally appropriate.
7. Ensure all discipline policies and procedures are clearly communicated and enforced fairly, consistently, equitably, and proportionally across schools and demographic groups.
8. Take reasonable steps to identify students at risk of failing to meet academic, behavioral, or attendance expectations and provide them with the necessary support in a clear and timely manner.
9. Ensure that all confidential student information is properly used and protected.

## Facilities and Transportation

The Superintendent shall not fail to ensure the physical facilities, transportation systems, and nutrition programs align with the Division's Strategic Plan goals and adhere to FCPS policies and equity, sustainability, and environmental stewardship commitments. Student learning is enhanced when school facilities and transportation vehicles are inviting, safe, clean, properly maintained, and when there is appropriate classroom space to provide learning opportunities for all students.

### **The Superintendent shall not fail to:**

1. Ensure classroom capacity and infrastructure meet instructional program, student, and community needs across the Division. Facilities plans will:
  - A. Provide for a high-quality learning environment;
  - B. Maintain a reasonable balance of capacity utilization;
  - C. Ensure FCPS facilities, and associated spaces, and transportation practices are accessible, inclusive, and consistent with the FCPS Educational Equity policy;
  - D. Use resources efficiently to make progress towards the Board's environmental and sustainability goals;
  - E. Ensure that students eligible for transportation are transported in a safe, timely, efficient, and effective manner;
  - F. Routinely review the Division's education specifications and master specifications to align with current and future program needs.
2. Maintain an objectively prioritized Capital Improvement Program that establishes priorities for construction, renovation, and maintenance projects with a focus on accessibility, sustainability, and environmentally-sound practices. The plan will:
  - A. Disclose assumptions on which the plan is based, including growth patterns and the financial and human impact that individual projects will have on other parts of the organization and the community;
  - B. Ensure that land acquisition recommendations are based upon demographic trends and growth patterns, comparative costs, construction, transportation factors, and extraordinary contingency costs due to potential natural and man-made risks;
  - C. Assign highest priority to the correction of unsafe conditions;
  - D. Plan for and schedule system replacement when new schools open, schools are renovated, or systems replaced;
  - E. Notify the Board of construction or renovation schedules and change orders that significantly increase cost or reduce quality;
  - F. Adhere to state law, state regulations, procurement code, and building codes.
3. Maintain facilities that are safe, clean, and effectively and efficiently maintained to enable facilities to reach their intended life cycles.
4. Ensure travel to and from school is safe, accessible, efficient, equitable, and considers duration and distance to maximize learning.
5. Provide for community use of facilities at a reasonable net cost to the school system, as long as safety, student functions, and the instructional program are not compromised, and use guidelines are administered consistently.
6. Ensure transparent and ongoing communication with the public to keep them informed of construction, renovation, facilities and transportation matters.

7. Operate an innovative, self-supporting child nutrition program that meets or exceeds federal guidelines and that promotes healthy and inclusive choices and wellness.

Last Revised: February 8, 2024

## Technology

The Superintendent shall not fail to use technology to support teaching, learning, stakeholder engagement, communication, accessibility, innovation, efficient operational practices, and the Division's Strategic Plan goals. Technology resources are used in a balanced manner to augment and enhance student learning.

### **The Superintendent shall not fail to:**

1. Implement an innovative, future-focused, comprehensive, and efficient approach to provide accessible and equitable technology resources in support of instruction, student learning, accessibility, and student activities.
2. Provide innovative, comprehensive, and robust managerial technology systems that provide for the collection of reliable, relevant, and valid data to inform decision-making, direct school, and instructional improvement planning, and address the needs of students, staff, and community.
3. Maintain a comprehensive and functional technology infrastructure system that is modernized based on industry standards and best practices.
4. Provide for a safe and secure computing environment for students and staff that:
  - A. Establishes expectations of use of technology by staff and students;
  - B. Provides a means for interactive communication between the school system and staff, students, families, and the community;
  - C. Prohibits the use of technology resources for commercial, political, or indecent purposes that disrupt the learning environment or those prohibited by federal, state, or local laws, or FCPS policies;
  - D. Uses methods of collecting, reviewing, transmitting, or storing information that protect against cyber threats and improper access to the information being elicited.
5. Establish appropriate boundaries and ethical guidelines for the use of artificial intelligence in educational and operational settings.
6. Provide the training, tools, and accessibility resources for appropriate staff to support the instructional needs and inclusion of all learners.
7. Ensure staff and students are provided with training and support to effectively, ethically, and safely use technology tools and resources provided by the Division and engage with these resources as digital citizens.
8. Deliver transparent information for families about the purpose and frequency of technology use in the classroom and the Division.

## Safety and Security

The Superintendent shall not fail to develop and implement plans to ensure students and staff are provided with safe and secure learning and work environments that support student achievement. The Superintendent shall not fail to provide staff, students, and families with the necessary resources and information to ensure their understanding of FCPS' safety and security plans and their role in such plans. The Superintendent shall not fail to consult with relevant stakeholders in the development of safety plans.

### **The Superintendent shall not fail to:**

1. Develop procedures that ensure the safety of students and staff and security of schools, offices, transportation services, and grounds that address:
  - A. Accessibility needs of students, staff, and visitors;
  - B. The supervision of students during school hours and school-sponsored events;
  - C. Arrival and dismissal procedures for students, staff, and visitors;
  - D. Inclement weather procedures;
  - E. Emergency response procedures;
  - F. Coordination, when appropriate, with local emergency services and county and city officials;
  - G. A data-informed process for safe, confidential reporting of security and safety concerns;
  - H. A plan to inform staff, students, and families of FCPS procedures, responsive actions, and potential threats;
  - I. A process to evaluate the security needs of each school building and address any areas requiring improvements.
2. Implement procedures to ensure safety of students and staff when participating in off site, school sponsored, activities.
3. Provide the appropriate training for staff and students on FCPS safety and security procedures, as well as crisis prevention and management.
4. Develop and communicate procedures for the reporting of criminal activity to law enforcement and suspected child abuse and neglect to Child Protective Services.
5. Implement routine staff background checks and procedures for timely communication with law enforcement regarding employees to ensure a safe learning environment for all students.
6. Provide age-appropriate safety and security curriculum for students to support their safety and well-being.
7. Establish a comprehensive cybersecurity plan to safeguard students, staff, and the Division from cyber threats.