

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.

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 27, 2026 to the best of my knowledge, information, and belief.

Evidence of Compliance: August 27, 2026

At the time of this report, to the best of my knowledge, information, and belief, I have gathered information and evidence that I believe supports compliance with the Board's Executive Limitation associated with this topic. In particular, I share with the Board the following information and indicators which I believe meets Executive Limitation #1.

Evidence Includes, But Is Not Limited To, The Following:

The examples provided in this monitoring report offer a broad view of key initiatives. Additional supporting information and evidence can be found in previous reports and the upcoming 2026-27 school year Executive Limitations.

NEW or NEWLY ADDED EVIDENCE

- The Division's 2025-26 school year Goal Reports presented data on 107 Strategic Plan metrics. Of those with targets, over 90% of metrics showed improvement from baseline (2024-25 school year overall rates, compared to baseline). Updates for the 2025-26 school year will be shared in Goal Reports throughout the 2026-27 school year.
- Fairfax County Public Schools (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 been named a recipient of the 2026 Gold Award for Achievement of Excellence by The Partnership for Excellence (TPE). FCPS' recognition is the first time an education applicant to TPE has won the Gold Award on their first time applying.
 - The recognition followed a rigorous examination process, including 25-page and 50-page applications, school and site visits from more than a dozen Baldrige examiners, and interviews with FCPS staff members. The evaluation highlighted several of FCPS' organizational best practices, including: FCPS' visionary and ethical leadership, alignment of key processes across FCPS, and FCPS' focus on students.

ONGOING EVIDENCE

POLICIES AND REGULATIONS

- [Policy 1801: Conflict of Interest and Statement of Economic Interest—School Board Members and Superintendent of Schools](#) (last revised October 21, 2022) 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.
- [Regulation 4116: Employee Background Checks and Required Disclosure for Criminal Charges](#) (last revised July 1, 2025) requires background checks for all employees and enrollment in continuous fingerprint monitoring.
- [Regulation 4427: Nonschool Employment](#) (last revised March 17, 2026) describes the limitations on employees' nonschool employment and provides guidelines to be followed when a supervisory employee employs another School Board employee.
- [Policy 4430: Conflict of Interest - Employees](#) (last revised March 17, 2026) 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 4705: Tutoring for Pay](#) (last revised February 2, 2026) establishes guidelines for employees who tutor or provide private instruction for pay.
- [Regulation 7004: Management of Fairfax County Public Schools External Communications](#) (last revised January 12, 2024) 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.
- FCPS has policies and regulations that create safe, welcoming, and identity affirming spaces.

- [Policy 1440: Educational Equity Policy](#) (adopted June 26, 2023) 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](#) (last revised June 23, 2026) 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 as required by state law and binding federal precedent.
- 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.
- 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.
- All schools participate annually in mandatory safety and security programs and protocols to include required safety drills and training protocols.
 - For the 2025-26 school year, schools were 100% compliant with all required safety drills. This includes fire and evacuation drills, lockdown drills, and tornado drills.
 - In July 2026, FCPS completed and certified the required 2025-26 school year 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

PRACTICES

- Launched on July 1, 2025, FCPS was the first school division in Virginia to implement Rap Back, a system providing continuous criminal record monitoring operated by the Virginia State Police (VSP) in partnership with the FBI. Traditional background checks are snapshots in time, while Rap Back is a living, continuous safety net, ensuring FCPS is always informed. When a triggering event occurs, VSP immediately notifies FCPS, and FCPS then takes immediate, appropriate action. All current FCPS employees were retroactively enrolled in Rap Back when the program launched, and new employees are now enrolled in Rap Back when they are hired.
- FCPS continues its commitment to transparent budget communications across the Division. A central highlight of this year's effort was the creation and division-wide distribution of the [Sustaining Excellence flier](#), reinforcing strategic priorities and operational alignment.
- The Office of Procurement Services ensures that all multiyear contracts (IFB, RFP, Sole Source, and Cooperative) and all small or single purchase contracts include standard clauses regarding background check certifications for any contractor employees who access FCPS property or will have direct contact with students.
- The Human Resources Investigations Team is responsible for conducting thorough and impartial investigations into alleged violations of FCPS regulations, as well as applicable federal and state laws. All investigative activities are conducted in accordance with FCPS regulations, applicable laws, and the principles of just cause, ensuring fairness, due process, and consistency in all employment actions. The Investigations Team recommends appropriate remedial or corrective action based on the outcome of

each investigation. These investigations include, but are not limited to:

- Allegations of child abuse or neglect;
- Allegations of discrimination, harassment, bullying, or retaliation under applicable federal and state laws, such as Title VII, the Americans with Disabilities Act (ADA), and the Virginia Human Rights Act;
- Serious employee misconduct or violations of professional standards of conduct; and
- Employee arrests, charges, or convictions, in accordance with FCPS [Regulation 4116](#) and [Virginia Code § 22.1-296.1](#).
- FCPS actively collaborates with the Office of the Auditor General (OAG) annual risk assessment and audit plan process, providing feedback on audit topics that identify risks and strengthen internal controls. FCPS further collaborates with OAG during the audits to determine feasible recommendations and during follow up of corrective action implementation.
- FCPS promotes the prevention of fraud, waste, and abuse and supports OAG in the review of fraud, waste, and abuse claims.
- 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 who have done damage to FCPS with a consistent focus on maintaining the reputation and public image of FCPS.
- The Office of Communications
 - works to ensure the stories of students, staff, and Division are told through proactive media outreach. These stories are first posted to FCPS channels and then shared with the broader community and pitched to local media. In the 2025-26 school year, 56 stories written and pitched by the media team were picked up by local and national news organizations.
 - in partnership with schools, has completed a Top 10 list for each school, giving schools the opportunity to showcase the things that most make their community proud of being a part of their school.
 - Starting in the 2025-26 school year, schools began creating "[Shining a Light on Success](#)" [videos](#), showcasing Strategic Plan success. Videos are shared through Weekly Reflections and other communications.
- FCPS monitors social media for threats, takes down inappropriate content, and removes 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 the 2026-27 school year and will anticipate potential issues that may impact the Division's reputation.
- 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

- Safety and Security Training and Tabletop Exercise scheduling occurred in August 2026, with training exercises starting mid-month. The training format and scenarios encompass all positions of the Crisis Management Team 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 a 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 responses to emergency situations:
 - The Office of Safety and Security (OSS) conducts quarterly meetings with Fairfax County Police Department (FCPD) and Fairfax County Fire and Rescue. Additionally, FCPS shares assessment information with public safety partners as appropriate and conducts joint table top exercises with FCPD.
 - 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 Captain 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). 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.
 - FCPS partners with Virginia Occupational Safety and Health (VOSH) on consultations regarding workplace safety.
 - OSS 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 the superintendent, 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.
- Through its Information Technology Security Office (ITSO), the Department of Information Technology (DIT) actively monitors and manages digital incursions, working to reduce threats to FCPS digital assets and the privacy of students and staff across the entire enterprise. This protection extends across a wide range of end points, from laptops to cloud based systems. In addition to implementing proactive security measures, conducting risk assessments, and responding to incidents, ITSO is responsible for security architecture and governance, while providing ongoing training to ensure staff and students are equipped to navigate the digital landscape safely and responsibly.
- Reports on the five [Strategic Plan](#) goals are presented annually to the Board in public work sessions to monitor progress towards Strategic Plan measures.
 - School Improvement & Innovation Plans (SIIPs) are aligned to key priorities within the Strategic Plan and are supported by a divisionwide data tool and evidence-based strategies.

- Annual Department Improvement Plans focus on Key Performance Indicators.
- [Strategic plan updates](#) are shared throughout the year at School Board meetings to highlight work across the Division related to the Pillars and Goals in the Strategic Plan.
- DIT has built the FCPS 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. This school year, the Data Fabric will be upgraded to add a new scalable reporting platform with the goal of further improving data access and visibility for school based staff. The Data Fabric supports rapid development and deployment of data in support of the FCPS Strategic Plan.
 - Data dashboards have been created and are used regularly for monitoring key Division metrics
 - 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, Chronic Absenteeism, and Algebra Readiness.
 - The School Pulse dashboard supports school leadership by providing timely and relevant data. The 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.
- 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.
 - The Strategic Plan includes data for all students as well as disaggregated data by student groups and relevant intersectionality data to identify disparities and address achievement gaps.
 - FCPS identifies schools to receive Title I grant funds. In 2026-27, a total of 51 elementary schools, 3 middle schools, and 2 high schools are identified for this funding. Currently, all schools receiving Title I funding 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 quarterly professional development, document interventions and monitor progress quarterly, and complete the MTSS self-assessment. As part of monitoring expectations, all Tier 3 academic interventions and Tier 2 and 3 behavior and wellness interventions should be documented and monitored in MTSS in SIS.
 - In accordance with the Student Rights and Responsibilities (SR&R), school-based administrators engage in yearly integrated discipline training to include SR&R changes and scenario-processing, discipline data entry, discrimination & harassment, Title IX, Hearings Office, Bullying, and turn-key SR&R professional development for school-based staff. The Chief Equity Office continues to provide annual Integrated Discipline training to all school-based

administrators. This year's Integrated Discipline training was held at Leadership Kickoff Week and included a full day of discipline training for school administrators.

- FCPS schools use Restorative Justice (RJ) 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 was provided to certify 2 facilitators at each school. At the time of this report, 98% of schools have 1-2 certified RJ Facilitators. Training will continue during the 2026-2027 school year.

PUBLIC

- 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.
- The Superintendent's Student Summit convenes a diverse group of students from across FCPS to elevate student voice through direct dialogue with the Superintendent, providing valuable feedback and perspectives that help inform division priorities and decision-making.
- During the 2025-26 school year, 134 community meetings were organized by the Office of Community Relations, including superintendent community and employee conversations, Family Vision Group, State of Our Schools, Superintendent's Student Summit and meetings on specific topics, such as the Capital Improvement Plan (CIP), Boundary Review, Summer Extravaganza, and target community engagement topics.
- The Superintendent's Military Youth and Family Advisory Councils met quarterly in the 2025-26 school year to provide valuable feedback, share perspectives of military-connected youth and families, and inform processes, programs, and decisions that impact more than 14,000 military-connected students across the division. These will continue in the 2026-27 school year.