Executive Limitation #7: 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.*

Superintendent's Interpretation:

This Executive Limitation calls on the Superintendent to ensure all division assets are adequately protected, properly maintained, appropriately used, and not placed at undue risk.

I interpret this to mean that the Superintendent shall work across the Division to ensure that all assets are appropriately used, managed, and maintained. The Superintendent must also ensure that no assets are placed at risk.

Further, I also interpret this Executive Limitation to mean that it is the responsibility of the Superintendent to direct the work of the Division so that organizational structures are in place to implement and monitor our progress in these areas and to share updates related to this progress with the Board on a regular basis.

Evidence of Compliance:

Certification:

I hereby present my monitoring report on Executive Limitation #7: Asset Protection (EL-7) 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 April 9, 2026 to the best of my knowledge, information, and belief.

Evidence of Compliance: April 9, 2026

At the time of this report, to the best of my knowledge, information, and belief, I have gathered information and evidence that 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 #7.

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

NEW OR NEWLY ADDED EVIDENCE

- In the fall of 2025, the Fairfax County School Board approved awarding a competitive contract to proceed with a comprehensive Facilities Condition Assessment (FCA) and the development of a framework for the renovation queue. Implementing an asset-level FCA program through the Office of Facilities Management (OFM) is essential to provide accurate data for capital renewal funding projections and validate the maintenance backlog. More information regarding the existing condition of facilities will inform the next renovation queue and future planned capital infrastructure improvements. (indicator 1 and 4)
- Risk Management upgraded its software system which enhances the review, processing, and accessibility to information and further strengthens communications, streamlining responses to claims submitted to FCPS with timely responses within 24 hours (business days). In addition, a new risk management website portal was added to the FCPS website for claim submissions (general liability, auto). The latter improves the receipt of claims and improves customer service. (indicator 5 and 6)
- As a part of evaluating Division efficiency and effectiveness, the Chief of Staff led a review of FCPS operations using the Baldrige Framework to identify areas for improvement in knowledge management practices. (indicator 8)
    - FCPS submitted its final application to The Partnership for Excellence in December 2025. A team of examiners has reviewed the application and engaged in site visits in March 2026. The official feedback report will be received in May or June 2026.
- FCPS has strengthened knowledge management practices in several areas: (indicator 8)
    - In November 2025, OSS established and facilitated the inaugural meeting of the Continuity Working Group (CWG) to support the development of office-specific Continuity of Operations (COOP) plans. OSS is working with all Chief offices to build their own COOP plans using a centrally created template that details which critical functions and equipment must be considered during an emergency.
    - FCPS has established a cross-departmental Data Governance Team. The team is tasked with prioritizing, developing, and approving the standards and practices necessary to ensure secure, accurate, and effective data use across the organization. The team will focus on knowledge management and communication to ensure that approved governance procedures are clearly communicated, easily accessible, and fully integrated into routine practice.
    - Within the Data Governance framework, FCPS also established a Responsible Data Use Team. This team exists to ensure that FCPS' data practices are aligned with legal and ethical standards. By embedding legal, privacy, security, and ethical considerations into how data is collected, managed and used, this group reinforces FCPS' commitment to student privacy and ethical stewardship of information through clear guidelines and practical training.
    - Atlas was launched in May 2025 as a new intranet solution for FCPS staff. It supports knowledge management by serving as a centralized hub that consolidates department and topic

information and shares essential updates to reduce information silos. The platform assists employees in quickly surfacing insights with modern technologies such as AI-powered search and generative features that provide instant answers and create quick content summaries. User adoption for Atlas remains strong with 14,000 active users during the last week of February 2026 and surpassed 29,000 total users for the month.

- "Shine a Light on Success" is a new video series that showcases unique stories highlighting the work of schools and departments. Beginning in April 2026 (and continuing through summer and opening of schools in fall 2026), these videos may be shared in various settings such as weekly reflections, All County Principal Meetings, school websites, newsletters, social media, and in divisionwide communications when relevant. (indicator 4)
- The Office of Communications has developed a story tracker to provide an internal data dashboard of storytelling that reinforced the strength of the FCPS brand. (indicator 4)
- FCPS continues to collaborate closely with the Virginia Department of Education (VDOE) and school divisions across the Commonwealth to advance common approaches to student data privacy. As an artifact of this partnership, FCPS and Loudoun County Public Schools (LCPS) collaborated in 2025 to revise, validate, and implement the updated Virginia version of the National Data Privacy Agreement (NDPA) 2.1 available for use by all school systems in Virginia. This updated agreement builds on common expectations across school districts nationwide, fostering a rapid, shared understanding among vendors through a consistent set of expectations. It expands upon the privacy protections for student data set forth in the standard form NDPA by incorporating protections for "Division Data," a term that is broadly defined to include student data and other sensitive data maintained by the school division, including personally identifiable information relating to employees. The updated Virginia NDPA 2.1 also includes Virginia-specific guardrails to protect sensitive data and reinforces FCPS's collective commitment to safeguarding student and employee privacy. (indicator 4)

ONGOING EVIDENCE

POLICIES

- FCPS implements a multi-faceted approach to responsible asset management through a combination of regulations, programs, and procedures. (indicator 1)
  - Regulation 5028: Asset Management (last revised September 19, 2025) has been updated by Finance and provides guidelines for ensuring the proper management of assets owned by FCPS and covers various aspects of the lifecycle management of assets, including the maintenance and disposal of FCPS assets, as well as the FCPS offices and personnel responsible for the management of specific assets.
  - Regulation 5030: Redistribution and Disposal of Products (last revised July 9, 2018; updated and in the routing process as of March 2026) establishes guidelines and procedures for the redistribution and disposal of FCPS equipment, furniture, books, and other non-accountable, controlled, and capital assets.
  - Policy 5030: Disposal of Surplus Books, Equipment, Instructional Materials, Furniture, and Supplies (last revised March 26, 2015; updated and in the routing process as of March 2026) provides for disposal of surplus items-in accordance with the Fairfax County Purchasing Resolution and Virginia law.
  - Policy 5029: Equipment Ownership and Use (last reviewed April 1, 2019; updated and in the routing process as of March 2026) stipulates that the principal or program manager shall

assume responsibility for all public property under his or her jurisdiction and shall ensure that it is properly maintained.

- The management of staff and student information is addressed in several ways including: (indicator 4)
    - Regulation 2701: Student Personal Data (last reviewed January 30, 2026) provides directions for the management and handling of student scholastic records and Policy 2730: Confidentiality of Student Information (last revised November 22, 2021; updated and in the approval process as of March 2026) ensures that information about individual students is maintained appropriately in a confidential manner in order to protect student privacy.
    - Student information is housed securely in district managed systems such as our Student Information System (SIS) and in the Special Education Administrative System for Targeting And Reporting Success (SEA-STARS). Access to these systems is either determined by role and location or with appropriate approvals for individual requests. Staff are provided training on concepts such as cybersecurity and FERPA to ensure the privacy of data is understood. Additionally, annual audits are conducted to ensure account access is aligned with any shifts in staff roles.
    - Regulation 4220: Maintenance and Disclosure of Personnel Information and Files (last revised September 22, 2025) establishes procedures governing the content of employee files located in the Department of Human Resources (HR) and at local work sites, for responding to requests for disclosure of personnel information, and/or removal of information from the files.
    - Accessing systems containing staff information is restricted to authorized FCPS personnel. These staff members must be connected to the Division's secure network, have valid account permissions, and have the appropriate level of access granted through a role-based permission system. This ensures only those who require staff information for their job duties can view it.
- The management of intellectual property is outlined in FCPS Regulations and Policies, including, but not limited to: (indicator 4)
    - Regulation 6410: Appropriate Use of Fairfax County Public Schools' Network and Internet Resources (last revised October 22, 2025) states that any work prepared on or with the assistance of FCPS information systems or technology resources is the property of FCPS and cannot be licensed or sold for the benefit of any individual employee or user.
    - Regulation 5980: Sale of Fairfax County Schools' Intellectual Property (last revised December 8, 2025) prescribes procedures for the sale of FCPS intellectual property to external entities.
    - Regulation 1425 Reproduction and Use of Copyrighted Materials (last revised August 28, 2023) describes the acceptable use of copyrighted materials for educational purposes. This includes, but is not limited to, the reproduction and use of copyrighted materials such as: print, printed music, sound recordings, video recordings, video programs, and all forms of digital media.
- Regulation 7004: Management of Fairfax County Public Schools External Communications (last revised January 12, 2024) and Social Media Guidance for Staff provide guidance on employees' use of social media. This helps foster a more positive public image for FCPS and prevents situations that could damage the organization's reputation. (indicator 4)
- FCPS follows federal, state, and Division regulations and policies regarding the retention and disposal of records, including, but not limited to: (indicator 7)
    - FCPS Regulation 6701: Records Management Program (last revised May 16, 2019; updated and in the routing process) and Policy 6470: Records Retention and Disposition (last revised November 22, 2021) outline procedures regarding records retention requirements and maintenance and disposition procedures for all records connected with Fairfax County Public Schools.

    - The procedural guidelines outlined in the Records Management Manual provide staff with guidance to ensure that all claims records are maintained and destroyed in alignment with the Virginia Public Records Act.
- Comprehensive inventory management practices in FCPS include, but not limited to: (indicator 8)
    - Regulation 5028: System of Inventory Management (last revised September 19, 2025) establishes procedures and responsibility for a system of inventory management;
    - Notice 6250: Request IT Asset Management System Certification Schedule for 2025-26 specifies the annual schedule for certification of computer and peripheral inventory data. Principals and/or program managers must provide certification by reviewing and ensuring the accuracy of their data once per year.

PRACTICES

Protection and Maintenance of Assets

- FCPS requires proof of liability insurance from community users and vendors that utilize our property to protect FCPS if any damage occurs during use. (indicator 1)
- Facilities Services and Capital Programs oversees Facilities Management, which is responsible for the maintenance and repair of various facilities and equipment. (indicator 1)
- The Office of Facilities Management (OFM), with support from the Office of Activities & Athletics, completed in-person inspections and surveys for the outdoor athletic facilities' assets for each high school (began in June 2024 and finished in November 2024). The offices are using the collected inspection data to develop improvement queues for each outdoor athletic asset type and for the overall conditions of the facilities of each high school. (indicator 4)
- FCPS implements an asset management program with multiple departments involved: Department of Information Technology, Transportation Services, Facilities Management, and Department of Special Services. These departments work together with schools and departments to track technology assets, assistive learning tools, maintenance equipment, fleet vehicles and other capital assets. (indicator 1)
- The FCPS Capital Improvement Program (CIP) allocates funds for capital projects, which may include renovations necessitated by aging infrastructure, implying a focus on maintaining assets. (indicator 1)
- The Office of Facilities Management implements processes for the routine, emergency, and preventative maintenance and repairs of all FCPS grounds and facilities. (indicator 1)
- Principals and program managers must transfer assets that are no longer wanted or needed using a Warehouse Request form. The warehouse operations section is responsible for (indicator 1):
    - Assisting schools and departments with the removal and disposal of surplus property;
    - Recording surplus equipment to the Joint FCPS–County Surplus Assets Redeployment System;
    - Posting FCPS excess equipment on the external surplus website.
- Surplus items such as, but not limited to, supplies, books, instructional materials, furniture, and equipment are sent to the Warehouse where it will be determined if the items meet the definition of surplus. (indicator 1)
- Comprehensive inventory management practices in FCPS include, but not limited to: (indicator 5 and 8)
    - Finance/Office of the Comptroller, is responsible for the reporting of capital assets and ensuring that proper inventory records are maintained in FOCUS, the online financial system and chart of accounts used by Fairfax County government.
    - FCPS exercises physical controls over inventory to include restricting of assets through proper storage, and conducting periodic physical inventory counts and reconciling asset records.

    - Reporting and reconciliation procedures have been documented and are followed to ensure surplus inventory is validated and accounted for.
    - FCPS follows Generally Accepted Accounting Principles for the financial accounting of assets.
    - Internal controls are used to protect inventory and assets. This includes physical controls and preventative controls over assets. Controls include, but are not limited to:
        - Asset Policies;
        - Restricting assets (locks, safes);
        - Performing periodic physical inventories and reconciling asset records;
        - Proper disposal of retired assets;
        - Segregation of duties of asset acquisition, recordkeeping and disposal;
        - Controls over approval of asset purchases and disposals;
        - Controls over access of accounting system and records/role based access, approvals;
        - System Controls in managing assets to include acquisition, maintenance, and disposal.
    - Accountable equipment, defined as capital assets $10,000 and over to include grants, (such as vehicles, office-related property including copiers, machinery or computer file servers); assets are given an “asset-tag” with property identification bar codes allowing for tracking, and are physically inventoried in two year cycles through the Accountable Equipment Audit.
        - Grant funds used to purchase or acquire fixed assets must be tracked separately, even if the value of the asset is less than $10,000, and must follow FCPS inventory management practices as well as any inventory procedures set forth by the granting agency.
    - Coordinating the property transfer and disposal of surplus property, including the preparation of the required Inventory Management Report (IMR-01) which is used for the disposal or transfer of all accountable equipment;
    - Reviewing financial data for the following aspects of accountable equipment prior to updating in FOCUS: procurement, disposals, donations, transfers, and reconciling accountable equipment transactions for preparation of financial reports and year-end schedules for internal and external auditors.
- To increase the protection of student records, several changes were implemented during the 2023-24 school year including: (indicator 4)
    - Changes to FERPA response including direct oversight, review, indexing, and labeling of all files made available prior to inspection.
    - Additional FERPA and Incident Response training for school-based administrators, Special Education staff, Department of Special Services staff, and Leadership.
    - A reorganization to place the Public Records (FOIA/FERPA) team under the Office of Division Counsel, along with oversight of the Department of Special Services VDOE complaint process.
- FCPS has a vendor adoption team that reviews all vendors to ensure they comply with both Federal laws such as FERPA and the statutes of the State of Virginia to ensure that FCPS student data, student personally identifiable information (PII), and student educational records remain safe and secure with FCPS approved vendors utilizing. Instructional applications are also reviewed for instructional appropriateness. (indicator 4)
- FCPS provides clear guidelines for record retention and destruction in alignment with state, local and federal requirements. (indicator 4)
    - FCPS DIT Document Management maintains a FCPS Records Management Manual identifying which office is responsible for maintaining a record, in accordance with the relevant Library of

Virginia Retention Schedules, and any special requirements about the record, regardless of the format of the record.
    - As official public records achieve their retention interval, FCPS staff submit an RM-3 Certificate of Destruction, which DIT files to the Library of Virginia per Code of Virginia § 42.1-86.1. Disposition of Public Records. DIT upon notice collects the records and arranges for their secure shred and disposal.
    - DIT advises departments and offices on all aspects of records retention. Where notified of records that do not fit into existing guidance, DIT works to establish disposition instructions in the FCPS Records Management Manual aligned with appropriate state and federal laws. This information is recorded in the FCPS Records Management Manual.
    - Inactive student records are transferred annually to the Document Management Office where they are securely stored, tracked, and maintained in accordance with the above for long term retention.
- Brand guidelines are created to manage how FCPS is represented visually (such as in photos and using logos). (indicator 4)
    - The Office of Communications regularly reviews logos, images and other content across the system to ensure that our Brand Guidelines are maintained - which in turn supports the advancement of the brand and reputation of the organization.
    - A well-managed FCPS logo ensures consistent application across all platforms (websites, documents, signage, etc.). This consistency builds brand recognition and reinforces a professional, trustworthy image. The Office of Communications works with departments and schools to ensure staff are aware of the appropriate use of the FCPS logo and branded materials to ensure FCPS developed materials are consistent.
- An earned media report is shared weekly with the School Board \highlighting positive news items that have been generated by the work of the Office of Communications. This is in addition to being responsive to media inquiries both positive and negative and ensuring that FCPS' reputation is protected in the response. (indicator 4)

Disposal and Recycling of Assets

- Regulation 8541: Recycling Requirements for all FCPS Facilities (last revised January 16, 2026) requires all FCPS owned or maintained facilities to recycle to the maximum extent possible and to recognize that FCPS must be a good steward of the environment. FCPS currently has three recycling initiatives: (indicator 1)
    - Recycling of paper, cardboard, aluminum, steel cans, and plastic
    - Recycling of fluorescent light tubes and bulbs
    - Recycling of scrap metal
- FCPS vehicles are properly disposed of through an auction at the end of their asset life-cycles, which is 15 years for buses and 150,000 miles for county vehicles. Fairfax County Department of Vehicle Services (DVS) conducts the auctions on behalf of FCPS and all proceeds from the auctions are allocated back into FCPS operational funds. (indicator 1)
- Disposal and termination of custody and accountability for supplies, textbooks, instructional materials, furniture and equipment shall be by donation, public sale, online auction or destruction. If obsolete and cannot be used anywhere in FCPS, this is considered surplus, and a determination is made by COO – Warehouse Operations in accordance with the Fairfax County Purchasing Resolution. Principals and program managers must transfer assets that are no longer wanted or needed to Warehouse Operations and notify Finance, Office of the Comptroller. (indicator 1)

- The Get2Green program is a collaboration between the Instructional Services Department and Facilities Management that supports environmental stewardship in FCPS and offers specific procedures for responsible disposal of various materials. Through Get2Green, school staff and students are engaged in sustainable practices including energy conservation and waste reduction efforts in alignment with division policies. (indicator 1)

Risk Management

- FCPS Finance/Risk Management is responsible for developing and implementing solutions to mitigate FCPS' risk exposure and the potential for financial losses. Risk Management maintains appropriate insurance and administers general and School Board liability self-insurance plans. Risk Management negotiates favorable premium rates to control cost escalations. These policies include, but are not limited to those that cover the following insurance types which include but are not limited to: general liability, cyber liability, property, crime, and automobiles. (indicator 2 and 4)
    - 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.
- The FCPS Finance/Risk Management team reviews those items received to include any MOUs, contracts and lease agreements from an insurance/ risk management perspective when needed. A review of the language that potentially implicates FCPS financially or legally is performed and FCPS eliminates the language or offers alternative wording before moving forward with the agreement. Finance/Risk Management reviews contract language upon request to provide guidance as to whether the types and amounts of insurance coverage maintained by FCPS' contractors are aligned with current industry standards and are adequate to protect FCPS' interests. (indicator 9)
- FCPS provides fiduciary liability coverage for individuals who either have a part in the decision making of an employee benefit plan, administer a plan or its assets or whose name or title is included on benefit plan documents. (indicator 2)
- The Office of Division Counsel (ODC) serves as the in-house legal resource for the school division, consulting with Board members and staff on a variety of matters to mitigate potential legal risks. Attorneys in ODC also review documents and provide training to ensure legal compliance in a number of areas, while keeping abreast of changes in laws and regulations. (indicator 6)
- To establish a comprehensive cybersecurity plan that safeguards students, staff, and the Division from cyber threats, the Information Technology Security Office (ITSO) is executing a risk-based cybersecurity program grounded in leadership governance, measurable controls, and continuous improvement aligned with global industry standards i.e. NIST Risk Management Framework and Center for Internet Security Critical Security Controls. The program focuses on reducing the most likely and most impactful risks across identity, data, systems, and third-party dependencies, while strengthening the Division's ability to prevent incidents, detect suspicious activity quickly, respond effectively to safety concerns and ensure continuity of operations. (indicator 5)
- In March of 2025, FCPS, together with Fairfax County Government, launched the School Bus Stop Arm Camera enforcement program to boost safety. The initial phase of the program equipped 50 school buses with stop-arm cameras to deter illegal passing, reduce violations, and prevent injuries. This initiative is focused on protecting students as they board and exit school buses and represents a data-driven approach to improving roadway compliance and community awareness. (indicator 4)

Bonded Personnel

- Finance/Risk Management, in accordance with §15.2-2704 of the Code of Virginia, assures all personnel who have access to material amounts of the division and school funds are bonded. This is updated annually to designate the number of employee roles that will be bonded. (indicator 3)
- All FCPS employees under the crime liability coverage are insured through VAcorp with the requisite fidelity coverage in lieu of a surety bond as permitted under §15.2-2704 of the Code of Virginia. Therefore, individuals do not need to specifically and separately be bonded as they are covered under the policy purchased through VAcorp. (indicator 3)

Leasing Agreements

- The Office of Facilities Planning Services within the Office of the Chief of Facilities Services and Capital Programs is responsible for all aspects of a lease including but not limited to: (indicator 9)
    - Reviewing and maintaining the lease terms.
    - Ensuring the landlord abides by the lease agreement.
    - Site visits to check conditions.
    - Maintaining contact with on-site supervisors.
    - Allocating funds for subsequent years' increases rent, maintenance, and operation costs.
    - Accuracy of invoices submitted by the landlord.
    - Ensuring rent and other costs are paid in a timely fashion.
    - Managing repairs or requests for modifications.
- Leasing terms are reviewed quarterly by the Property Management team within the Office of Facilities Planning Services. For new leases and lease renewals, the Office of the Chief of Facilities Services and Capital Programs, site supervisors, Division Counsel, and real estate brokers (when applicable) collaborate to ensure the terms are favorable for FCPS. (indicator 9)
- Prior to pursuing any lease, the Property Management team evaluates space requests, identifies essential needs, and explores space options, including space in FCPS school buildings, non-school buildings, and leased property. (indicator 9)
    - School and non-school building options are researched. If one of these options is available, the Property Management team submits a capital improvement estimate request to the Office of Facilities Management (OFM) to estimate any necessary capital improvement costs.
    - When an internal option is not available, a real estate broker from Fairfax County's approved contractor's list is contacted and provided with the essential property needs. The broker does research and provides options that meet the program's needs.
- The Property Management team estimates costs for the lease. (indicator 9)
    - The Property Management team estimates all costs related to leasing property, including rent, rent escalations, maintenance and operations, insurance, taxes, improvements such as renovations and furnishings, security/building access, etc. and these are included in the Fiscal Forecast Request. If the request is recommended, it is included in the Superintendent's Proposed Budget and approved by the Board in May.

Contracts

- The Office of Procurement Services is responsible for ensuring compliance of procurements, including review and approval of contracts for single or recurring purchases. (indicator 9)
    - Regulation 5012 Purchasing Goods and Nonprofessional Services (last revised September 12, 2025) provides guidance for the acquisition of goods and nonprofessional services (excluding construction) using appropriated and non-appropriated funds.

    - Policy 5011- Authority to Contract (last revised March 9, 2023) outlines the Division Superintendent or designee, or the Purchasing Agent or designee as the only individuals who may approve or award contracts.
    - Schools and departments are required to submit quotes and contractual agreements to Procurement for review. Requests for contract review are submitted via the Contract Request and Management System (CRAMS). Submission of a CRAMS request requires the selection of a Strategic Plan Goal to ensure alignment of Division priorities.
    - Where review of a procurement includes use of a vendor's agreement, the Addendum to Contractor's form (drafted by Office of Division Counsel with mandatory terms and conditions to protect FCPS interests) is included as an attachment. This ensures compliance with including mandatory terms and removal of prohibited terms.
- The Office of Division Counsel (ODC) provides internal guidance documents for Procurement to conduct contract reviews. ODC conducts reviews of contracts when additional legal advice is required. (indicator 9)
- Office of Procurement Services conducts continuous review of Contract Terms in several ways: (indicator 9)
    - At the time a purchase order is issued, Procurement reviews compliance with contract terms including scope, pricing, quantity, and delivery.
    - Vendor performance is reviewed for all centrally managed contracts as described in the Contract Administration Best Practice which includes post-award orientation, contractor compliance, performance monitoring, contract modification, and contract closeout/completion.
    - Contract expiration reports are reviewed monthly by Procurement to ensure compliance with the initial contract term and the option to exercise a renewal term as well as ensuring timely renewal and replacement of contracts.
- At the time of purchase, the approval workflow in FOCUS requires multiple levels of approval by Procurement to ensure compliance with contract terms, including scope, quantity, pricing, delivery, etc. In addition, approval review ensures fund and commodity codes are used appropriately. (indicator 9)
- The FOCUS procurement workflow utilizes approval thresholds to ensure a multi-level approval process with a clear separation of duties. Purchase orders draw from the total contract value and require approval based on the following thresholds: (indicator 9)
    - $10,000 or less: No approval needed.
    - $10,000-$50,000: Buyer approval.
    - $50,000-$100,000: Buyer and Buyer Supervisor approval.
    - $100,000+: Buyer, Buyer Supervisor, and Director or designee approval.

MOUs

- FCPS has strengthened Memorandum of Understanding (MOU) practices across the division including the creation and ongoing tracking and monitoring of MOUs. (indicator 9)
    - The Office of Division Counsel (ODC) completed an inventory of all FCPS MOUs in July 2025.
    - Language was added to the existing transition memo to include two new sections for the originating department:
        - Identification of the Strategic Plan goal supported by the MOU.
        - Description of any data sharing required by the MOU.
    - There are several new resources to support staff with MOUs including a resource page on Atlas, which includes:
        - Links to an "MOU Portal", where staff can access both general and more specific templates that contain all legally required terms.

        - Flowcharts and guidance documents for drafting MOUs with external entities. The guidance document includes instructions on when an MOU is appropriate. Any agreement that involves an exchange of funds must be a formal contract, rather than an MOU.
        - A short training deck that staff can access for procedures on drafting, review, and implementation of MOUs.
    - ODC has also created a new system for on-going maintenance of a central MOU library. Each time an MOU is finalized, the originating department will complete an MOU Tracking Sheet and upload the MOU. All staff can access the MOU library via the library.
    - All departments received notice of the new MOU process and guidance materials.

Knowledge Management

- Division-wide onboarding and offboarding procedures, resources, and supports have been strengthened in several areas. (indicator 8)
    - FCPS has developed standard division-wide onboarding procedures, based on the type of employee hire, for example new instructional hire, hourly employee to contracted employee, or bus driver. Separate workflows are tailored to include only the elements that are required.
    - Entry plan templates have been developed as a part of onboarding for principals and other leadership roles. Elements of the entry plans may include, but are not limited to: mission and vision statements, pre-entry plan, 90-day action plan, priorities, and goals.
    - For operational employees, FCPS has implemented in-person orientation. All new operational employees must attend orientation during their first 90 days of employment. New Hire Operational Employee Orientation connects new employees with FCPS' mission and equips them with essential resources for a successful journey with FCPS.
    - HR developed *Onboarding Operational Employees: A Manager's Road Map*, which was shared with principals and program managers and is available on Atlas. This resource supports strategic onboarding, outlines the manager's role, and provides tools for successful onboarding for operational employees.
    - Current offboarding procedures are aligned to compliance and security:
        - Employees submit a StaffConnect ticket to submit their HR-2 for resignation or retirement. VDOE-mandated exit survey questions are required responses during this submission process. Specifically, employees choose from a drop-down menu of 17 items for primary, secondary and tertiary reasons for resigning, with only the primary reason mandatory for response. Employees also indicate if a resignation is due to military relocation/deployment.
        - Immediate supervisors and one level above are notified once an HR-2 is submitted for one of their employees, and they are responsible for communicating their departure as needed – to relevant employees, teams, or the community as appropriate.
        - Employee exit surveys are now administered through StaffConnect as part of the FCPS separation process. Prior to October 2024, the HR-2 Resignation Form was handled through a paper-copy submission with a response rate of 34%. With this change, response rates are now at 100%, providing FCPS with more actionable exit survey data.
        - To support the transition of leadership roles, an exit plan template was developed to document critical knowledge of existing projects or efforts that are not otherwise documented or transitioned to team members when an employee retires or resigns.
- Providing training and mentorship programs on specific processes, skills, or new knowledge ensures dissemination of up-to-date information and supports employees with role specific practices, a

readiness for future opportunities, and an understanding of Division operations as a whole. These include, but are not limited to: (indicator 8)

- MyPDE is a central repository for all FCPS professional development and training and includes a library of online courses and resources. Required trainings are assigned to employees through MyPDE and a record of completion is maintained through this online platform.
- Great Beginnings is a comprehensive new teacher induction program. Its mission is to support and retain new FCPS teachers. The program includes county- and school-level supports for new teachers, their mentors, and their administrators. Program supports are differentiated for special education teachers, brand new teachers, and teachers new to FCPS to ensure they have a deeper understanding of what they need to support their students. In SY 2025-26, the professional development for all new teachers is explicitly aligned to the Teacher Performance Evaluation Standards and uses the FCPS Learning Model as the anchor for the professional development around teaching and learning.
- The School-Based Administrator Induction Program (SBAIP) is designed to support new school administrators in their first year of service in the position. Essential information about school leadership is presented to support the learning of new assistant principals, directors of student services, and directors of student activities. SBAIP is a two-year program with an optional opportunity for school-based administrators to continue their learning in years three to five.
- The Principal Induction Program (PIP) is designed to meet the immediate informational and leadership needs of new principals as well as experienced principals who are new to their schools. PIP is a two-year program with an optional opportunity for principals to continue their yearning in years three to five.
- Leading the Mission (LTM) is a leadership cohort designed for experienced principals in years six and beyond. Leading the Mission will broaden principals' horizons by preparing them to be systems leaders beyond their current school focus (mentors to other leaders, central office roles, region leadership roles, etc.).
- Seven Competencies Strong (formerly called Supporting Success) is a cohort program for Schedule A operational employees that supports budding leadership skills with participants' strengths in mind.
- Operational FLEx (Foundational Leadership Expectations) supports the growth and development of operational leaders' adaptive skills to increase their confidence in managing teams and leading change, which is inherent in their work. FLEx is also intended to increase employee engagement and retention among operational staff by supporting the growth of adaptive leadership skills among Schedule B & C leaders with direct reports.
- The Collaborative Middle Managers' Roundtable (MMRT) is a program for middle managers sponsored by FCPS and the Fairfax County Government. This nine-month program provides skill development in critical thinking, management, and leadership.
- Supporting the Mission is a year-long cohort designed to familiarize participants with the mission and goals of each department within FCPS and includes the opportunity for participants to work collaboratively in developing a proposed solution to a real inequity problem of practice. This program is open to central office and school-based teacher leaders and administrators as well as Schedule B and C operational employees.
- The Office of Transportation Services offers employee training programs including, but not limited to, a mentor program to ensure every new driver and driver attendant is assigned an experienced mentor, new employee connection meetings, yearly Ride-a-Longs conducted for each driver, and a Transportation Academy program for newly hired supervisors.

- FCPS continues to invest in project management and knowledge management learning for staff. Compass courses have been offered in project management and a series of courses on project management and knowledge management is being designed during SY 2025-26 for launch next year. (indicator 8)
- FCPS maintains inventory and tracking systems to build operational knowledge of assets: (indicator 8)
    - Inventory Systems: FCPS utilizes inventory management systems to track assets across various categories (e.g. facilities, equipment, vehicles, technology). These systems help maintain an awareness of what assets the Division owns;
    - Maintenance Procedures: As identified earlier, the FCPS Capital Improvement Program (CIP) and Budget reflect the planning and allocation of resources for asset maintenance;
    - Transfer Processes: FCPS has established procedures for transferring assets between departments or locations (e.g. built-in cost/fund codes for assets and budget request procedures).
- Standard Operating Procedures (SOPs) act as a cornerstone for effective knowledge management by providing consistency of practices and knowledge sharing as well as processes for capturing and documenting organizational knowledge. Examples of SOPs in FCPS include, but are not limited to: (indicator 8)
    - There are a variety of sources published on Atlas to increase awareness and facilitate access to financial resources such as the HR Employee Handbook, School Finance Handbook, Financial Best Practices, Grants Manual, and Travel Resources.
    - The FCPS Crisis Management Manual was developed to assist school administrators, crisis management team members, faculty, staff, students and local first responders in the planning, development, exercising, and the execution of crisis, emergency management and medical emergency response plans by providing clear policies, guidelines, definitions, procedures, and operational concepts.
    - To comply with VA Code §22.1-279.8, which mandates a written crisis, emergency management, and medical emergency response plan for every school, all FCPS schools develop and update their emergency plans annually. The Office of Safety and Security (OSS) reviews, approves and certifies that these plans consider the accessibility needs of staff and students and meet state and Division standards. Once the crisis plans are approved, OSS inputs all members of the crisis team into an application that allows for immediate communication during a crisis.
    - OSS has a working, living document entitled, *System-Wide Emergency Operations Plan,* which is executed in concert with Fairfax County. This plan is to be used in extreme emergency conditions to support schools and the citizens of Fairfax County. During these emergency conditions, the plan operationalizes supports that include but are not limited to; police, fire, and emergency management assets, citizen and pet/animal housing, distribution of medicine and medical supplies, and the distribution of food, water, and other critical needs. This plan only becomes operational when declared by designated FCPS or County officials.
    - The Office of Facilities Management has developed and implemented over 100 new Standard Operating Procedures (SOPs) since the last EL-7 report. A working group/task force was developed and continues to document and add new SOPs on a regular ongoing basis.
    - In accordance with Regulation 6250: RequestIT Asset Inventory System (last revised June 8, 2023), DIT utilizes SOPs to document procedures to create consistent technology asset management practices.
    - The Office of Transportation maintains a Pupil Transportation Manual that is updated biannually which includes all rules, policies, and procedures for bus drivers and attendants.

    - Risk Management maintains SOPs in both hard copy and electronic formats to guide its operations, support continuity of business, and ensure consistency across all functions. The procedures manual outlines Risk Management directives, core responsibilities, and key operational processes, including fact sheets, self-insurance and commercial insurance policies, claims handling procedures, and unusual field trip review protocols.
    - The Office of Student Assessment, Research, and Accountability maintains guide and manuals as knowledge management of federal and state required assessment and accountability procedures and expectations.
- Information dissemination provides the foundation for knowledge management in FCPS. Utilizing online platforms such as the Atlas Intranet and other internal forums, FCPS establishes knowledge-sharing communities and collaboration tools to facilitate knowledge exchange and accessibility. (indicator 8)
    - The FCPS curriculum repository provides management tools for curriculum, assessments, and resources provisioned for schools. It supports the delivery of vetted, accessible, and up-to-date content through Schoology (our learning management system), Performance Matters (our common assessment system), websites, and printed materials. FCPS staff access division resources through Schoology such as planning and pacing guides, and other curricular resources.
    - The Budget Documents page houses specific program budget details including budget narratives and detailed funding breakdowns for the past 5 fiscal years. These serve as a record of how schools and departments have been funded, including changes to programs and positions.
    - FOCUS, the enterprise resource planning (ERP) financial management system, serves as a record of financial transactions (budgeted and spent) for schools and offices throughout FCPS. Data in FOCUS is available from 2012-present.
    - The Information Technology Operations (ITO) team uses an online system for knowledge management related to technology operations. ITO maintains a backlog of needed Standard Operating Procedures (SOPs), updating them which is a continuous process. The audience for these SOP artifacts are primarily internal to DIT.
    - FCPS uses collaboration platforms such as Google Workspace and Zoom to facilitate communication, collaboration, and knowledge sharing among all employees. Some departments employ additional platforms such as ClickUp, JIRA, and FreshService to communicate and manage workflows for departmental operations and Division projects.
    - FCPS utilizes a system of platforms to provide ongoing training programs including internal workshops and employee access to online learning platforms like FCPS MyPDE and Coursera Upskilling Academy.
    - BoardDocs serves as a record of all School Board meetings and public work sessions, related documents, decisions, and motions from 2004-present. Also housed in BoardDocs is a library of related documents including but not limited to budget questions, governance manuals, and reports. Finally, all policies, regulations, and notices can be found in BoardDocs.
- By acting as sounding boards and advocates for knowledge exchange, advisory groups can help bridge information silos and ensure best practices are disseminated effectively throughout FCPS. FCPS has established several advisory committees amongst a diverse group of stakeholders, which include, but are not limited to, Superintendent's Advisory Council (SAC), Superintendent's Teacher Advisory Council (STAC), Superintendent's Strategic Plan Advisory Group, and the Superintendent's Family Vision Group. (indicator 8)

PUBLIC

- Each school has a Top 10 list showcasing the things that make their community proud of being a part of their school. (indicator 4)
- FCPS works to ensure the stories of our students, staff, and Division are told through proactive media outreach. These stories are first posted to our own channels and then shared with the broader community. A weekly positive media report is shared with the School Board and Senior Leadership Team. (indicator 4)
- Newsletters distribute important information and updates to staff, facilitating a flow of information. (indicator 8)
    - FCPS publishes weekly Employee News emails, Infograms, and Actiongrams to communicate with FCPS employees and share relevant updates.
    - Many departments also offer targeted publications and hold office hours to keep staff informed, which include but are not limited to:
        - The Department of Special Services and the Office of Communications host virtual Office Hours for principals. This is an opportunity for employees to connect directly with team members and get personalized help with questions or concerns.
        - The Office of Auditor General's (office) periodical, Audit Buzz, provides an update into the office's work by summarizing the results of completed audit projects, describing upcoming audits, and providing insight into other audit-related tasks. The contents are prepared solely by the office which reports directly to the School Board.
        - The Financial Support team provides a weekly newsletter to school financial staff providing financial directives and procedural updates.
        - The Comptroller's office publishes monthly newsletters, Comptroller Connections, to share best practices and guidance on a variety of financial topics.
        - Food and Nutrition Services (FNS) provides weekly information communication to all FNS staff.
        - The Office of Transportation Services has a bi-monthly newsletter for bus drivers and attendants to communicate any information and policy changes.
        - The Department of Information Technology (DIT) publishes critical monthly updates in the all-staff newsletter. These updates are also archived on Atlas so that information remains searchable and accessible.
        - The Office of Facilities Management has a monthly newsletter called "Trades Your Way".
- The Comprehensive School Boundary Review website provides transparency through readily accessible information about this significant process. The website outlines the steps involved in the boundary review, including the reasons for the review and the criteria used in the decision-making process. (indicator 4)
    - During this process, a Boundary Explorer Tool was available for families to view possible boundary change scenarios and enter their home address to see how proposed boundary scenarios may impact them.