

**Fairfax County School Board**  
**Operational Expectations Monitoring Report**  
A = acceptable condition U = unacceptable condition

**COMMUNITY RELATIONS**  
Period covered: 2006-2007

**The Superintendent will encourage and maintain effective communication, appropriate involvement, and active support of parents and our diverse community members in advocating for and achieving the FCPS mission and goals for student achievement. The Superintendent will:**

**Reasonable Interpretation:**

It is the business of Fairfax County Public Schools to educate children. It is our culture to know that the business of *public* education should not, can not, and will not happen in a vacuum.

The Superintendent advances the FCPS mission and goals by:

- Establishing communications as a critical component of organizational success.
- Building internal understanding of, and appreciation for, the power and value of communications to build citizen involvement through trust.
- Advancing genuine public engagement and active involvement by building relational trust.

The following are the interpretations of the key phrases of the School Board's expectations.

***Encourage and Maintain Effective Communication:*** FCPS provides timely and relevant information to community members to cultivate cooperative, open, and honest dialogues. Communication methods and strategies will be continuously adjusted based on research, need, effectiveness, and solicited feedback.

***Appropriate Involvement:*** Community members will participate in FCPS activities for effective two way communication.

***Active Support:*** Community members will receive timely information from staff to be engaged in pertinent dialogue so they can become advocates for FCPS.

***Parents and Our Diverse Community Members:*** Constituents include parents and guardians of children attending FCPS and other residents.

***Advocating For:*** Community members will be engaged as champions of the beliefs, vision, mission, and student achievement goals of FCPS.

**1. Involve parents and families as partners in the education of their children, providing an open, responsive, and welcoming environment that treats all people with respect, dignity, and courtesy.**

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|-----------------|---|--------------------------|---|--------------------------|
| Superintendent: | A | <input type="checkbox"/> | U | <input type="checkbox"/> |
| School Board:   | A | <input type="checkbox"/> | U | <input type="checkbox"/> |

**Reasonable Interpretation:**

Parents and families of FCPS' children will feel especially welcome to work with school-based personnel and those in the administration so that all stakeholders can effectively collaborate to achieve the FCPS mission and new student achievement goals.

To achieve the desired open environment, the division will encourage and promote customer service models--at all levels--that train staff members to employ communications best practices that involve community members as partners.

The following are the interpretations of the key phrases of the School Board's expectations.

***Involve:*** FCPS engages openly and honestly with community members in regular, meaningful, and two-way communication.

***Parents and families as partners:*** All stakeholders in the child's education including the student, school personnel, parents, and others who are equally committed and have shared responsibilities.

***In the education of their children:*** Parents/guardians work with school personnel developing and implementing individual learning plans, promoting academic achievement, acquiring essential life skills, actively participating in community, successfully transitioning through passages, and graduation.

***Open, responsive and welcoming:*** FCPS will be client-centered in that they are approachable, willing to listen, attentive, responsive, and sensitive to schedules.

***Welcoming environment:*** FCPS conveys a hospitable customer-focused environment for all visitors.

***Treats all people with respect, dignity, and courtesy:*** FCPS respects and understands the county's diversity and values all community members.

**Indicators:**

- The five customer service standards of responsiveness, accuracy, availability, partnership, and advice will be used to determine current client satisfaction through surveys.
- Each student will have a parent/guardian involved with the development of the student's individual learning plan.

**Superintendent Statement of Condition:****Board Comments:**

**2. Establish meaningful, regular, two-way communication between the school and home with processes for the effective handling of complaints.**

Superintendent:    A                     U   
School Board:        A                     U

**Reasonable Interpretation:**

Community understanding of how and why decisions are made leads to a more responsive community and effective schools that work for the common good of all children.

Systemic approaches to building community where members learn together and trust one another in order to strengthen the partnerships between schools and clients will help the community meet the student achievement goals.

The following are the interpretations of the key phrases of the School Board's expectations.

**Meaningful, regular, two-way communication:** FCPS uses multiple avenues to sustain useful and open dialogues with stakeholders.

**With processes for the effective handling:** FCPS establishes communications path for complaints and compliments that is distributed to families and posted online as part of the FCPS Student Responsibilities and Rights (SR&R).

**Complaints:** Community members express their concerns in writing or via phone to the School Board, any FCPS employee, a court, or other government entity.

**Indicators:**

- Annually review and publish the complaint processes available to stakeholders.
- Annually analyze the timeliness and type of complaints/concerns reaching the Superintendent and School Board offices.

**Superintendent Statement of Condition:**

**Board Comments:**

**3. Provide opportunities for citizen involvement with FCPS, including, as needed, the formation of committees that offer community advice and expertise.**

Superintendent:    A                     U   
School Board:        A                     U

**Reasonable Interpretation:**

FCPS staff members will make available and promote venues in which community members can effectively participate so that their advice and talents can be appropriately put to use to maintain and increase educational excellence.

The following are the interpretations of the key phrases of the School Board's expectations.

**Providing opportunities:** FCPS encourages and publicizes regular public participation so that community members understand, contribute to, and support the mission of FCPS through volunteering, contributing to business partnerships, participating in Parent Teacher Associations, speaking before the School Board, or participating as a member of one of the Superintendent's advisory committees.

**Indicator:**

- Annually report on Advisory Committee membership, committee recommendations and the staff responses to those recommendations.

**Superintendent Statement of Condition:**

**Board Comments:**

**4. Establish mutually beneficial partnerships with the business, industry, and nonprofit organizations in the community.**

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| Superintendent: | A | <input type="checkbox"/> | U | <input type="checkbox"/> |
| School Board:   | A | <input type="checkbox"/> | U | <input type="checkbox"/> |

**Reasonable Interpretation:**

FCPS works hard to develop, promote, and coordinate collaborative efforts between the business community and the schools to create and foster relationships beneficial to the school division and the community.

Partnerships between the school system and area businesses have far-reaching benefits. Business and industry partners often provide mentors for one on one tutoring and/or friendships with students in the schools. A caring adult role model is crucial in a student's life.

These partnerships can also provide expertise in the classroom for special curricula and career days. Some partners have provided resources to their schools like equipment and funding for field trips. Our schools have provided artwork to decorate their business partners' facilities.

The following are the interpretations of the key phrases of the School Board's expectations.

**Establish:** FCPS will seek to create and maintain relationships with Fairfax County's business and industry community.

**Mutually Beneficial:** FCPS will provide the expected outcomes for both parties in the agreement characterized by mutual cooperation and shared responsibility.

**Business, Industry and Non-Profit Organizations:** FCPS seeks diverse representation including small business, associations, foundations, government, and faith communities for partnerships with the system and in schools.

## Indicators

- Develop partnerships for 100 percent of schools with written agreements that clarify expectations.
- Facilitate an annual kickoff event to include training and best practices for new and returning partnerships.
- Support annually an awards ceremony that recognizes new partnerships, model partnerships, and long-running partnerships.
- Maintain and publicize the donation website as a service to the school system and the community at large to facilitate donations of all types to schools and departments.
- Annual analysis of foundation contributions to FCPS including the Fairfax Education Foundation, individual school foundations, and certain community foundations.

## Superintendent Statement of Condition:

## Board Comments:

### 5. Establish cooperative, open relationships with the news media.

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| Superintendent: | A | <input type="checkbox"/> | U | <input type="checkbox"/> |
| School Board:   | A | <input type="checkbox"/> | U | <input type="checkbox"/> |

## Reasonable Interpretation:

The Office of Community Relations will facilitate the school system's relationship with the various news outlets in the community. They will continue to effectively and professionally communicate amidst constant changes. An up to date list of local and regional news media will be maintained.

The following are the interpretations of the key phrases of the School Board's expectations.

**Establish:** FCPS engages and involves members of the news media with the school system.

**Cooperative:** Communication with the media will be honest, helpful and timely.

**Relationships:** FCPS engages with members of the media with respect to their duties while maintaining ethical standards.

**News Media:** Organizations that provide information to the public, including newspapers, magazines, newsletters, radio, television, and web-based outlets.

**Indicators:**

- Annually review effectiveness, openness and cooperation of FCPS communication with the news media.
- Analyze the amount of coverage in media as a result of news releases and tips created by the Office of Community Relations and school news liaisons.

**Superintendent Statement of Condition:**

**Board Comments:**

**6. Establish effective working relationships with educational leaders in other local school systems, the Virginia Department of Education, postsecondary institutions, and national groups and officials.**

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| Superintendent: | A | <input type="checkbox"/> | U | <input type="checkbox"/> |
| School Board:   | A | <input type="checkbox"/> | U | <input type="checkbox"/> |

**Reasonable Interpretation:**

The superintendent and senior level staff will proactively collaborate with external groups to meet the strategic goals and operational expectations. Senior staff will provide knowledge and skills to assist Virginia Department of Education (VDOE) in state education endeavors. Senior staff will develop partnerships with post secondary institutions to enable smooth, high quality transitions for our graduates into higher education. Staff will also collaboratively develop training programs to meet the employment needs of our employees. Senior staff will also work with colleagues in local school systems and with professional organizations to help understand and potentially shape national public policy to support our mission, vision and goals.

The following are the interpretations of the key phrases of the School Board's expectations.

**Effective working relationships:** FCPS collaborates with education groups in the region and the state to further its mission.

**Educational leaders:** Individuals and/or institutions that advance education and promote student achievement.

**Indicator:**

- Review annually and evaluate relationships and projects with local school systems, VDOE, postsecondary institutions, and professional organizations in advancing the school system's goals and operational expectations.

**Superintendent Statement of Condition:**

**Board Comments:**

**7. Pursue effective and cooperative work with the County Board of Supervisors and county staff; local, state, and federal officials; legislative staffs; and agency officials in all levels of government.**

**Superintendent:**     A                      U   
**School Board:**        A                      U

**Reasonable Interpretation:**

Regular communication with all levels of government ensures that the relationship is effective in that the views, perspectives and needs of FCPS become a part of major educational policy debates of importance to the school division. Such relationships allow for proactive organizational planning, and coordinated reaction to external policy decisions.

The following are the interpretations of the key phrases of the School Board's expectations.

**Effective and cooperative work** – FCPS promotes open and regular communication with local, state and federal officials.

**Indicators:**

- Annually present budget and policy needs of FCPS to local and state officials.
- Develop, update, and annually review with other government agencies FCPS budgetary needs, communications efforts and crisis management plans; which will include an analysis of other government agencies budgetary needs, administrative needs and concerns, and communications efforts and how they relate to FCPS needs and plans.
- Conduct quarterly meetings between appropriate FCPS staff and the County Executive and pertinent members of his or her staff to discuss issues related to the both levels of government.
- Maintain regular and proactive oral and written communications with members of the Virginia General Assembly, Virginia's federal Congressional delegation and relevant staff, relying on the School Board's Legislative Program to guide such communications. Such communication shall include attendance at meetings, as well as regular monitoring, of the Virginia General Assembly and United States Congress; including relevant committee, subcommittee and study commission meetings, both during the regular legislative session and throughout the year, as well as submission of testimony and other written and oral input in legislative debates of importance to FCPS, including securing legislative sponsorships where appropriate.
- Annually review and recommend updates to the Board's Legislative Program.
- Annually report on major policy decisions made by the Virginia General Assembly and United States Congress which will have an impact on FCPS. Such report will include analysis of required administrative action by FCPS, and planning for actions anticipated in the following year.

- Annually review crisis management plans and practice crisis management, including conducting at least two crisis exercises or workshops, one of which will involve local, state, and/or federal officials.

**Superintendent Statement of Condition:**

**Board Comments:**

**8. Participate in diverse community activities and events as advocates for all students.**

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| <b>Superintendent:</b> | <b>A</b> | <input type="checkbox"/> | <b>U</b> | <input type="checkbox"/> |
| <b>School Board:</b>   | <b>A</b> | <input type="checkbox"/> | <b>U</b> | <input type="checkbox"/> |

**Reasonable Interpretation:**

The performance of FCPS is more than just individual staff members working to run the schools. Instead, Fairfax is a network of interrelationships—with the employees working in partnership with community members to collectively achieve our goals. Understanding the dynamics of the variables in the system will help staff to better anticipate problems, make changes in order to welcome diverse representation and participation to assist student achievement.

**Participate in:** FCPS fosters two-way communication with community members and organizations to have a presence at key events and functions throughout Fairfax County.

**Diverse community activities and events include:** FCPS encourages diverse community participation at government functions (Fairfax Fair), businesses and business affiliates (Fairfax County Economic Development Authority, Chamber of Commerce, NVAR, and Realtors), school-level and countywide PTA meetings, cultural and language-based organizations, as well as hosting international visitors to FCPS, etc.

**Advocates for all students:** FCPS and the community work together to support and promote public education for its students - including general education, special education, prekindergarten, and adult education students.

**Indicator:**

- Identify information sought, key messages to be sent, staff participants, and guidelines for participants.

**Superintendent Statement of Condition:**

**Board Comments:**

**Summary Statement of the Superintendent:**

**Summary Statement of the Board:**

**Areas for Improvement:**

**Areas of Commendation:**

**Goal(s) for Community Relations for School Year:**

**Date for Re-Monitoring:**