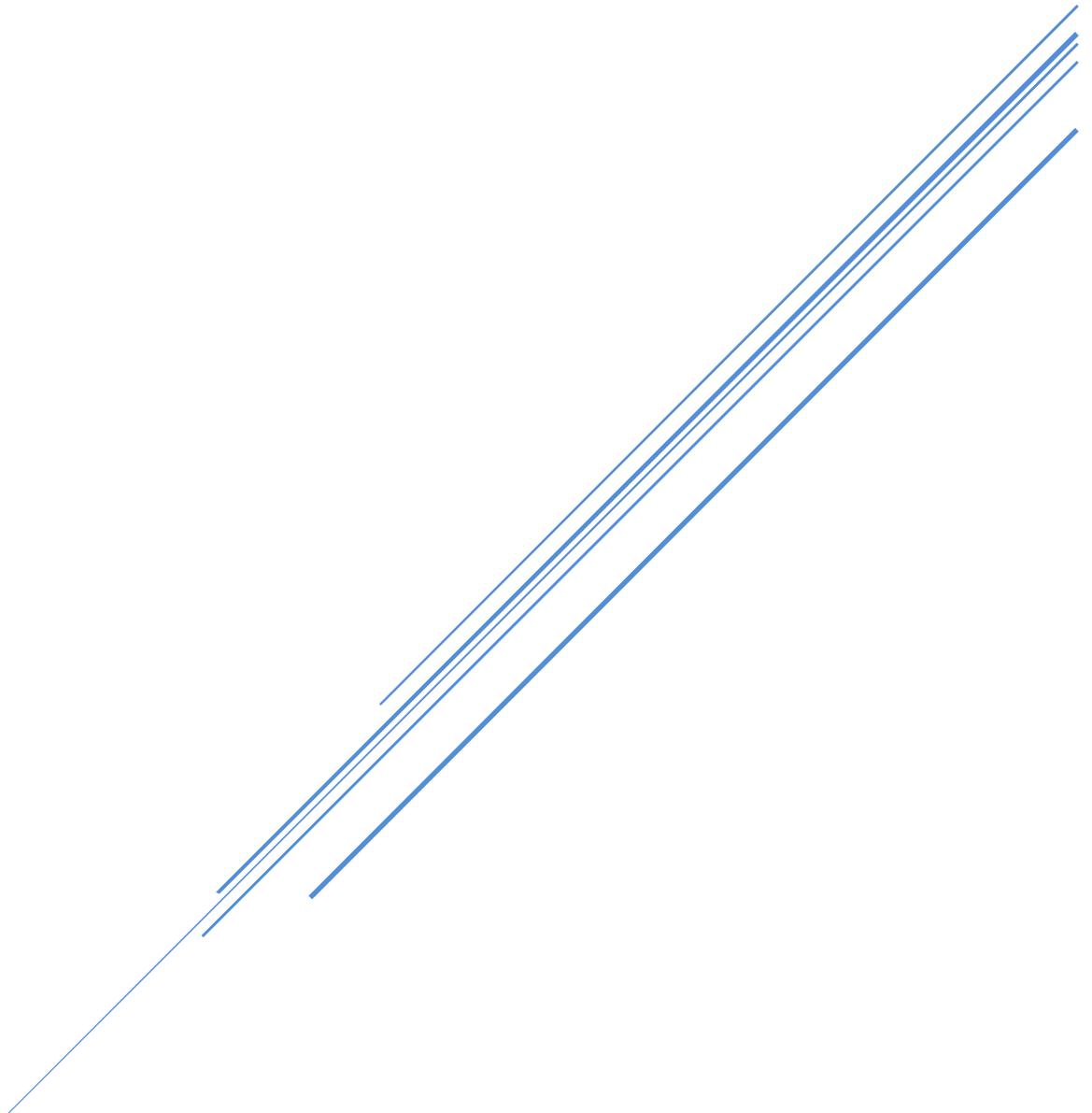


CITY OF FAIRFAX SCHOOLS STRATEGIC PLAN

2017-2022



City of Fairfax Schools
February 2019

A Message from our Superintendent of Schools



Dear City of Fairfax Community,

I am proud to release our annual update of the City of Fairfax Schools' 2017-2022 Strategic Plan. This plan captures our priorities, goals, and objectives for our four City of Fairfax Schools and the Fairfax Academy for the Communications and the Arts. Together with our partnership with Fairfax County Public Schools (FCPS), our city schools offer our diverse population world-class facilities, innovative and challenging curriculum and a wide range of activities outside of school to help students find their passion and embrace their next level of education as they become our new leaders.

The Strategic Plan highlights seven main objectives:

- Our School Services Agreement with FCPS
- Stewardship of the City Schools Budget
- School Facilities, Grounds, and Enrollment
- Instruction, Student Achievement, and Professional Learning
- Technology
- Communication
- School Board Organization

A primary focus for the City of Fairfax School Board and City Schools staff is expanding our Advanced Academic Program (AAP) offerings to our elementary and middle school students. Lanier Middle School opened this school year with a full AAP center and both our elementary schools are now offering Local Level IV services for those families who would like to remain in their neighborhood school while still accessing the same advanced curriculum at the center in a county school.

The City of Fairfax Schools are proud to support our wonderful teachers who work in our buildings. In 2016, we began providing financial support for teachers to achieve their National Board for Professional Teaching Standards. This program is recognized as the gold standard in teacher certification. The City of Fairfax Schools and FHS pyramid now have a higher number of Board-certified teachers than their county colleagues, ensuring quality education for our students for many years ahead.

Our schools also receive additional funding for grants from the City of Fairfax to augment curriculum. Teachers and administrators are encouraged to propose projects to increase innovation for all students. We continue to be impressed with our forward-thinking staff and how they are using these funds.

This document highlights our commitment to the City of Fairfax students, administration, and community. Thank you for supporting our schools.

Phyllis C. Pajardo, Ed.D., Superintendent of Schools

A Message from our School Board Chair

Dear City of Fairfax Community,

On behalf of the City of Fairfax School Board, I would like to present the annual update of the City of Fairfax Schools 2017-2022 Strategic Plan. This document is our blueprint for our work and focus for the next four years.

The City of Fairfax School Board and Staff are dedicated to executing the goals and objectives outlined in this plan to ensure all students, both city and county, who enter our four buildings have access to a rigorous and challenging curriculum, outstanding facilities, and accomplished teachers.

It is our strong relationship with Fairfax County Public Schools and the City of Fairfax community that allows our students not only to succeed, but thrive. We are thankful to all our partners in joining us to put our students first.

The City of Fairfax School Board welcomes input and feedback. Please do not hesitate to reach out to the board with any comments or suggestions.

Carolyn Pitches, M. Ed.
School Board Chair



CITY OF FAIRFAX **STRATEGIC PLAN**

SCHOOL BOARD

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Chair

Toby Sorensen
Vice Chair

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Kate Meade, Student Representative

STAFF

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Superintendent

Diego Wilson
Assistant to Superintendent

Susan Wiczalkowski
Executive Administrative Assistant to the Superintendent and
Clerk to the School Board

Carrie Dorsey
Communications Specialist

Tom Wood
Facilities Coordinator

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CITY OF FAIRFAX SCHOOLS OVERVIEW

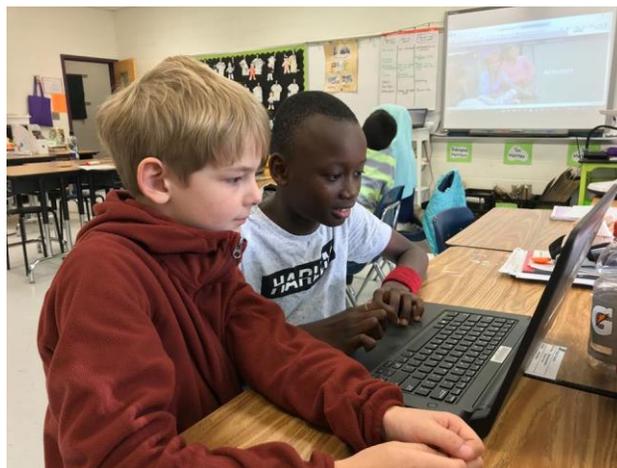
The City of Fairfax is a small city nestled in the Northern Virginia-Washington, DC metropolitan area. The city is approximately 6.3 square miles which covers about 4000 acres. According to the US Census Bureau, 2017, the City of Fairfax is home to over 24,097 residents, who are 56% White, 17% Hispanic, 18% Asian, 6% Black, and 3.4% multi-racial. Furthermore according to the 2017 US Census, a plurality of residents (23.8%) are under 18; additionally median age is 34.4. The median household income is \$106,870.

The majority of the approximate 3,100 school-age City of Fairfax students attend one of the four schools in City of Fairfax. There are two elementary schools, Daniels Run and Providence; one middle school, Lanier; and one high school, Fairfax. Housed within Fairfax High School is Fairfax Academy for Communication and the Arts.

The City of Fairfax is governed by a Mayor and six-member City Council. Over 50% of the City's budget is earmarked for public educational services. The schools are governed by a five-member School Board. The Mayor, City Council, and School Board members are elected officials.

The City of Fairfax School Board fully supports the Guiding Principles/Beliefs, Mission, Vision, and Goals of Fairfax County Public Schools (FCPS) through the Partnership and School Services Agreement (SSA) that has been in effect since 1962. Under this agreement, FCPS manages and operates city schools, hires staff and develops curriculum, while the City School Board is responsible for the management of the contract and the four city-owned school buildings.

The original Agreement was renegotiated in 1978 and has continued to provide an excellent instructional program for the City of Fairfax students. Therefore, the following represents the FCPS Guiding Principles/Beliefs, Mission, Vision and Goals as adopted in whole by the City of Fairfax School Board.



CITY OF FAIRFAX SCHOOLS GUIDING PRINCIPLES/BELIEFS, MISSION, VISION, GOALS

GUIDING PRINCIPLES/BELIEFS

Based on the research and findings of the strategic planning process, the following guiding principles are used as a collective set of main beliefs and values and further used to guide the District's planning and decision-making.

We believe:

Each student is entitled to an excellent education that meets his or her individual needs.

Dynamic and supportive partnerships among students, parents, educators, and the community are critical to meet student needs and provide enriching experiences.

Effective educators are essential to student success.

Families play a fundamental role in their children's education.

High expectations inspire high performance.

Everyone thrives in a vibrant, healthy, safe, enriching, and respectful environment.

Our diversity is a strength that creates resilient, open, and innovative global citizens.

Quality early childhood education is crucial to school readiness and future success.

Literacy is an essential life skill.

A well-rounded education enables students to lead productive, fulfilling, creative, and culturally rich lives.

An educated citizenry enhances everyone's quality of life, improves our economy, and sustains our system of self-governance.

A successful education system develops students who are effective communicators; collaborators; creative, critical thinkers; global citizens; and goal-directed, resilient learners.

MISSION

Inspire and empower students to meet high academic standards; lead healthy, ethical lives; and be responsible and innovative global citizens.

CITY OF FAIRFAX VISION

Looking to the Future

City of Fairfax prepares all students for the world of the future by giving them a broad spectrum of opportunities to prepare for education and employment beyond high school. All graduates are productive and responsible members of society, capable of competing in the global economy and motivated to pursue learning throughout their lifetimes.

Commitment to Opportunity

The City of Fairfax values its diversity, and acknowledges that all people contribute to the well-being of the community. FCPS provides opportunities for all its students and employees to grow educationally, personally, and professionally.

Community Support

The City of Fairfax embraces its schools. Businesses and community members generously volunteer their time and resources to help students. Schools are integrated into the fabric of the community, and residents take pride in their schools. The success of City of Fairfax schools draws businesses and families to the City. Citizens support the financial and capital needs of the school system.

Achievement

The City of Fairfax students achieve at high levels in all core areas and across a broad spectrum of pursuits. FCPS values a well-rounded education that goes beyond basics, and encompasses the arts, technology, communication, and critical thinking skills in preparation for the work of the world. The City of Fairfax provides a breadth and depth of opportunities to allow all students to stretch their capabilities and pursue their passions.

Accountability

Fairfax County is accountable, with ongoing oversight and support from the City of Fairfax as detailed in the 1978 School Services Agreement, for the academic achievement of all students. FCPS measures academic progress to ensure that all students, regardless of race, poverty, language or disability, will graduate with the knowledge and skills necessary for college and/or employment. FCPS spends money wisely. FCPS directs funds to the classroom, and finds ways to improve performance across the spectrum of academic programs and business processes. The City of Fairfax provides opportunities to enhance and improve student performance through the creation of instructional grants made available to each school annually.

FCPS STRATEGIC PLAN, GOALS, and PORTRAIT OF A GRADUATE

STRATEGIC PLAN

In the City of Fairfax and Fairfax County, our whole business is about making a difference—in the lives of our City of Fairfax and Fairfax County Families, Employees, and the Community we serve. In essence we want to create value for all involved. The FCPS strategic plan was created to “Ignite” the hearts and minds of the community to ensure that our students receive the best possible education, preparing them for their best possible futures.

Ignite, the FCPS Strategic Plan, and the four goals below define the role of all FCPS staff members in living the commitment to our staff, students and community. The City of Fairfax School Board supports the FCPS Strategic Plan.

GOALS

The goals provide the specific direction needed to achieve the Portrait of a Graduate, which serves as a framework for the skills each student should have by the time he or she graduates in order to be prepared for the future.

The Four Goals are:

Student Success

We commit to reach, challenge, and prepare every student for success in school and life.

Caring Culture

We commit to foster a responsive, caring, and inclusive culture where all feel valued, supported, and hopeful.

Premier Workforce

We commit to invest in our employees, encourage innovation, and celebrate success.

Resource Stewardship

We commit to champion the needs of our school communities and be responsible stewards of the public’s investment.

Portrait of a Graduate

In 2014, FCPS adopted the Portrait of a Graduate to answer this question: What are the skills necessary for success for all children in this rapidly changing, increasingly diverse, and interconnected world? Portrait of a Graduate moves students and staff members to look beyond the high-stakes testing environment and to help our students develop skills so they can be successful in the workforce of the future.

What skills does a student need to become a successful Portrait of a Graduate?

Communicator

- Applies effective reading skills to acquire knowledge and broaden perspectives.
- Employs active listening strategies to advance understanding.
- Speaks in a purposeful manner to inform, influence, motivate, or entertain listeners.
- Incorporates effective writing skills for various purposes and audiences to convey understanding and concepts.
- Uses technological skills and contemporary digital tools to explore and exchange ideas.

Collaborator

- Respects divergent thinking to engage others in thoughtful discussion.
- Demonstrates the ability to work interdependently within a group to promote learning, increase productivity, and achieve common goals.
- Analyzes and constructs arguments and positions to ensure examination of a full range of viewpoints.
- Seeks and uses feedback from others to adapt ideas and persist in accomplishing difficult tasks.

Ethical and Global Citizen

- Acknowledges and understands diverse perspectives and cultures when considering local, national, and world issues.
- Contributes to solutions that benefit the broader community.
- Communicates effectively in multiple languages to make meaningful connections.
- Promotes environmental stewardship.
- Understands the foundations of our country and values our rights, privileges, and responsibilities.
- Demonstrates empathy, compassion, and respect for others.
- Acts responsibly and ethically to build trust and lead.

Creative and Critical Thinker

- Engages in problem solving, inquiry, and design of innovative solutions to overcome obstacles to improve outcomes.
- Uses information in novel and creative ways to strengthen comprehension and deepen awareness.
- Demonstrates divergent and ingenious thought to enhance the design-build process.
- Expresses thought, ideas, and emotions meaningfully through the arts.
- Evaluates ideas and information sources for validity, relevance, and impact.
- Reasons through and weighs evidence to reach conclusions.

Goal-Directed and Resilient Individual

- Engages in healthy and positive practices and relationships to promote overall physical and mental well-being.
- Persists to accomplish difficult tasks and to overcome academic and personal barriers to meet goals.
- Uses time and financial resources wisely to set goals, complete tasks, and manage projects.
- Shows strong understanding and belief of self to engage in reflection for individual improvement and advocacy.

CITY OF FAIRFAX SCHOOL BOARD PRIORITIES 2017-2022

The City School Board priorities form the basis of budget development. These priorities are reviewed and updated annually and projected beyond the current year to provide guidance for long-range planning and budgeting. The School Board does not rank priorities, and the order in which they are listed does not relate to importance. The Board-approved priorities for 2017-2022 are:

1. School Services Agreement
2. Responsible Stewardship of City Schools' Budget
3. School Facility, Grounds, and Enrollment
4. Instruction, Student Achievement, and Professional Learning
5. Communication
6. Technology
7. School Board Organization

CITY OF FAIRFAX SCHOOL BOARD OBJECTIVES

The City of Fairfax School Board seeks to provide extended support to the four schools and one Academy within the City boundary—Fairfax High School, Fairfax Academy for Communication and the Arts, Lanier Middle School, Daniels Run Elementary School, and Providence Elementary School. On the following pages are the specific objectives and action plans to support the City Schools. Additionally, measures and multi-year phasing of the action plans follow each objective.



OBJECTIVE 1: SCHOOL SERVICES AGREEMENT



The City of Fairfax School Board and Superintendent will:

Maintain the long-standing, productive, and close working relationships with Fairfax County Public Schools, Fairfax County School Board, City of Fairfax Mayor, City Council, and City staff, in order to execute all aspects of the School Services Agreement

Action Plans:

- 1.1 Continue the established protocol that the chairs, vice-chairs, or designee/designated liaison of the two school boards meet at least two times a year, or as needed, to promote open dialogue regarding mutual concerns and issues on the School Services Agreement.
- 1.2 Follow the guidelines of the School Services Agreement by ensuring the School Boards will collectively meet once a year to discuss issues relating to educating all students.
 - 1.2.1 Continue to identify opportunities for “Board to Board” exchange of ideas.
 - 1.2.2 Continue to develop working relationships with Fairfax County Public Schools School Board members.
- 1.3 Continue regular meetings with City and FCPS Superintendents, Leadership Team, and individual departments as needed to ensure that the School Services Agreement meets the best interests of the students of the City of Fairfax.
- 1.4 Facilitate communication between the City of Fairfax principals and the City of Fairfax Police Chief for the purpose of:
 - 1.4.1 Supporting programs that promote safety in both elementary schools.
 - 1.4.2 Supporting the resource officers at Fairfax High School and Lanier Middle School.
 - 1.4.3 Coordinating with the City Chief of Police and FCPS regarding the roles and responsibilities of the School Resource Officers at Fairfax High School and Lanier Middle School.
- 1.5 Maintain a close working relationship with the Mayor, City Council, and City staff regarding school needs and continue to provide information to the elected officials and staff.
- 1.6 Identify City residents to serve on Fairfax County School Board Advisory committees through a formal process requiring board action.
- 1.7 Monitor the work of Fairfax County School Board standing committees by rotating responsibility for observing FCPS board meetings.

Objective 1: SCHOOL SERVICES AGREEMENT

Status of Measures

1. Progression of strategic projects (for example, proposed Lanier AAP center, Local Level IV AAP, early childhood initiative)

Progression of AAP center at Lanier MS and local level IV AAP at elementary schools:

- Summer 2015 – identified AAP as strategic project
- Fall 2015/Winter 2016 – work sessions to discuss
- March 2016 – letter to FCPS School Board
- Spring 2016 – County School Board refers issue to FCPS Region 5 and Instructional Services
- Fall 2016/Winter 2017 – staff/stakeholder meetings
- Spring 2017 – pursue local Level IV at DRES/PES and AAP Center at Lanier MS
- Spring 2018 – Lanier MS AAP center and local Level IV approved!

2. School board and staff attendance at FCPS School Board/City Council meetings; established baseline in FY18

- Attended 8 City Council meetings
- Attended/viewed all FCPS Regular Board meetings (per assignment rotation schedule)



OBJECTIVE 1: SCHOOL SERVICES AGREEMENT

Specific Objective: The City of Fairfax School Board and Superintendent will:						
Maintain the long-standing, productive, and close working relationships with Fairfax County Public Schools, Fairfax County School Board, City of Fairfax Mayor, City Council and City staff, in order to execute all aspects of the School Services Agreement.						
Action Plan	Additional Information	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Continue established protocol of meetings to promote open dialogue	<ul style="list-style-type: none"> Chairs, vice-chairs, or designee/designated liaison will meet at least two times a year, or as needed 	◇	◇	◇		
Follow guidelines of the School Service Agreement	<ul style="list-style-type: none"> Hold an annual meeting with both boards 	◇	◇	◇		
	<ul style="list-style-type: none"> Identify opportunities for “Board to Board” exchanges of ideas 	○	●	●		
Continue regular meetings between City and FCPS Superintendents	<ul style="list-style-type: none"> Continue regular meetings with Leadership Team members and individual departments, as needed 	◇	◇	◇		
Facilitate communication among the City of Fairfax principals and City of Fairfax Police Chief	<ul style="list-style-type: none"> Support safety programs at both elementary schools and the school resource officers (SRO) at the secondary schools 	◇	◇	◇		
Maintain close working relationship with Mayor, City Council, and City staff	<ul style="list-style-type: none"> Provide information to elected officials and staff 	◇	◇	◇		
Identify City residents to serve on FCPS School Board Advisories	<ul style="list-style-type: none"> Use a formal process to identify residents; appoint residents through board action 	○	●	●		
Monitor the work of FCPS School Board	<ul style="list-style-type: none"> Rotate responsibility for observing FCPS School Board meetings and communicate observations 	○	●	●		

□ = Planning/Designing ○ = Initiating ● = Implementing ◇ = Sustaining

OBJECTIVE 2: RESPONSIBLE STEWARDSHIP OF CITY SCHOOLS' BUDGET

The City of Fairfax School Board and Superintendent in collaboration with FCPS will:

- a. Estimate the annual tuition bill and develop an understanding of factors that impact the bill.
- b. Continue established processes for determining priorities and securing funding for the Five-Year Capital Improvement Plan (CIP)
- c. Include resources in the budget to enhance student achievement and professional capacity.

Action Plans:

- 2.1 Closely coordinate budget development with Fairfax County Public Schools Department of Financial Services, including the Office of Budget Services as well as the City of Fairfax Mayor and City Council.
- 2.2 Continue advocating for the identification of funds to implement priorities in the Five-Year Capital Improvement Plan.
- 2.3 Provide annual grant opportunities for schools to enhance their instructional program by funding grant requests for:
 - 2.1.1 Additional learning time for students' transitions, remediation, and enrichment.
 - 2.1.2 Professional learning for teachers.
 - 2.1.3 Supplementary materials and opportunities for students that advance the Portrait of a Graduate
 - 2.1.4 Innovative practices and other resources to enhance teaching and learning.



OBJECTIVE 2: RESPONSIBLE STEWARDSHIP OF CITY SCHOOLS' BUDGET

Status of Measures:

1. Increase in number/percent of student participants for city-funded summer programs; established baseline in FY17

Lanier MS	210 Students
Fairfax HS	48 Students

2. Positive change in distribution of supplemental funds for innovative practices; established baseline in FY17

	FY2017 Distribution of Funds for Innovative Practices
Daniels Run ES	\$38,559
Providence ES	\$64,059
Lanier MS	\$69,609
Fairfax Academy	\$0
Fairfax HS	\$73,000



OBJECTIVE 2: RESPONSIBLE STEWARDSHIP OF CITY SCHOOLS’ BUDGET

Specific Objective: The City of Fairfax School Board and Superintendent in collaboration with FCPS will:						
<ul style="list-style-type: none"> a. Estimate the annual tuition bill and develop an understanding of factors that impact the bill. b. Continue established processes for determining priorities and securing funding for the Five-Year Capital Improvement Plan. <p>Include resources in the budget to enhance student achievement and professional capacity.</p>						
Action Plans	Additional Information	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Coordinate budget development with FCPS	<ul style="list-style-type: none"> • Work closely with FCPS Department of Financial Services and City of Fairfax Mayor and City Council 	◇	◇	◇		
Continue advocating for identification of funds	<ul style="list-style-type: none"> • Identify additional funds for the Five-Year Capital Improvement Plan 	□	◇	◇		
Provide annual grants for schools	<ul style="list-style-type: none"> • Focus area: additional learning time for students 	◇	◇	◇		
	<ul style="list-style-type: none"> • Focus area: Professional learning for staff 	○	●	◇	◇	
	<ul style="list-style-type: none"> • Focus area: Supplementary materials 	◇	◇	◇		
	<ul style="list-style-type: none"> • Focus area: Innovative practices 	○	●	●	●	

□ = Planning/Designing ○ = Initiating ● = Implementing ◇ = Sustaining



OBJECTIVE 3: SCHOOL FACILITIES, GROUNDS, AND ENROLLMENT

The City of Fairfax School Board and Superintendent will:

Monitor facilities, grounds, and enrollment at all City Schools to:

- a. Ensure that ongoing maintenance occurs using environmentally-friendly materials and designs, as appropriate and available.
- b. Safeguard the environmental health and safety of buildings.
- c. Improve the physical plant and grounds at all schools, as necessary.
- d. Continue with established cooperative processes for determining priorities and securing funding for the Capital Improvement Plan (CIP).
- e. Monitor capacity and enrollment issues related to all City schools.

Action Plans:

- 3.1 Monitor the physical plant and grounds at all schools regularly and improve as needed.
 - 3.1.1 Facilitate completion, as needed, of work orders in all City schools.
 - 3.1.2 Promote the use of environmentally-friendly practices and sustainability, as appropriate.
 - 3.1.3 Continue annual updates of Five-year Capital Improvement Plans to include facility and grounds needs for the next five years and projects requiring long-term capital solutions.
- 3.2 Work closely with the FCPS Department of Facilities and Transportation Services, including the Office of Facilities Planning Services and Office of Design and Construction; and Department of Information Technology, including the Office of Information Technology Support Services to:
 - 3.2.1 Monitor annual projected school enrollments and school capacities.
 - 3.2.2 Receive and analyze school enrollment data and projections in the fall and in the spring of each school year.
 - 3.2.3 Monitor the impact of new construction and transitions in older communities on potential enrollments for all schools.
 - 3.2.4 Continue to work closely with FCPS School Board to monitor the Oakton-area elementary school and attendant boundary
- 3.3 Invite City Demographer to School Board meeting to annually update the Board on changing demographic issues.
- 3.4 Execute approved CIP projects.
- 3.5 Promote community utilization of Fairfax High School



OBJECTIVE 3: SCHOOL FACILITIES, GROUNDS, AND ENROLLMENT

Status of Measures:

1. Maintain number of COF schools that are designated national green school award; established baseline in FY17

At the end of FY17, none of the COF were designated as national green schools.

2. Annually publish list of approved CIP projects. On-time completion of planned/approved projects; approved vs. expended funds

Project Description	Funding Source	Adopted FY18	FY18 Expenditures	Adopted FY19
Stucco Repair/Replacement	Other - FCPS	\$75,000		
Health/Safety/ADA – Elevator replacement	Other - FCPS			
Paving	General	\$25,000		\$25,000
Concrete Repairs	General	\$20,000		\$20,000
HVAC	General			\$95,000
Roof Repair & Replacement	General	\$15,000	-\$11,925	\$15,500
Carpet and Tile – Elementary	General	\$72,000	-\$86,042	\$20,000
Rebel Run Lights		\$80,000	-\$24,593	
Water Booster Pump (PES)	General			\$35,000
Other	General	\$15,000		
Contingency 10%	General			
Total General		\$227,000		\$210,500
Other - FCPS		\$75,000		\$0
Total		\$302,000		\$210,500

OBJECTIVE 3: SCHOOL FACILITIES, GROUNDS, AND ENROLLMENT

Specific Objective: The City of Fairfax School Board and Superintendent in collaboration with FCPS will:

Monitor facilities, grounds, and enrollment at all City Schools to:

- a. Ensure that ongoing maintenance occurs using environmentally-friendly materials and designs, as appropriate and available.
- b. Safeguard the environmental health and safety of buildings.
- c. Improve the physical plant and grounds at all schools, as necessary.
- d. Continue with established cooperative processes for determining priorities and securing funding for the Capital Improvement Plan (CIP).

Monitor capacity and enrollment issues related to all City schools.

Action Plans	Additional Information	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Monitor physical plant and grounds at all schools	<ul style="list-style-type: none"> • Complete work orders and promote environmentally-friendly practices 	◊	◊	◊		
Work closely with Departments of Information Technology and Facilities and Transportation Services	<ul style="list-style-type: none"> • Monitor projected school enrollments/capacities 	◊	◊	◊		
	<ul style="list-style-type: none"> • Monitor impact of new construction on potential school enrollment 	◊	◊	◊		
	<ul style="list-style-type: none"> • Monitor Oakton-area elementary school and attendant boundary 	◊	◊	◊		
Invite City Demographer to School Board meeting annually	<ul style="list-style-type: none"> • Require an annual update regarding changing demographics 	◊	◊	●		
Execute approved CIP projects	<ul style="list-style-type: none"> • Secure funding for CIP projects 	◊	◊	◊		
Promote community utilization of Fairfax High Schools (FHS)	Receive regular utilization and financial community use reports from FHS Community Use staff		○	●		

□ = Planning/Designing ○ = Initiating ● = Implementing ◊ = Sustaining

OBJECTIVE 4: INSTRUCTION, STUDENT ACHIEVEMENT, AND PROFESSIONAL LEARNING



The City of Fairfax School Board and Superintendent will in collaboration with FCPS:

Provide opportunities in all City Schools to ensure a rigorous and comprehensive instructional program for students and professional learning for teachers to:

- a. Enable all students to receive an education that inspires, enables, and empowers them to meet high academic standards; lead healthy and ethical lives; and be responsible and innovative global citizens.
- b. Enable teachers to take advantage of courses and other professional development opportunities that support instructional practices that engage and challenge all children, and enable teachers to achieve National Board Certification.
- c. Enable schools to meet or exceed performance standards set by the State, while closing achievement gaps and ensuring that all City schools are fully accredited.
- d. Encourage the development of unique programs that close achievement gaps and include access to advanced skills, strategies and curriculum for all students.
- e. Influence, as appropriate, and support State and FCPS efforts in curriculum, processes, and approaches (i.e. project-based learning, capstone-like projects) that provide the instructional program and assessment necessary to meet the Portrait of a Graduate goals.

Action Plans:

- 4.1 Work closely with the FCPS Chief Academic Officer, Region 5 Assistant Superintendent, and Department of Instructional Services to monitor and impact student performance.
- 4.2 Through the Instructional Grant process, support professional learning for teachers that focuses on the development of Portrait of a Graduate skills and dispositions and helps students become resilient and tenacious learners.
- 4.3 Encourage City Schools to provide appropriate enrichment and rigorous learning opportunities for all students that support their talents and passions and prepare them to lead productive lives.
- 4.4 Provide opportunities for students to access specialized programs and advanced coursework, and receive the support they need to achieve academically.
 - 4.4.1 Establish and support partnership with AASA (The Schools Superintendents Association) for the purpose of creating global exchange opportunities for students and staff.
- 4.5 Support the efforts of City schools to create a college-ready/college-going culture and promote K-16 college and career readiness.
- 4.6 Continue to support access and enrollment in Algebra I for 7th and 8th grade students, and Geometry and Algebra II as needed. Monitor the percentage of students completing Algebra I and other advanced mathematics courses by the end of 8th grade at Lanier Middle School.
- 4.7 Continue to promote Pre-K instructional opportunities for all city Pre-K candidates.

OBJECTIVE 4: INSTRUCTION, STUDENT ACHIEVEMENT, AND PROFESSIONAL LEARNING

Measures:

1. Documentation of Chinese exchange program for students and staff



July 2016 – COF administrators travel to China

July 2018 – COF teacher & students travel to China

2. Positive change in number of national board certified teachers; established baseline in FY17

FY17 – 13 COF teachers begin the two-year process of certification

FY18 – 13 COF teachers complete the process



OBJECTIVE 4: INSTRUCTION, STUDENT ACHIEVEMENT, AND PROFESSIONAL LEARNING

Specific Objective: The City of Fairfax School Board and Superintendent will in collaboration with FCPS:

Provide opportunities in all City Schools to ensure a rigorous and comprehensive instructional program for students and professional learning for teachers to:

- a. Enable all students to receive an education that inspires and empowers student to meet high academic standards; lead healthy and ethical lives; and be responsible and innovative global citizens.
- b. Enable teachers to take advantage of courses and other professional development opportunities that support instructional practices that engage and challenge all children, and enable teachers to achieve National Board Certification.
- c. Enable schools to meet or exceed performance standards set by the State, while closing achievement gaps and ensuring that all City schools are fully accredited.
- d. Encourage the development of unique programs that close achievement gaps and include access to advanced skills, strategies and curriculum for all students.
- e. Influence, , as appropriate, and support State and FCPS efforts in curriculum, processes, and approaches (i.e. project-based learning, capstone-like projects) that provide the instructional program and assessment necessary to meet the Portrait of a Graduate goals.

Action Plans	Additional Information	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Work closely with Chief Academic Office and assistant superintendents for Region 5 and Instructional Services	• Work closely with staff members in the related departments/offices	◇	◇	◇		
	• Monitor and impact student performance	○	●	●		
Support professional learning for teachers	• Use the instructional grant process to focus on the development of the Portrait of a Graduate skills and dispositions	○	●	●		
Encourage City Schools to provide enrichment and lifelong learning opportunities	• Promote innovation	○	●	●		
Provide opportunities for students to access specialized programs and advanced coursework	• Develop and promote student/staff exchange with China through Triway and AASA	○	●	●		
Support efforts of City Schools to create a college-ready culture	• Promote K-16 college and career readiness	◇	◇	◇		
Continue to support access and enrollment in Algebra I for 7 th and 8 th graders, and Geometry and Algebra II, as needed.	• Monitor the percentage of Lanier Middle School students completing Algebra I and other advanced math courses	◇	◇	◇		
Continue to promote Pre-K instructional opportunities for all city Pre-K candidates.	• Work closely with Instructional Services, Early Childhood Office, and the county's Neighborhood School Readiness Project	○	○	●		

□ = Planning/Designing ○ = Initiating ● = Implementing ◇ = Sustaining

OBJECTIVE 5: TECHNOLOGY

The City of Fairfax School Board and Superintendent will:

Provide support to ensure that appropriate opportunities and technology tools for teaching and learning are available to all students, and promote the use of personal technology devices as a tool for learning, investigation, and innovation in all City schools.

Action Plans:

- 5.1 Continue to provide funds to enhance and update technology, as needed, in all four schools.
- 5.2 Promote continued implementation of FCPSOn, a 1-to-1 digital transformation, at all four City of Fairfax schools.
- 5.3 Help schools ensure that all students will participate in a technologically-rich environment that ensures security for personal devices and safety for students.
- 5.4 Provide support to ensure that the appropriate opportunities and technology tools for learning are available for all students.
- 5.5 Encourage all City teachers to participate in professional development to manage and extend learning in a technologically-rich 1-to-1 environment.



OBJECTIVE 5: TECHNOLOGY

Status of Measures:

1. Publish schools’ student technology access reports

[http://www.fcps.edu/sites/default/files/media/forms/Community Internet Access Site List by High School Pyramid.pdf](http://www.fcps.edu/sites/default/files/media/forms/Community%20Internet%20Access%20Site%20List%20by%20High%20School%20Pyramid.pdf)

2. By end of SY18, create priority list of technology updates

FCPS proposed device implementation timeline	COF proposed device implementation timeline
2019-20 High Schools	2019-20 Fairfax HS
2020-21 Middle Schools	2018-19 Lanier MS
2021-22 Elementary Grades 5-6	2020-21 Elementary Grades K-6
2022-23 Elementary Grades K-4	

3. By SY19, increase funding for 1:1 student technology

Additional \$100,000 in FY19 and FY20 budget

- Lanier MS 100% at 1:1 in 2018-2019 – two years ahead of schedule
- DRES/PES grades 4-6 at 1:1 - also two years ahead of schedule



OBJECTIVE 5: TECHNOLOGY

Specific Objective: The City of Fairfax School Board and Superintendent will:						
Provide support to ensure that appropriate opportunities and technology tools for teaching and learning are available to all students, and promote the use of personal technology devices as a tool for learning, investigation, and innovation in all City schools.						
Action Plans	Additional Information	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Continue to provide funds to enhance and update technology	<ul style="list-style-type: none"> Funds are provided at the elementary and middle school levels to support 1:1 	●	●	●		
Promote continued implementation of the 1-to-1 initiative	<ul style="list-style-type: none"> Identify funds to support FCPSOn, a 1-to-1 digital transformation 	○	●	●		
Help schools ensure that all students participate in a technologically-rich environment		◇	◇	●		
Provide support to ensure appropriate opportunities and technology tools are available		●	●	●		
Encourage all City teachers to participate in PD related to student learning in a 1:1 environment		●	●	●		

□ = Planning/Designing ○ = Initiating ● = Implementing ◇ = Sustaining



OBJECTIVE 6: COMMUNICATION

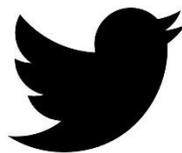
The City of Fairfax School Board and Superintendent will: Maintain communication with all stakeholders.



- a. Use a variety of channels and access points to effectively engage all stakeholders, including City residents, City employees, FCPS partners, school staff, and school parents.
- b. Increase opportunities for communication with community members.
- c. Promote school achievements within the community to increase connections with the Fairfax pyramid.
- d. Assist in communications with FCPS partners, City staff, & City leaders.

Action Plans:

- 6.1 Continue to enhance City Schools' website to be a resource for parents and community members.
- 6.2 Increase use of print and online media to expand community access to topics of interest.
- 6.3 Continue development of communications, including enhancement of an online publication, printed newsletter through the City of Fairfax, website, and social media to provide multiple access points for community input and information sharing.
 - 6.3.1 Increase distribution lists and links for all channels.
- 6.4 Continue to identify additional ways to facilitate community outreach and communication in collaboration with City of Fairfax Council members, the City of Fairfax mayor, and FCPS School Board and partners.
 - 6.4.1 Maintain positive touch points with school staff, providing support and encouragement.
- 6.5 Communicate information regarding the achievement of students in City schools in collaboration with FCPS and the Region 5 Assistant Superintendent and staff.
- 6.6 Continue to increase public awareness of all School Board meeting and work session agendas through school communications, online vehicles and other means of publicity.
 - 6.6.1 Hold semi-annual student/staff/citizen recognition programs at three meetings
 - 6.6.2 Display and distribute City of Fairfax Schools' materials at public events
- 6.7 Establish and utilize a Superintendent Advisory Team
- 6.8 Utilize the expertise of outside consultant to help create and administer a communications survey to analyze and adjust communication channels and outreach



OBJECTIVE 6: COMMUNICATION

Measures:

1. Stakeholders agreeing that they receive COF schools' information; create and administer survey, collect baseline in FY19.

Contracted with Hunter Communications to develop survey, conduct focus groups, and collect data in 2018-19. Survey will be administered in 2019.

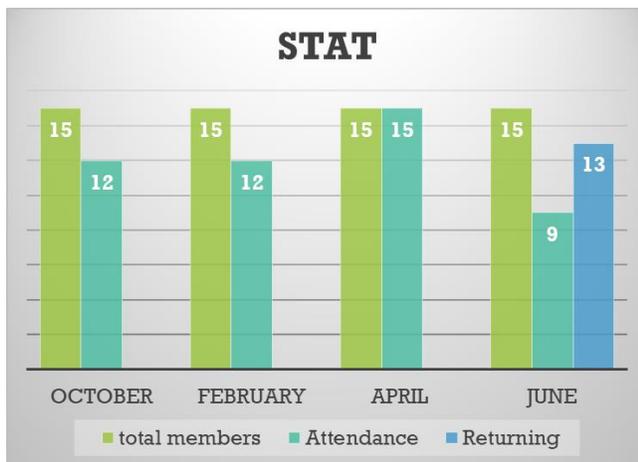
2. Documentation of Superintendent's Transition Advisory Team (STAT), for example, agendas, sign in sheets.

First meeting – Overview & Expectations, October 2017

Second meeting – CIP/Budget, February 2018

Third meeting – COF Communication, April 2018

Fourth meeting – Recognition, June 2018



OBJECTIVE 6: COMMUNICATION

Specific Objective: The City of Fairfax School Board and Superintendent will:						
Maintain communication with all stakeholders. <ol style="list-style-type: none"> Use a variety of channels and access points to effectively engage all stakeholders including City residents, City employees, FCPS partners, school staff, and school parents. Increase opportunities for communication with community members. Promote school achievements within the community to increase connections with the Fairfax pyramid. Assist in communications with FCPS partners, City staff, and City leaders. 						
Action Plans	Additional Information	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Continue to enhance City Schools' website		◇	◇	◇		
Increase print and online media	<ul style="list-style-type: none"> Expand community access to topics of interest 	◇	◇	◇		
Continue development of communications	<ul style="list-style-type: none"> Include enhancement of online publications, printed newsletter, website, and social media 	◇	◇	◇		
	<ul style="list-style-type: none"> Increase distribution lists and links 	◇	◇	◇		
Continue to identify additional ways to facilitate community outreach	<ul style="list-style-type: none"> Collaborate with City of Fairfax mayor, Council members, and FCPS School Board 	◇	◇	◇		
	<ul style="list-style-type: none"> Investigate consultants and community survey options 		○	●		
Communicate student achievement information	<ul style="list-style-type: none"> Collaborate with Region 5 office and other FCPS offices, as needed 	◇	◇	◇		
Continue to increase public awareness of School Board meetings and work sessions	<ul style="list-style-type: none"> Use school communications, online vehicles, and other means of publicity 	◇	◇	◇		
Focus on promotion of Fairfax High School		●	◇	◇		
Support Superintendent's Transition Advisory Team	<ul style="list-style-type: none"> Identify team members; meet quarterly with team 		○	●		

□ = Planning/Designing ○ = Initiating ● = Implementing ◇ = Sustaining

OBJECTIVE 7: SCHOOL BOARD ORGANIZATION

The City of Fairfax School Board and Superintendent will:

Provide for ongoing and annual review of School Board staffing, organization, and development.

Action Plans:

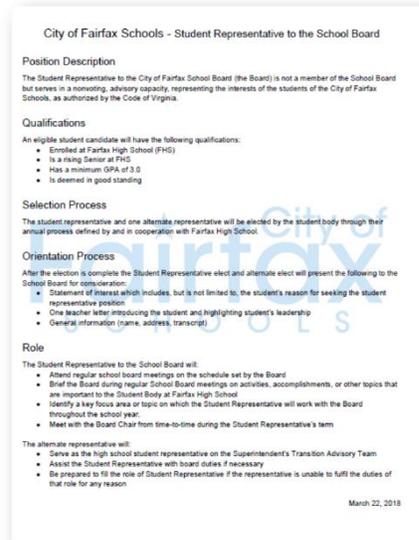
- 7.1 Conduct regular reviews of staffing needs and develop appropriate staffing plans for the School Board Office in consultation with the Superintendent.
- 7.2 Conduct annual evaluation of the Superintendent's performance based on identified standards and indicators consistent with VDOE Standards of Quality.
- 7.3 Develop or identify an annual School Board self-evaluation process to promote a culture of continuous improvement.
- 7.4 Develop criteria for annual selection, induction, and development of student representative.
- 7.5 Develop criteria for the induction and development of new School Board members.



OBJECTIVE 7: SCHOOL BOARD ORGANIZATION

Status of Measures:

1. Document progression and effectiveness of new selection criteria, new targeted responsibilities, and development of student representative position.



2. By the end of SY18-19, create an orientation packet for newly-appointed School Board members. Packet covers history of the City of Fairfax Schools and members' duties and responsibilities.

OBJECTIVE 7: SCHOOL BOARD ORGANIZATION

Specific Objective: The City of Fairfax School Board and Superintendent will:						
Provide for ongoing and annual review of School Board staffing, organization, and development.						
Action Plans	Additional Information	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Conduct staffing review of needs	<ul style="list-style-type: none"> Develop appropriate staffing plans for the School Board Office in consultation with the Superintendent 	◊	◊	◊		
Conduct annual evaluation of the Superintendent's performance	<ul style="list-style-type: none"> Base evaluation on identified standards and indicators consistent with VDOE Standards of Quality 	◊	◊	◊		
Develop or identify an annual School Board self-evaluation process	<ul style="list-style-type: none"> Promote a culture of continuous improvement Review the Policy Manual 	●	◊	◊		
Develop criteria for annual selection, induction, and development of student representative	<ul style="list-style-type: none"> Review FCPS process; seek input from current/former student reps and collaborate with Fairfax HS leadership class teacher 		◻	○/●		
Develop criteria for the induction and development of new School Board members	<ul style="list-style-type: none"> Establish content to include in and determine structure for an orientation packet 		◻	◻		

◻ = Planning/Designing ○ = Initiating ● = Implementing ◊ = Sustaining



References/Additional Information

Consult the referenced websites to learn more about selected areas noted in the Strategic Plan

City of Fairfax - www.fairfaxva.gov

- Mayor and City Council - <http://www.fairfaxva.gov/government/mayor-city-council>
- Capital Budget/Capital Improvement Program - <https://www.fairfaxva.gov/home/showdocument?id=10511>
-

City of Fairfax Schools - www.CityofFairfaxSchools.org

- Capital Improvement Program (CIP): <http://cityoffairfaxschools.org/city-of-fairfax-schools/capital-improvement-program/>
- City Schools
 - o Daniels Run ES - <https://danielsrunes.fcps.edu/>
 - o Providence ES - <https://providences.fcps.edu/>
 - o Lanier MS - <https://lanierms.fcps.edu/>
 - o Fairfax HS - <https://fairfaxhs.fcps.edu/>
 - o Fairfax Academy - <https://fairfaxacademy.fcps.edu/>
- School Board - <http://cityoffairfaxschools.org/school-board/>
- School Services Agreement - <http://cityoffairfaxschools.org/city-of-fairfax-schools/school-services-agreement-with-fcps/>
- Superintendent and staff bios - <http://cityoffairfaxschools.org/school-board/school-staff-bios/>

Fairfax County Public Schools – www.fcps.edu

- FCPSOn - <https://www.fcps.edu/resources/technology/fcpson>
- FCPS Strategic Plan - <https://www.fcps.edu/about-fcps/strategic-plan>
- School Board - <https://www.fcps.edu/school-board>
- Superintendent and Leadership Team - <https://www.fcps.edu/about-fcps/leadership-team>

Virginia Department of Education - <http://www.doe.virginia.gov/>

U.S. Department of Education - <https://www.ed.gov/>

National Board of Professional Teaching Standards, Board Certification - <http://boardcertifiedteachers.org/>



www.CityofFairfaxSchools.org

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