Strengthening Compliance, Transparency, and Public Trust: 30-60-90 Day Plan

Chandra Hayes, Ed.D., Acting Superintendent

November 12, 2026

Albemarle County Public Schools

Background Context

The Board directed a plan; VDOE set specific requirements; tonight I ask for endorsement and authority to execute a responsive plan

Oct. 22

School Board direction

Develop a 30-60-90 day plan to strengthen compliance, transparency, and public trust, including an Office of Compliance and Constituent Services.

Oct. 27

VDOE letter

A framework for state support under Va. Code § 22.1-23, including an independent review of mandatory-reporting policies, practices, and culture.

Nov. 12

Requested action

Endorse the plan (Attachment A) and the schedule of public progress reports, and authorize and direct the Acting Superintendent to carry it out. Only actions that law or Board policy require a vote on come back separately.

PLAN OVERVIEW

The 30-60-90 day plan at a glance

Days 1–30
Through Dec. 12

Establish the foundation

- Contractor and scope of work presented to VDOE
- Board acts on new office, audit framework, and one-time funding
- DOCCS search posted
- Inventory current reporting processes

Day 30 report: Dec. 10, 2026

Days 31–60
Dec. 13 – Jan. 11

Build structure

- CPS tracking, training checks, and mandated reporting procedure
- Whistleblower reporting system launched
- Constituent intake and FOIA procedures
- Reorganization developed

Day 60 report: Jan. 14, 2027

Days 61–90
Jan. 12 – Feb. 10

Report and sustain

- Reorganization to the Board
- Interim report to ACPS and VDOE
- Coordinator hired; Internal Audit Charter
- First quarterly compliance report

Day 90 report: Feb. 11, 2027

Trust is rebuilt by consistent follow-through that the community can see

What we have heard

- Families do not know where to start when a concern is not resolved at their school
- No public reporting on regulatory response timeliness, child-protective referrals, or training completion
- School Board receives operational concerns with no clear process to route them or to respond
- Schools need greater division-level support to address concerns raised by families and staff

What has already been done

- Held three meetings with VDOE to identify supports they are able to provide and clarify scope of internal management review
- Solicited outside vendor support to address VDOE areas of focus
- Created draft job descriptions for the Director of Organizational Compliance and Constituent Services and the Compliance and Constituent Services Coordinator positions. Currently being reviewed by HR Classification and Compensation to prepare for advertisement.
- Engaged potential vendors and reviewing systems for FOIA, whistleblower, CPS, and other compliance reporting data.

The VDOE requirements are specific, and the plan addresses each of them

VDOE requirement	Status as of Nov. 12
Hire an independent consultant to perform review of policies, practices, and culture related to mandatory reporting	**Recommendation pending Board action; contract to follow**
Participate in bi-weekly meetings with VDOE	**Three meetings held to date**
Submit the scope of work for VDOE review and approval	**Submitted Nov. 5**
Allow VDOE to evaluate the contractor before signing	**Received feedback Nov. 6**
Set explicit deadlines for interim and final reports	**Interim February 2027; Final April 2027**
Send reports to VDOE at the same time as to ACPS	**In proposal**
Work with VDOE on implementation after the review	**After final report**

22

plan actions marked “VDOE” in Attachment A

The review is administrative and systemic. It will not investigate individual allegations or determine employee misconduct.

Plan Focus

The division needs an organizational structure that strengthens its focus on teaching and learning, provides greater depth, and improves efficiency

1

Education focus

Stronger focus on teaching and learning

2

Organizational depth

Succession and backup capacity at the division level

3

Efficiency

Greater efficiencies across central office

4

Responsiveness

More responsive to the instructional needs of schools

December 2026

Contractor's preliminary organizational and staffing analysis

Jan. 14, 2027

Proposed structure presented to the Board

FY 2027–28 budget

Positions and costs reflected in the funding request

OFFICE OF ORGANIZATIONAL COMPLIANCE AND CONSTITUENT SERVICES

The new office gives families, staff, and the Board one place to lift concerns and division accountability for compliance

1 Constituent services

A documented intake and escalation process; every inquiry logged and tracked to resolution

2 FOIA

Central request log and deadline calendar; tested procedures with trained backup coverage

3 Compliance ownership

A named owner and required evidence for each obligation, including FOIA, Title IX, and mandated reporting

4 Whistleblower reporting

An ACPS-specific reporting and tracking system, managed by the DOCCS

5 Public reporting

Quarterly compliance report and public dashboard, using aggregate data only

6 Internal audit contract

The DOCCS administers the contracted internal auditor: scheduling, document requests, and invoicing

Staffing, timeline, and cost for the new office

Staffing

Director of Organizational Compliance and Constituent Services (DOCCS)
Board consent to appointment

Compliance and Constituent Services Coordinator
Hired by the DOCCS in Days 61–90

Timeline

Days 1–30
Board acts on establishing the office and one-time funding; DOCCS search posted

Days 31–60
Interim lead starts intake, FOIA, and compliance-ownership work; whistleblower system launched

Jan. 14, 2027
DOCCS recommendation for Board consent

Days 61–90
Coordinator hired; first quarterly compliance report published

$200,000

One-time FY 2026–27 cost for the DOCCS, the Coordinator, and reporting and tracking systems

Appropriation request on Dec. 10. Ongoing costs through the FY 2027–28 budget. Office reports to the School Board for scope and accountability and to the Superintendent for daily operational management.

An ongoing internal audit function will continue independent review after the initial review ends

Contracted Services

- The Contractor serves as the division's contracted management internal auditor
- The organizational study is its first engagement
- The auditor reports to the Board through a Board Audit Committee
- Work follows an annual audit plan the Board approves, such as a future audit of FOIA response practices

Safeguards

- The DOCCS administers the contract: scheduling, document requests, and invoicing
- The auditor sets its own procedures and conclusions
- VDOE-required review reports go to ACPS and VDOE at the same time
- Reviews support continuous quality improvement; oversight stays with the Superintendent (operations) and the Board (policy)

INTERNAL AUDIT FUNCTION

How the internal audit function will work

Who it reports to

School Board
Approves the charter and the annual audit plan

Board Audit Committee
Appointed by the School Board; receives audit reports, recommends annual audit plan

Contracted internal auditor
Sets its own procedures and conclusions

DOCCS: contract administrator only (scheduling, documents, invoicing)

What it covers

A management internal audit: independent reviews of waste, fraud, and abuse and of the efficiency and effectiveness of division operations. It is separate from the division's annual financial audits. The organizational study is its first engagement; a FOIA response-practices audit is proposed next.

Getting it in place

Days 1–30
Board acts on the internal audit framework

Days 31–60
Contract vehicle confirmed; charter drafted; Audit Committee appointed

Days 61–90
Board adopts the charter; committee's first meeting

May 2027
Risk assessment and proposed annual audit plan

Plan Structure

Each 30-day phase has a defined purpose and ends with results the Board can verify

1	**Days 1–30** Establish the foundation	VDOE to approve contractor and scope of work. Signed contract with report deadlines, a project kickoff, and delivery of all requested data necessary to inform VDOE and School Board within two weeks.
2	**Days 31–60** Build structure	Mandatory reporting is the primary focus. DOCCS interviews conducted, CPS tracking, training completion checks, written procedures, and a corrective action log established. Whistleblower system launched.
3	**Days 61–90** Report and sustain	Reorganization plan presented to the Board, interim report delivered, DOCCS and Compliance and Constituent Services Coordinator hired, Internal Audit Charter adopted, and first quarterly compliance report published.

Predictability

The Board and the community will see progress on a predictable public schedule

Day 30

Dec. 10, 2026

Status of Days 1–30 items, VDOE items first; contract, kickoff, and data delivery; procedure inventory and gaps; first FOIA log data

Day 60

Jan. 14, 2027

DOCCS recommendation; whistleblower system launch; review progress and corrective action log; CPS tracking and training checks; proposed reorganization

Day 90

Feb. 11, 2027

Interim report; Board action on the reorganization; first quarterly compliance report; corrective action log; plan for the next phase

Every update uses the same format: each item marked complete, on track, or delayed, with a reason and revised date for any delay. A parallel update goes to VDOE.

The plan is candid about what will take longer than 90 days

1	**Independent review reports**	Interim report expected February 2027; final report April 2027. Urgent corrective actions proceed in the meantime.
2	**Implementation with VDOE**	After the final report, timelines set with VDOE, using its technical assistance.
3	**Further organizational changes**	Changes recommended in the final report come to the Board after April.
4	**Internal audit plan**	Risk assessment leads to a proposed annual audit plan in May 2027.
5	**Ongoing funding**	Recurring costs decided through adoption of the FY 2027–28 budget.

FISCAL IMPACT

One-time costs are proposed to be funded with available state revenues subject to School Board appropriation

$240,000

Contractor's organizational study, including the VDOE-required review

$200,000

Office of Organizational Compliance and Constituent Services: DOCCS, Coordinator, and reporting and tracking systems

$75,000

Administrative Support to manage and track FOIA requests; contracted communications support

- Funded with additional state revenues released after the FY 2026–27 budget was adopted, not yet appropriated
- Appropriation request to be brought to the Board at its Dec. 10 meeting
- Whistleblower system and data platform costs presented before funds are committed; ongoing costs through the FY 2027–28 budget

Requested action

Endorse the 30-60-90 day plan (Attachment A) and public progress reports on Dec. 10, 2026, Jan. 14, 2027, and Feb. 11, 2027, and authorize and direct the Acting Superintendent to carry out the plan without returning for further approval.

Separate Board votes only where law or Board policy requires them: appropriating funds, adopting or revising policy, approving the reorganization, consenting to appointments, and awarding contracts that require Board approval.