
FCPS COMMUNICATIONS PLAN

LOU REDISTRICTING - PHASE 1



COMMUNICATIONS SERVICES

VERSION 1.4

MARCH 26, 2019

Process and Approach

The Linganore – Oakdale – Urbana (LOU) area redistricting study is necessary to establish new attendance boundaries and feeder patterns for two new schools. They are Sugarloaf Elementary on Stone Barn Drive in Urbana, which is temporarily serving Urbana Elementary students until the Urbana Elementary replacement is complete for the 2020-2021 school year, and a not-yet-named elementary school in the Lake Linganore Hamptons West neighborhood opening for the 2021-2022 school year.

The elementary attendance areas that are included in the redistricting are: Centerville, Deer Crossing, Green Valley, Kemptown, Liberty, New Market, Oakdale, Twin Ridge, Urbana and the portion of Spring Ridge attendance area east of the Monocacy River. The secondary school attendance areas included in the study are: New Market, Oakdale, Urbana and Windsor Knolls middle schools as well as Governor Thomas Johnson Middle School attendance area east of the Monocacy River, and the Linganore, Oakdale and Urbana high school attendance areas.

The study will be led by FCPS Facilities planning staff and include Transportation, Fiscal Services, Curriculum, and Communication staff as well as school administration and staff. The redistricting study will be guided by Board of Education Policy 200 and Regulation 100-02.

FCPS staff, with the assistance of facilities consultants, will collect data and input, and evaluate options. After an initial phase of data collection and discussions with school communities, staff will develop a series of attendance boundary options that will be presented to the community for review and comment. Staff will present options to the Superintendent and prepare the Superintendent's recommendation. The Superintendent's recommendation will be presented to the Board of Education (BOE).

The redistricting study is expected to take 10-12 months to complete beginning in January 2019. Completion of the study by the end of 2019 will allow time for new bus routes to be created and school administration to adjust staffing in response to new attendance boundaries and enrollment projections. The new attendance boundaries will go into effect with the start of the 2020-21 school year but may be phased in over several years.

Goals of Community Engagement

Throughout the entire project, FCPS will engage the school communities in meaningful and targeted activities that allow parents, staff and administration to fully (and conveniently) participate in the redistricting process. There will be many opportunities for the community to provide input at key points throughout the study. Our engagement plan calls for multiple tools, multiple approaches, and multiple venues to allow the community to participate in the ways and at the times that are most convenient to them. In addition, at every stage of the redistricting study, staff will provide detailed information and regular updates via public meetings, web pages, social media, multimedia, and other modern communication avenues. FCPS is committed to giving the stakeholders a voice in the redistricting process. We know that it's an impactful and emotional topic for families, and they want to give input and be included.

Approach

Utilizing a modern and high-tech approach to communication and engagement, our goal is to not only disseminate important, accurate, and timely information, but to also authentically engage multiple communities in a smart and compassionate approach (using the highly successful approach developed and implemented by Communication Services over the last several years). This plan outlines events designed to be catalysts for dialogue and interaction, all the while providing the public with opportunities to be vital participants in this large-scope project, affecting many Frederick County communities.

To support the work of the Facilities team, FCPS will launch and manage a multi-faceted communications plan targeted at multiple key audiences. The communications plan will involve all of FCPS’s existing communications platforms and tools and will incorporate new ones as we progress and get to know the community better.

Stakeholders included in this plan:

- **Parents at these schools:** Centerville, Deer Crossing, Green Valley, Kemptown, Liberty, New Market, Oakdale, Twin Ridge, Urbana, Spring Ridge (portion) elementary schools, Gov. Thomas Johnson (portion), New Market, Oakdale, Urbana and Windsor Knolls middle schools, and Linganore, Oakdale and Urbana high schools
- **Teachers, administrators, and staff at these schools:** Centerville, Deer Crossing, Green Valley, Kemptown, Liberty, New Market, Oakdale, Twin Ridge, Urbana, Spring Ridge (portion) elementary schools, Gov. Thomas Johnson (portion), New Market, Oakdale, Urbana and Windsor Knolls middle schools, and Linganore, Oakdale and Urbana high schools
- **Students under consideration** (current Freshman - then to be high school seniors)
- **Elected officials:** Board of Education and County leaders, Maryland Delegation
- **Community:** The broader community of Frederick County and the impacted area in particular, including the business community, Natelli Communities, homeowners’ associations, realtors, taxpayers, rotary clubs, etc.

STAKEHOLDER ANALYSIS

Audience	Key Issues/Questions
Parents	<ol style="list-style-type: none"> 1. I purchased my home to go to _____ School. 2. Do we have a choice in this matter? 3. Can families of high schoolers who are close to graduation be exempted from this redistricting? 4. Can we request an out of district transfer? 5. Are you separating our neighborhood? 6. How will this affect property values? 7. What about our sports teams? International Baccalaureate? Band and chorus? 8. Can't we have portables instead? 9. What about my child's college applications?

	<ol style="list-style-type: none"> 10. Didn't we just do this in Frederick County? 11. Will this spur a sudden development expansion? 12. How does this create stability moving forward? 13. What's the timeline? 14. What are the criteria used to determine a redistricting process? 15. Will my property value be compromised? 16. Is this about socioeconomics? 17. Can we form a redistricting steering committee? 18. What about the "grandfathering" rule for students? 19. Can I opt to send my child to a school that isn't the one they're assigned under the new boundaries? 20. What role do parents have in the process? 21. Will FCPS listen to our input? 22. Will the redistricting be phased in? How? 23. What is a walk zone? 24. What's the cost of transporting my student to school X instead of school Y? 25. Is Ed McClain Road a problem for school buses? 26. Will my child be safe walking to school? 27. What's the commute time to school X?
Teachers, administrators, and staff	<ol style="list-style-type: none"> 1. How will this affect my job? 2. Will I be transferred to another school? 3. What if I teach at a LOU school, can I continue to bring my child with me so they remain in the same school? 4. What's the timeline? 5. What can I tell parents who ask about this? 6. Where do I send upset parents so they can vent? 7. Can families of high schoolers who are close to graduation be exempted from this redistricting? 8. Will the redistricting be phased in? How?
Business community	<ol style="list-style-type: none"> 1. What can we do to help? 2. Whose idea was this? 3. Can we form a redistricting steering committee? 4. How will this affect property values?
Elected Officials/General Community	<ol style="list-style-type: none"> 1. Why now? 2. How many options are being considered? 3. Will this negatively impact our local traffic patterns? 4. How will this better education in the future? 5. How will this affect property values?
Central Office Staff	<ol style="list-style-type: none"> 1. Why are we starting this now? 2. When will new attendance boundaries be finalized? 3. Will this affect staffing models at current schools? 4. Who should I direct questions to on this project? 5. Will new jobs be added to support new schools?

KEY MESSAGES

- The LOU redistricting process is in its earliest stages; this is a critical time for community participation in the process. Traditionally, FCPS considers 10 factors when we undertake a redistricting (these factors are NOT ranked):
 1. Educational welfare of students
 2. Frequency of redistricting, with every attempt made to limit individual student redistricting to not more than once every 5 years
 3. Proximity to schools, in order to maximize walkers and minimize distance or time of bus runs
 4. Student demographics
 5. Student academic performance
 6. Operating and capital costs
 7. Established feeder patterns
 8. Impact on neighborhoods and communities
 9. Impact on specialized school programs or a change to school capacity
 10. Instructional and operational capacity of involved schools
- In this phase of the LOU redistricting project, community members can play an important part in helping to determine which of these factors should weigh most heavily in the redistricting plan.
- Share which factors you value most, and help determine how this project takes shape.
- FCPS will carefully consider input from the community about what matters most to them; we'll use that input to develop a range of possible options for redistricting.
- FCPS will then go back to the community to weigh the pros and cons of each option, to make refinements, and narrow the possible options to a few of the best choices.
- Community participation is vital in this phase of the LOU redistricting process.
- Share your views, ideas, and concerns about redistricting. The community has a voice throughout the process.
- FCPS is soliciting input throughout the project, listening to ideas, and using them to shape the outcomes of the project.
- Please share your ideas and unique perspectives.
- Every school in Frederick County offers students an outstanding education.
- Every FCPS school teaches the same excellent academic curriculum.
- That curriculum is delivered by a group of more than 3,000 highly-skilled, highly-qualified teachers; FCPS recruits the very best teachers and staff members for all of our schools.
- Most importantly though, every FCPS school insists on offering each student personal attention and individual caring. That's a part of the culture of every FCPS school. And that's a key reason why we know that every student will find opportunity, challenge, and growth at every FCPS school.

KEY MESSAGES

Board issued statement released 3/7/19 (social media, web page, press release)

Redistricting Rooted in Caring and Respect – A Message from the Board

No matter where a student attends school, “As long as your students hold themselves to the highest standard, it is practically impossible for them not to be successful...”

– Student Member of the Board, Paige Tolbard (FHS, Class of 2019)

The Board of Education understands a redistricting brings uncertainty and, therefore stress. However, we have been troubled by some of the comments made at both public meetings and in emails.

This process is guided by the Board’s policy, which is based, as are all our policies, on our priorities for students, and rooted in our core belief that all students are entitled equally to respect, opportunity, and excellence at every school in our system.

This means we are committed to providing high quality instruction, and a safe, secure teaching and learning environment at each and every one of our schools. This means that we value each and every student, their families, all of our schools and their communities. This means, that while strengths, challenges and needs may be different school-to-school, community-to-community, none are more or less valuable, important, or urgent.

As we advance together as Frederick County Residents towards decisions that equitably balance our school system’s priorities, capacity, and needs, we ask that people base their advocacy in what has always made our county special – our care and respect for each other.

PROJECT SCOPE

This phase of the LOU redistricting process will take approximately 10 months to one year to complete. Each month of the process will cover a topic that’s trending based on our observations in community meetings, on social media and through email communication with families involved in the redistricting project. For example:

- Educational welfare of students (Feb)
- Frequency of redistricting (March)
- Planning & Capital Programs (April)
- Students/Curriculum/Special Programs/Achievement Gap (May)
- Redistricting Options & Planned Growth (June) **
- Transportation: Walk areas, commute times (July) **
- Impact on neighborhoods & communities (August) **
- Superintendent presents recommendation (September) **
- Revised school capacities (October) **
- Discussion on implementation (November) **

**Pupil yield rates tie-in based on completion

The Communication Services team will create content for each monthly theme to share on all platforms, cohesively and consistently, to create message awareness and build mutual understanding and trust, while focusing on the “criteria” and not the emotion.

PLATFORMS

SOCIAL MEDIA

Product	Description/Purpose
Facebook	<ol style="list-style-type: none"> 1. Create LOURedistrict page for community engagement 2. Utilizing Facebook’s live video stream function so we can simultaneously stream and capture for archive purposes

Product	Description/Purpose
FCPS- MD YouTube	<ol style="list-style-type: none"> 1. Use YouTube to host all videos relating to the project. It’s our video database.

Product	Description/Purpose
Twitter	<ol style="list-style-type: none"> 1. Create LOURedistrict Twitter account for community engagement

Product	Description/Purpose
Soundcloud	<ol style="list-style-type: none"> 1. Host audio files in a library format (LOUcast) to share on social media platforms

VIDEO/AUDIO/PHOTOGRAPHY

Product	Description/Purpose
Introductory video	Quick spot for social media introducing the project with main key message – participate, we value your input
Matthew Cropper consultant video	Recording and streaming (live) Mr. Cropper’s presentation in the Boardroom on Jan. 29. This allows people to watch it live on Facebook, or watch it later as an archive on Facebook and YouTube.
A Criteria Series	Quick overview of Board of Education’s criteria - 8 total/1 per month (1-2 minute each)
Faces in Places	Key influencer(s) from redistricting area telling a story / focused on expansion, change, growth, the Promise

Leverage existing video products	FCPS will regularly incorporate redistricting content into existing FCPS shows, such as In A Minute and Tweet of the Week
Podcasts - "LOUCast"	Feb - Lebo/Basic overview for LOU/Schools included,project timeline March - Kehne/Our schools and our communities/Work ethic April - Planning & Capital Programs, growth May - Student guest to talk about community & school, activities that cross school lines, friendships, well-rounded involvement June - County guest to address growth - Janice Spiegel? (Paul recommended) July - Transportation: buses, commute time, walk zones **tie in pupil yield rates depending on their completion date
Stock photos from CS archives	Provided project appropriate student photographs to consultant Matthew Cropper so he could use them in his PowerPoint presentations in community meetings
LOU's TOY photos	Highlight a teacher a day for 18 days to showcase the great teachers we have in our LOU schools.
Student Spotlight Series	Paige Tolbard will coordinate students (1 from ea LOU HS & 1 rep from ea MS) to interview, and host a brief interview segment in the studio to encourage authentic peer-to-peer discussion about schools and communities. Topics will include: Special programs, curriculum, teachers, extracurriculars, student body, uniqueness, tradition

WEB

Product	Description/Purpose
Fcps.org	Web page for project which includes background, a timeline, maps and a calendar of events. We'll continue to build on this page as the project develops. This page will serve as a one-stop clearinghouse of LOU redistricting information, FAQ, links, and products.
Consultant data	We will enhance our web page by incorporating links to consultant Matt Cropper's information and data maps where appropriate. He's able to provide interactive web content through GIS mapping.

PRINT & WRITTEN

Product	Description/Purpose
Rack Card	Glossy marketing piece for schools and businesses; 1st run done 1/29/19; second batch done 2/12
Posters for schools	To promote project page on website and other social media options - delivered to schools 2/19
FindOutFirst email messages	Regular and routine FindOutFirst email messages announcing key milestones in the project and providing status updates and information about community meetings (sent out 3 weeks prior to event), as well as links to any multimedia for the project

Press releases	Regular press releases on key milestones to generate media interest and promote selected stories throughout the project (press releases are shared by email, FindOutFirst, on the FCPS website, and through social media)
Talking points/briefing documents	Regular talking points and briefing documents for FCPS leaders, including principals, to share accurate, consistent, and current information with parents and the wider community.
Ad hoc print products	To support particular events/initiatives
Posters of criteria for community engagement meetings	These posters are designed to encourage participation by community members so they may rate their top 3 criteria when it comes to a major redistricting.

COMMUNITY ENGAGEMENTS

Product	Description/Purpose
Community Engagements	Ongoing face-to-face engagements (both specially-scheduled events and opportunities built into already-scheduled events) and provide information updates

SCHEDULE/TIME MANAGEMENT

MILESTONES

The table below lists the milestones for this project, along with their estimated completion timeframe. This table will be regularly updated as additional products are conceptualized and developed.

Platform	Product	Purpose	Audience	Start Date	End Date	Actual Completion Date
Web	Project Page	Present information, and links to maps and engagement calendar for the public	Everyone	1/15	ongoing	
Social media	Facebook (*video live stream too - excited about providing this service for the first time)	To share project updates, ask questions, engage communities and create healthy social climate	Parents	1/23	ongoing	
	Twitter		Students	1/25	ongoing	

Print & Written	Initial press release	First press release announcing project and timeline	Everyone	1/9	1/9	
Print & Written	Initial FindOutFirst email	First system-wide email message introducing	Parents	1/9	1/9	
Video	Video welcome	A quick intro to project for social media; stress key message to participate in project	Parents	1/24	1/25	1/25
Print	Engagement posters	Set up at community meetings as an exercise in rating BOE redistricting criteria	Parents, businesses	1/25	delivery week of 2/11	
Print & Written	Rack card	To provide take-homes with project timeline and contact information (web address, Facebook)	Schools, parents, business community	first batch done: 1/29	delivery week of 2/11	
Print & Written	Posters	To promote social media accounts and other communication channels at	Parents, community, students	1/31	delivery week of 2/11	
Video	Introductory video	Recording with consultant Matt Cropper for archive *Facebook live video from BOE room too	Parents, staff	1/31	1/31	1/31 over 1.7K engagement
Video	Redistricting concepts video	Recording with consultant Matt Cropper for archive *Facebook live video from BOE room too	Parents, staff	3/19	3/19	3/19 over 2.3K engagement
Podcasts with Paul and other guests	Audio file	Project updates from COO – things to think about	Parents	2/4	Monthly	
Community Engagements	Preliminary Information Engagements	A series of initial introductory/informational meetings to explain the redistricting project, with second round scheduled for March.	Parents	1/29 & 1/31	1/29 canceled due to weather	1/31
Print & Written	FAQ	Post to web and social	Everyone	2/8	ongoing	
Print & Written	Newsletter article	For FCPS newsletter/school newsletters	FCPS staff	2/6		
Video	Principals chat	Brief roundtable chat with OHS, LHS, UHS hosted by Tracey Lucas discussing outstanding opportunities at all schools	Everyone	Booked for 2/28		Shared 3/7/19

Photos	LOU TOY candidates	Release one a day for 18 days	Parents	3/1-3/29		Done 3/29
Video	Making of Criteria series	Address Board's 10 criteria for redistricting. Provide regular updates. Particular episodes could be targeted to specific audiences as needed	Everyone	7/1	ongoing	
1. Tweet of the Week 2. Tweet of the Week (LHS & NMES)	interview segment	Survey results - top 3 criteria revealed School program highlights for schools in LOU area	Everyone	3/1/19		Shared 3/5/19
Video for May feature	Dr. Alban on-camera	What is FCPS about?, Present facts from comprehensive chart, talk about deficiencies, plans to fix those deficiencies, special education, achievement gaps, FARM, are we hiding stuff? FACTS FACTS FACTS!	Parents	Production in late April to publish month of May	Production meeting TBD	
Face-to-face Engagements	Community Engagements	Ongoing face-to-face engagements (typically built into already-scheduled events)	Various	8/16	ongoing	

ENGAGEMENT SCHEDULE

Date	Task/Event	Notes
1/31/19	Central office invite to Matt Cropper's presentation in the Boardroom	<ul style="list-style-type: none"> Piggybacking on Mr. Cropper's presentation recording session to invite Central Office employees to learn more
1/29/19	Community Meeting – Oakdale High Library weather cancellation	<ul style="list-style-type: none"> Questions/Feedback
1/31/19	Community Meeting – Urbana High Auditorium location upgrade due to cancellation of first event	<ul style="list-style-type: none"> Questions/Feedback
2/19/19	Facebook Live event with FAQ and Q&A Nighttime live chat (7-8 PM) from afternoon's presentation video	<ul style="list-style-type: none"> 12:30 PM - 1:30 (room booked) Promote to HOAs

3/15/19 (new date - snow)	Superintendent's Business Breakfast (UES at Sugarloaf; 7:30 am)	<ul style="list-style-type: none"> ● Briefing by Facilities / Q&A ● Invite builders (2/11/19 invites sent)
3/12/19	AL Meeting	<ul style="list-style-type: none"> ● Presentation for principals
3/18/19	Community Meeting – Linganore High	<ul style="list-style-type: none"> ● Questions/Feedback
3/19/19	Facebook Live event with FAQ and Q&A	<ul style="list-style-type: none"> ● With Mr. Cropper
3/19/19	Community Meeting – Urbana High	<ul style="list-style-type: none"> ● Questions/Feedback
3/21/19	Rotary Club of Southern Frederick County	<ul style="list-style-type: none"> ● Briefing by Facilities / Q & A ● 7:30AM (confirmed with them)
3/21/19	Community Meeting – Oakdale High	<ul style="list-style-type: none"> ● Questions/Feedback
3/25/19	PTA General Meeting with Paul Lebo and Beth Pasierb	<ul style="list-style-type: none"> ● Monocacy Middle School - Media Cntr. ● 7 PM
4/18/19	Facebook Live event with FAQ (day) and Q&A (night) Topic: Survey results	room booked; need facilities confirm presenter
5/21/19	Facebook Live event with FAQ (day) and Q&A (night) Topic: Planned growth and anticipated pupil yields from those communities	room booked; need facilities confirm presenter
6/4/19	Community Meeting – Urbana High	<ul style="list-style-type: none"> ● Questions/Feedback
6/5/19	Community Meeting – Oakdale High	<ul style="list-style-type: none"> ● Questions/Feedback
6/6/19	Community Meeting – Linganore High	<ul style="list-style-type: none"> ● Questions/Feedback
9/2019	First Board meeting in Sept: Superintendent's recommendation presentation	Super recommendation
9/2019	Second Board meeting in Sept: Public hearing	Public hearing
10/2019	Both October Board meetings used for public workshops	
11/2019	Final redistricting decision made	