



Fredericksburg City Schools

# 2020 - 2025 Division Comprehensive/Strategic Plan

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*Revised : August 21, 2020*

*Final version to FCPS School Board: September 14, 2020*

*Approved by FCPS School Board: October 5, 2020*



## FREDERICKSBURG CITY SCHOOL BOARD

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Walker-Grant Center Early Childhood

Hugh Mercer Elementary School

Lafayette Upper Elementary School

Walker-Grant Middle School

James Monroe High School



# INTRODUCTION

*The Comprehensive/Strategic Plan is the foundation document for all of the actions of the school division. It directs the actions that the division takes in meeting the goals and aspirations of the community and guides learning engagements of employees and leaders as well as the expenditure of all funds entrusted to the School Board.*

*The Fredericksburg City Public School’s Comprehensive/Strategic Plan 2020-2025 replaces the Board’s previous plan entitled Fredericksburg City Public School’s Comprehensive Plan: 2018-2023. This document provides the framework for resources and policy development for Fredericksburg City Public Schools’ continuous pursuit of academic achievement for all students.*

## Statutory requirement of revising the Comprehensive Plan

§ 22.1-253.13:6. Standard 6. Planning and public involvement.

- B. Each local school board shall adopt a division wide comprehensive, unified, long-range plan based on data collection, an analysis of the data, and how the data will be utilized to improve classroom instruction and student achievement. The plan shall be developed with staff and community involvement and shall include, or be consistent with, all other division wide plans required by state and federal laws and regulations. Each local school board shall review the plan biennially and adopt any necessary revisions. Prior to the adoption of any division wide comprehensive plan or revisions thereto, each local school board shall post such plan or revisions on the division's Internet website if practicable, and, in any case, shall make a hard copy of the plan or revisions available for public inspection and copying and shall conduct at least one public hearing to solicit public comment on the division wide plan or revisions.

The division wide comprehensive plan shall include, but shall not be limited to, (i) the objectives of the school division, including strategies for first improving student achievement, particularly the achievement of educationally at-risk students, then maintaining high levels of student achievement; (ii) an assessment of the extent to which these objectives are being achieved; (iii) a forecast of enrollment changes; (iv) a plan for projecting and managing enrollment changes including consideration of the consolidation of schools to provide for a more comprehensive and effective delivery of instructional services to students and economies in school operations; (v) an evaluation of the appropriateness of establishing regional programs and services in cooperation with neighboring school divisions; (vi) a plan for implementing such regional programs and services when appropriate; (vii) a technology plan designed to integrate educational technology into the instructional programs of the school division, including the school division's career and technical education programs, consistent with, or as a part of, the comprehensive technology plan for Virginia adopted by the Board of Education; (viii) an assessment of the needs of the school division and evidence of community participation, including parental participation, in the development of the plan; (ix) any corrective action plan required pursuant to § 22.1-253.13:3; and (x) a plan for parent and family involvement to include building successful school and parent partnerships that shall be developed with staff and community involvement, including participation by parents.

A report shall be presented by each school board to the public by November 1 of each odd-numbered year on the extent to which the objectives of the division wide comprehensive plan have been met during the previous two school years.

- C. Each public school shall also prepare a comprehensive, unified, long-range plan, which the relevant school board shall consider in the development of its division wide comprehensive plan.

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# FCPS 2020-2025: Excellence in Education

## Comprehensive/Strategic Plan Committee Members

*Fredericksburg City Public Schools would like to extend a thank you to all the committee members for their time and collaboration throughout the 2020-2025 strategic planning processes.*

<i>Elementary Schools</i>	<i>Ms. Leslie Baxter-Pipoly, Instructional Coach Ms. Michelle Silvestri, Librarian Ms. Courtney Wheeler, Principal Ms. Libba White, School Counselor</i>
<i>Secondary Schools</i>	<i>Ms. Kristi Allison, CTE Coordinator Ms. Emily Heller, Instructional Coach Ms. Keesha Keels, Assistant Principal</i>
<i>Central Office</i>	<i>Dr. Marceline Catlett, Superintendent Ms. Lori Bridi, Chief Academic Officer Dr. Andrea Bumbrey, Director of Elementary Education Mr. Mike George, Chief Operations Officer Ms. Sue Keffer, Director of Human Resources Mr. Josh Long, Supervisor of Technology Ms. Sonya Walsh, Director of Secondary Education</i>

*We would also like to extend a thank you to all students, staff, and parents who actively participated in providing feedback to our committee members to inform and assist in the creation of the 2020-2025 FCPS Comprehensive/Strategic Plan.*

# FCPS 2020-2025: Excellence in Education

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## FCPS Vision

*All students in the Fredericksburg City Public Schools will learn and succeed. “Excellence in Education” embodies a commitment to quality that assures each student opportunity and equity. The school system reflects the value the community places on our children and believes the future depends on the dedication of our resources to educate all students to become knowledgeable, responsible, and productive citizens.*

## FCPS Mission

*Fredericksburg City Public Schools will provide a quality education that assures opportunity and equity for each student. Our motto, “Excellence in Education” embodies a commitment to empower students to develop personal responsibility for meeting high academic standards and to become productive citizens in a global society.*

## Values

While embarking on the comprehensive, strategic planning process for FPCS, stakeholders identified the following values that identify the culture of the division.

**Welcoming** – We take active steps to ensure all stakeholders feel welcomed in schools. We embrace everyone who comes through our doors and respect our differences, because we believe our diversity is our greatest strength.

**Equity-Focused** – We actively work to remove barriers to educational access.

**Empowering** – We inspire each student and staff member to succeed to their best abilities.

**Responsive** – We take initiative to solve problems in the classroom and across the division.

**Results-Driven** – We set and monitor goals to learn, grow, and achieve at high levels.

# FCPS 2020-2025: Excellence in Education

## Comprehensive/Strategic Plan Priority Areas & Goals

Fredericksburg City Public Schools ensures success by empowering students to grow and learn while addressing barriers to learning. The following priority areas and goals articulate the plan that serves as the foundation for achieving our mission.

1. **Instructional Excellence & Educational Equity:** FCPS will ensure that all students have access to and engagement with high-quality instruction.
2. **Facilities and the Learning Environment:** FCPS will provide optimal, equitable, and safe learning environments.
3. **An Exemplary Staff:** FCPS will recruit, develop, support, and retain staff that meets the needs of every student.
4. **School & Community:** FCPS will cultivate a shared responsibility to serve the educational needs of all students by fostering partnerships between our schools, families, & the local and global community.
5. **Effective and Efficient Operations:** FCPS will model efficient, effective, and transparent business operations.
6. **Health and Wellness:** FCPS will promote efforts to enable our students to be healthy and ready to learn.



## School Board Goals and Plan Alignment

2020-2021 School Board Goal	FCPS Priority Area
<p><b>Goal #1: Focus on Equity and Inclusion</b></p> <p>Create a learning environment whereby each student has the necessary tools to be successful. View all school objectives through the lens of equity and inclusion. Incorporate equity and inclusion into all policies and procedures throughout the district. Increase equitable community engagement throughout the school division.</p>	<p><b>Instructional Excellence &amp; Educational Equity</b></p>
<p><b>Goal #2: Creating Career/College Ready Lifelong Learners</b></p> <p>Increase student performance by improving all sub-group standardized testing scores, increasing Career and Technical Education (CTE) course opportunities to include a demonstrated enhancement in career readiness. Increased student performance will be evident by an increased graduation rate, decreased dropout rate, and emphasis on social and emotional wellness.</p>	<p><b>Instructional Excellence &amp; Educational Equity</b></p>
<p><b>Goal #3: Attracting and Retaining Excellent Teachers and Staff</b></p> <p>Improve teacher retention by focusing on recruitment with an emphasis on hiring a teaching staff reflective of our student body, enhancing a positive staff culture, and creating a healthy work environment focused on staff social and emotional wellness. Teacher retention will be evidenced by an increase in the annual teacher retention rate.</p>	<p><b>An Exemplary Staff</b></p>

<b>2020-2021 School Board Goal</b>	<b>FCPS Priority Area</b>
<p><b>Goal #4: Communication, Outreach, Engagement</b></p> <p>Increase community engagement by executing a comprehensive communication strategy by accomplishing the recommendations stated in the fall 2019 communications audit which will result in the ability to tell our story and report on stakeholder perspectives. Continue positive engagement with the Fredericksburg City Council. Increased community engagement will be evidenced by open, productive and transparent interactions initiated by the community with the school division.</p>	<p><b>School &amp; Community</b></p>
<p><b>Goal #5: Resource, Facility, and Infrastructure Stewardship</b></p> <p>Improve physical infrastructure within the school system by ensuring resource allocation throughout the division and progress made in developing creative short and long term recommendations for increasing enrollment, addressing limited capacity, and the potential expansion of school facilities. Enhance environmental impact awareness across the division to decrease the carbon footprint. Develop a strategy for revitalizing and protecting the historic value of the Walker-Grant Center Annex and identifying and implementing the long- term utilization plan for the site.</p>	<p><b>Facilities and the Learning Environment</b></p>

**1. Instructional Excellence & Educational Equity: FCPS will ensure that all students have access to and engagement with high-quality instruction.**

**Why this is important:** *The preparation of students for post-secondary life is a fundamental purpose of PreK-12 education. Educational equity does not mean the same experiences for the same students.*

**Strategy:** *FCPS will educate students in an atmosphere of excellence and ensure that all students are challenged to stretch their talents and aspiration and will be responsive to students' social, emotional, and academic needs by providing culturally relevant, rigorous, high-quality curricula that is differentiated to students' strengths.*

Measures	
<b>Objectives</b>	<b>Central Office Monitoring</b>
<p style="text-align: center;"><b><u>1.1 Instructional Excellence</u></b></p> <p>FCPS will regularly assess and respond to students' social, emotional, and academic needs.</p>	Teaching & Learning
<p style="text-align: center;"><b><u>1.2 Educational Equity</u></b></p> <p>FCPS will provide each student opportunities to be challenged and supported.</p>	All Departments
<p style="text-align: center;"><b><u>1.3 Continuous Improvement</u></b></p> <p>FCPS will target and monitor achievement gaps, demonstrate continuous improvement, and increase positive educational outcomes across race/ethnicity, income, disability, and language subgroups.</p>	Teaching & Learning
Measures	
<ul style="list-style-type: none"> <li>• Student growth and proficiency in reading</li> <li>• Student growth and proficiency in math</li> <li>• Disproportionality of underrepresented students in advanced courses</li> <li>• On-time graduation rates for all students</li> <li>• Disproportionality of overrepresented suspensions (in school and out of school) by school and student group</li> <li>• Dropout rate by student group</li> <li>• Disproportionality rate of chronically absent students</li> <li>• Establishment of baseline data for CTE courses/opportunities</li> <li>• Development of an Equity Taskforce to disaggregate results and to collaborate on the development of a division-wide equity plan</li> <li>• Continuous professional development on culture and equity</li> <li>• Conflict resolution services.</li> <li>• Advocate for equity and inclusivity and completion of an equity audit.</li> </ul>	

**2. Facilities & the Learning Environment: FCPS will provide optimal, equitable, and safe learning environments.**

*Why this is important: High quality facilities and a comprehensive infrastructure are fundamental to learning. The physical environment of buildings and grounds is a key factor in the overall health and safety of students, faculty, staff, families, and community. Student achievement can be positively affected by the physical environment, Safe and clean environments are conducive to teaching and learning. Schools should be a source of pride for students,*

*Strategy: FCPS will maintain a robust infrastructure, including central office supports and an efficient technological framework, in order to facilitate student learning and effective teaching.*

Measures	
<b>Objectives</b>	<b>Central Office Monitoring</b>
<p style="text-align: center;"><b><u>2.1 Optimal Learning Environments</u></b></p> <p>FCPS will move to modernize all learning environments, expand or otherwise adapt facilities to meet projected changes in school environment and ensure equitable application of capital improvements throughout the division.</p>	<p>Administrative Services</p> <p>Technology</p> <p>Finance</p>
<p style="text-align: center;"><b><u>2.2 Well Maintained, Sustainable, and Safe Facilities</u></b></p> <p>FCPS will make sure facilities are maintained at high levels, models sustainable environmental practices, and provides a safe school environment.</p>	<p>Administrative Services</p> <p>Technology</p>
<p style="text-align: center;"><b><u>2.3 Information Technology Infrastructure</u></b></p> <p>FCPS will maintain Instructional Technology (IT) infrastructure with an equitable distribution of resources, providing support to every educational program and learning environment.</p>	<p>Teaching &amp; Learning</p> <p>Technology</p>
Measures	
<ul style="list-style-type: none"> <li>• Percentage completion of capital improvement plan projects</li> <li>• Percentage of maintenance repairs addressed within timeframes per school site</li> <li>• Percentage of compliance with state-mandated safety drills (tornado, lock-down, fire, etc.)</li> <li>• Percentage of computer devices less than four years old</li> <li>• Ratio of student to computers at all sites</li> <li>• Percentage of IT service requests resolved within established timeframe</li> </ul>	

**3. An Exemplary Staff: FCPS will recruit, develop, support, and retain staff that meets the needs of every student.**

*Why this is important: Our staff members need to be highly skilled, creative, resourceful, and flexible. They must value diversity, collaboration, and education of all students. FCPS must empower educators to be leaders. We must promote education as an important career field to improve the image and status of teaching. We must respond to data, be driven by research, and embrace constant change. We must reflect in our workforce the diversity of our community and meet the needs of our multicultural student body. Exemplars of excellence, programs, and methods proven to meet the needs of our students, should be shared, replicated, and made systemic.*

*Strategy: FCPS must actively recruit, hire, train, and retain staff using innovative methods.*

Objectives	Central Office Monitoring
<p><b><u>3.1 Staff Recruitment and Retention</u></b></p> <p>FCPS will seek out and hire the best candidates for employment and create an environment that motivates, competitively compensates, and retains them.</p>	<p>Human Resources Teaching &amp; Learning</p>
<p><b><u>3.2 Individual Professional Learning Opportunities &amp; Strategic Planning Focus</u></b></p> <p>FCPS will expand professional development for all teachers and staff with multiple opportunities to enhance their individual effectiveness that aligns with the Comprehensive/Strategic Plan priorities.</p>	<p>Human Resources Teaching &amp; Learning</p>
<p><b><u>3.3 Leadership Development</u></b></p> <p>FCPS will establish opportunities and support programs to identify talent for future leadership roles.</p>	<p>Human Resources Teaching &amp; Learning</p>

**3. An Exemplary Staff: FCPS will recruit, develop, support, and retain staff that meets the needs of every student.  
(continued from previous page...)**

<b>Objectives</b>		<b>Central Office Monitoring</b>	
<b><u>3.4 Staff Wellness</u></b>			
FCPS will promote the health and wellbeing of all members of staff.		Human Resources	
<b><u>3.5 Staff Evaluation and Improvement</u></b>			
FCPS will continue to implement as administrator, teacher and staff evaluation instrument that monitors individual progress and student growth for certificated personnel.		Human Resources	
<b><u>3.6 Collaborative Culture of Teaching &amp; Learning</u></b>			
FCPS will encourage a school culture of collaboration to share knowledge, skills, concepts, and best practices aimed at improving student achievement.		Human Resources Teaching & Learning	
<b>Measures</b>			
<ul style="list-style-type: none"> <li>• Percentage of full-time classroom positions filled with qualified teachers on the first day of school</li> <li>• Percentage of new teachers hired before June 30<sup>th</sup> of each year</li> <li>• Percentage of teachers retained by FCPS annually (0-2, 3-5, 5+ years' experience in FCPS)</li> <li>• Percentage of first year teachers reporting they received the support needed to be effective (survey)</li> <li>• Professional Development effectiveness (survey)</li> <li>• Demographic information of staff alignment with student enrollment demographics by school</li> <li>• Number of Student Teachers placed in FCPS</li> <li>• Establishment and usage reports of TeacherFit program</li> </ul>			

**4. School and Community: FCPS will cultivate a shared responsibility to serve the educational needs of all students by fostering partnerships between our schools, families, & the local and global community.**

*Why this is important: The education of children in Fredericksburg is a shared responsibility between the schools, families, and the community. By recognizing the important role that families play and assisting families to understand curricula and how to support children, everyone benefits. By recognizing the role the community has in its public schools, we can extend learning and strengthen the supports we provide to all students. By providing welcoming environments, we help develop pride in FCPS. Community engagement, including outreach to the business community, can expand the number of partnerships that provide services, including tutoring, internships and jobs, as well as other opportunities for students.*

*Strategy: FCPS school sites will serve as centers of education and civic activity.*

Objectives	Central Office Monitoring
<p><b><u>4.1 Family, School, and Community Engagement</u></b></p> <p>FCPS will collaboratively engage families and the community regarding school programs and learning experiences, volunteer opportunities and events, ensuring mutual respect and culturally responsive relationships between all stakeholders.</p>	<p>All Departments</p>
<p><b><u>4.2 Partnerships and Civic Engagement</u></b></p> <p>FCPS will develop and maintain community and business partnerships to support the needs of students.</p>	<p>All Departments</p>
<p><b><u>4.3 Media and Public Outreach</u></b></p> <p>FCPS will use a variety of media to reach out to the Fredericksburg community on important issues.</p>	<p>All Departments</p>
<b>Measures</b>	
<ul style="list-style-type: none"> <li>• Percentage of families that provide feedback through annual surveys (fall &amp; spring)</li> <li>• Completion status of Communication Audit goals</li> <li>• Percentage of families attending school events</li> <li>• Monthly meetings between superintendent and city manager</li> </ul>	

**5. Effective & Efficient Operations: FCPS will model efficient, effective, and transparent business operations.**

*Why this is important: To maintain the confidence and trust of stakeholders, an organization must be responsible for implementing and maintaining, sound business practices. As a steward of taxpayers’ funds, FCPS must implement fiscal, administrative, and personnel practices that meet both legal requirements and accepted professional standards. FCPS must protect Fredericksburg’s financial investment in its children and, in so doing, maintain its credibility and integrity.*

*Strategy: All procedures regarding current and future budgets must be transparent, and FCPS must operate within its financial plan.*

Objectives	
<b>5.1 Fiscal Policies and Practices</b>	<b>Central Office</b>
FCPS will plan, manage, monitor, and report spending to provide decision-makers and the community with a reliable, accurate, and complete view of the financial performance of the educational systems at all levels.	Finance
<b>5.2 Continuous Improvement</b>	<b>All Departments</b>
FCPS will engage in cycles of continuous improvement at every level of the school division, and it will employ evidence-based decision-making in its consideration of process improvements, policy making, and budgeting and accountability.	All Departments
Measures	
<ul style="list-style-type: none"> <li>• Percentage of FCPS scorecard Key Performance Indicator (KPI) targets met or showing improvement</li> <li>• Percentage of schools and departments having completed improvement plans</li> <li>• Number of financial policies and guidelines reviewed and updated</li> <li>• Number of repeat audit management comments</li> <li>• Monthly work sessions involving school personnel, city mayor, and representatives from school board and city council</li> <li>• Enrollment, Capacity and Expansion Taskforce</li> <li>• Monthly budget meetings between school division personnel and city council representatives</li> </ul>	

**6. Health & Wellness: FCPS will promote efforts to enable our students to be healthy and ready to learn.**

*Why this is important: Students who are healthy are better able to learn and attend school than those who are not. Students with high levels of such "developmental assets" as family support, relationships with caring non-family adults, cultures that promote service to others, and safe environments are more likely to engage in positive social interactions and exhibit respect, tolerance, and self-discipline. Families that are knowledgeable about health and wellness activities can encourage their students to make healthy decisions and pursue active lifestyles.*

*Strategy: FCPS will provide explicit education for students' social, emotional and physical health.*

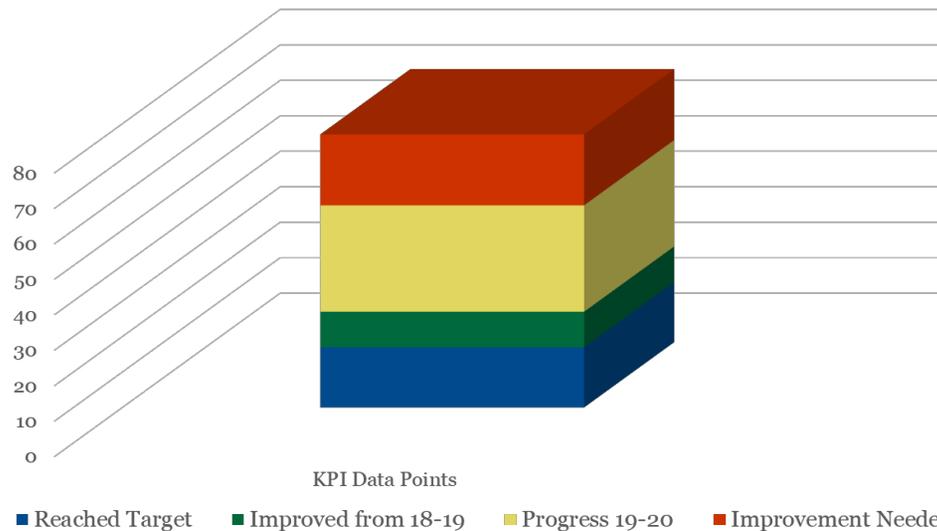
Objectives	Central Office
<p><b><u>6.1 Student Social and Emotional Health</u></b></p> <p>FCPS will develop, implement, and monitor effective programs that promote social, and emotional wellness to maximize students' learning potential.</p>	All Departments
<p><b><u>6.2 Physical Fitness, Recreation, and Play</u></b></p> <p>FCPS will promote activities and curricula designed to promote lifelong commitments to active, healthy lifestyles among its students and to creative expression.</p>	All Departments
<p><b><u>6.3 Healthy Meals and Nutrition</u></b></p> <p>FCPS will ensure that all students are ready to learn by having the benefit of access to nutritious, appealing school meals and that lessons on the importance of nutritious foods are included in the curriculum.</p>	All Departments

Measures
<ul style="list-style-type: none"> <li>• Virginia Tiered Systems of Support (VTSS) Implementation Progress</li> <li>• Percentage of students who are chronically absent (missing more than 10% of the days registered in school due to excused or unexcused absences)</li> <li>• Creation of Food Services measures within FCPS score card</li> </ul>

## Instructional Excellence Monitoring Data

There are 104 Key Performance Indicators (KPI) that were monitored May 2019-March 2020 related to this goal. The following chart analyzes the student achievement data that was available based on local assessments, measures of Academic Progress (MAP) testing and fall Standards of Learning (SOL) assessment scores.

### 19-20 Scorecard Data



## Instructional Excellence Monitoring Data

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1. More white students are taking Advanced Placement (AP) & International Baccalaureate (IB) courses than any other subgroup; however, every subgroup increased its enrollment this year compared to 18-19, except EL students.
2. More students scored above the Fall Phonological Awareness Literacy Screening (PALS) benchmark in first & second grade compared to last year. Kindergarten was unchanged between 18-19 and 19-20.
3. The number of students in 19-20 taking Algebra by grade 8 remained the same, but the enrollment numbers of black students, students with disabilities, and English learner students increased slightly.
4. During 19-20, progress in grades 1-12 math and English as shown on MAP assessments from October 2019 - January 2020 improved in the following subgroups All students, black students, white students, Hispanic students. However, students with disabilities and English learner student subgroups did not show improvement.
5. From October 2019 to January 2020 progress was recorded for disadvantaged students subgroup at K-2, 3-5, & 9-12. In both 6-8 math and 6-8 English, decreases were recorded for the disadvantaged students subgroup.
6. Eight student subgroups made the SOL target based on 2020 MAP scores:
  - All students - Overall math achievement
  - Black students - Overall math achievement
  - Asian students - Overall English achievement
  - White students - 3-5 Reading achievement
  - White students - Overall English & math achievement
  - EL students - Overall English achievement
7. A Director of Equity and Inclusion was hired to address gaps in access and experiences within our educational programs and division-wide practices.

## Instructional Excellence Monitoring Data

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Readiness for postsecondary education of any kind is critical for students’ future success and ability to access career opportunities. Solutions to this challenge require support for secondary schools to build and implement evidenced-based interventions and supports and to engage cross-sector stakeholders (education, workforce, industry) to create environments that support college and career readiness and opportunity for all students. In FCPS, we begin exposure to Career and Technical Education (CTE) experiences immediately. While our goal is to continue to grow CTE opportunities and coursework across all grades, the table below shows baseline data from 2019-2020.

<i>School</i>	<b>CTE Courses</b>	<b>CTE Rotation</b>	<b>CTE Experiences</b>
<i>Hugh Mercer Elementary School</i>			10 throughout the year
<i>Lafayette Upper Elementary School</i>		1 every eight days (computer lab rotation)	
<i>Walker-Grant Middle School</i>	4 courses		<sup>1</sup> (Discover Your Future)
<i>James Monroe High School</i>	24 courses		<sup>1</sup> (Workforce Connect)

## Exemplary Staff Monitoring Data

In order to reduce staff turnover, the superintendent made a commitment to having an open door policy and being available for staff feedback. She formalized this process through the establishment of “Listen and Learn” opportunities. These events allowed staff at all sites to provide oral or written feedback to the following questions:

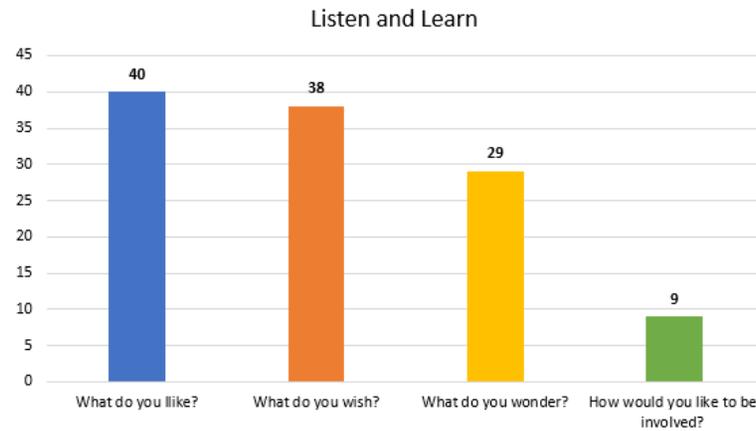
What do you like about FCPS?

What do you wish for FCPS?

Something you wonder about FCPS?

Additional ways you would like to be involved

This chart sets a baseline for the amount of responses she received during 2019-2020.

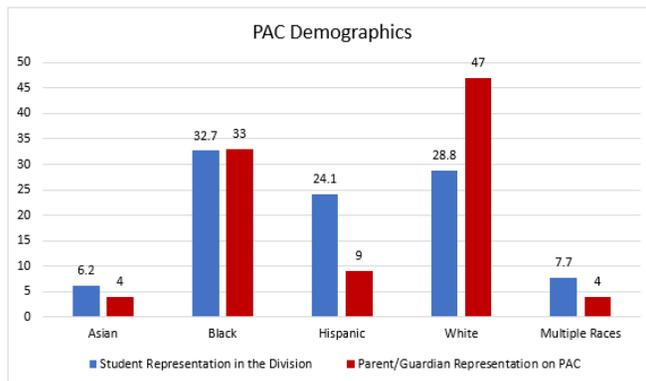
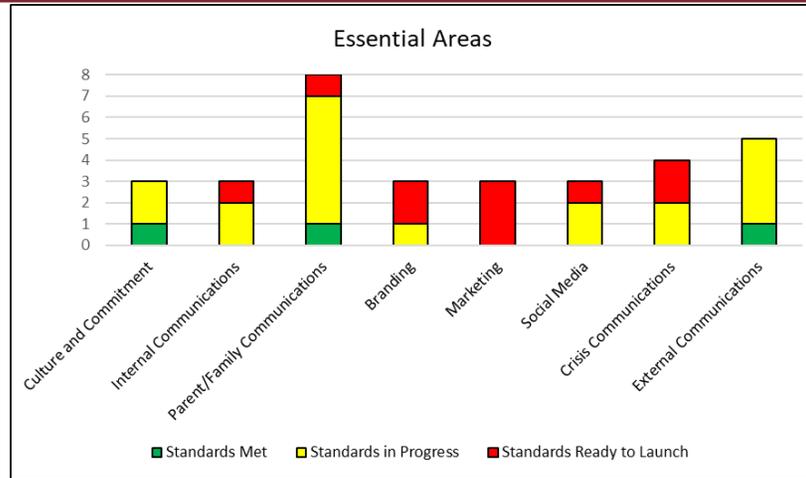


# School and Community Goal Monitoring

## Communication Audit

The Fredericksburg City Public Schools contracted with Hunter Communications in August 2019 to carry out a comprehensive communications audit to determine the strengths and opportunities for improvement. This audit serves as determining the baseline as well as action steps to improve. The Essential Areas chart shows the baseline data from the audit. It is the division's goal to have all standards met.

- Essential Areas**
- Culture and Commitment: 3 standards
  - Internal Communications: 3 standards
  - Parent/Family Communications: 8 standards
  - Branding: 3 standards
  - Marketing: 3 standards
  - Social Media: 3 standards
  - Crisis Communications: 4 standards
  - External Communications: 5 standards



## Parent Advisory Committee

The superintendent established a Parent Advisory Committee (PAC) that meets with her and other central office administrators once a month. The purpose of this committee is to maintain open communication from parents/guardians and the Superintendent. It is a goal of the superintendent to have the parent/guardian demographic representation align with the student demographic representation of the division. Topics that were discussed from December 2019– March 2020 include: accreditation, CTE offerings, enrollment concerns, division improvement, and other community concerns.

## Forecast of Enrollment Changes

The Enrollment, Capacity and Expansion (ECE) taskforce was established September 2019 in order to study the possible impacts of information found in, but not limited to, the City of Fredericksburg Residential Development Project map from December 2017, the April 2019 enrollment study by the University of Virginia, the trend of increasing student enrollment in FCPS and enrollment and achievement data compared to other school divisions across the Commonwealth. The work of this taskforce is on-going at the time of publication.

The following action steps were taken prior to the required COVID-19 closures in March 2020.

Creation of City Council- City Schools Joint Working Group

Town Hall Work Sessions

School Division Communication Audit

Community Surveys

Research Review and Analysis

Site Tours

Historical Enrollment			
Grade	2017-2018	2018-2019	2019-2020
Pre-Kindergarten	175	185	181
Kindergarten	293	340	355
Grade 1	297	302	328
Grade 2	264	274	295
Grade 3	267	266	269
Grade 4	302	273	253
Grade 5	293	296	266
Grade 6	228	278	293
Grade 7	254	243	265
Grade 8	240	242	236
Grade 9	263	286	302
Grade 10	262	231	267
Grade 11	248	254	203
Grade 12	231	240	242
Post Graduate	-	1	8
<b>Total Students</b>	<b>3,617</b>	<b>3,711</b>	<b>3,763</b>

## Additional Plan Components

Please use the following web addresses to access these documents:

Comprehensive Plan Component	Web Address
Alternative School Programs Policy IGBH	<a href="http://www.cityschools.com/upload/Fredericksburg%20City%20Public%20Schools/Technology%20-%20Public Documents/FCPS Policy Manual/Section%20I/IGBH.pdf">http://www.cityschools.com/upload/Fredericksburg%20City%20Public%20Schools/Technology%20-%20Public Documents/FCPS Policy Manual/Section%20I/IGBH.pdf</a>
Capital Improvement Plan	<a href="http://www.cityschools.com/finance/category/capital-improvements-plan/">http://www.cityschools.com/finance/category/capital-improvements-plan/</a>
Career and Technology Education Plan	<a href="http://www.cityschools.com/curriculum/category/career-and-technology-education/">http://www.cityschools.com/curriculum/category/career-and-technology-education/</a>
Parent and Family Engagement Policy IGBC	<a href="http://www.cityschools.com/upload/Fredericksburg%20City%20Public%20Schools/Technology%20-%20Public Documents/FCPS Policy Manual/Section%20I/IGBC.pdf">http://www.cityschools.com/upload/Fredericksburg%20City%20Public%20Schools/Technology%20-%20Public Documents/FCPS Policy Manual/Section%20I/IGBC.pdf</a>
Recover, Redesign and Restart Plan	<a href="https://www.fxbschools.us/return-to-school">https://www.fxbschools.us/return-to-school</a>
Administration, Teacher and Staff Evaluation Instruments	<a href="http://www.cityschools.com/humanresources/category/documents/">http://www.cityschools.com/humanresources/category/documents/</a>
Technology Executive Summary	<a href="http://www.cityschools.com/technology/executive-summary/">http://www.cityschools.com/technology/executive-summary/</a>