

VaxUP FCPS Communication Plan

Problem Statement

All Virginia public schools are [required to offer in-person instruction](#) to students during the 2021-22 school year. Increasing COVID-19 transmissions due to the delta and omicron variants threatened a safe opening of schools and continuation of in-person learning respectively. Approval of the safe and effective COVID-19 vaccine for school-age children gave schools and communities the opportunity to address that threat and keep students in the classroom. An effective communication plan aligned with national messaging was needed to achieve the [70% vaccination rate](#) recommended for community protection.

Goal

Ensure an environment in which all schools can remain open throughout the pandemic surge to foster and start to build back parental trust.

Research/Background

State law in Virginia requires [all public schools to offer in-person instruction](#) to students during the 2021-22 school year. In early July, weeks before the 2021-22 school year began, the highly contagious delta variant became [dominant in the United States](#). The increase in COVID cases was dubbed a “[pandemic of the unvaccinated](#)” by a Centers for Disease Control and Prevention (CDC) official as vaccination rates slowed with just [48.4% of the U.S. population fully vaccinated as of July 19, 2021](#), per [CDC data](#). The CDC uses a benchmark of 70% as their target vaccination rate for community protection.

000, the vaccine for elementary school-aged children did not become available until November – three months after the start of the 2021-22 school year. In this time frame, both the delta and omicron variants emerged and seriously impacted school operations.

- [State COVID positive cases](#) and [school-related outbreaks increased](#).
- [FCPS quarantine and daily case rates](#) followed surge trends.
- The number of [paused classes](#) increased.
- [Student membership](#) dropped at the start of the school year to a low of 178,000 ([approximately 10,000 students fewer than the previous year](#)).
- Year on year average [student absence rates increased](#). Average student absentee rates increased from a daily average of 5.8% to 8%.
- [Staff attendance rates dropped - particularly when students were scheduled to be in school](#).
- Sub availability and fill rates were at an [all-time low](#) due to [concerns about safety](#) and being among unvaccinated student populations.
- School districts throughout the [nation](#) and [region](#) were forced to make large-scale shifts to virtual learning.

COVID-19 vaccination as a strategy to keep schools open for in-person learning is recommended by:

- [Centers for Disease Control and Prevention](#): Vaccination is the leading public health prevention strategy to end the COVID-19 pandemic. Promoting vaccination can help schools safely return to in-person learning, as well as extracurricular activities and sports.
- [American Academy of Pediatrics](#): All eligible individuals should receive the COVID-19 vaccine. Jurisdictions should consider the most effective measures to ensure maximum vaccination of all eligible individuals and should coordinate appropriately with local and state immunization efforts, including immunization information systems. Adequate and timely COVID-19 vaccination resources for the whole school community must be available and accessible.
- Virginia Department of Education: Vaccination is the leading public health prevention strategy to end the COVID-19 pandemic. Vaccinating teachers, school staff, and students when eligible for vaccination is a critical layer of prevention and protection for all. Achieving high levels of vaccination among eligible students, teachers, and staff is one of the most critical strategies to help schools safely operate. *Note: Original source no longer exists.*
- [Fairfax County Health Department](#): Vaccination remains the most important approach to prevent COVID-19 and, particularly, to prevent more severe infection.

Public trust for teachers did [fall by 6 percentage points](#) since the pandemic began. Public trust in teachers has dipped from 63% in 2019 to 57% in 2021. The 2021 survey data also reveals Republicans trust teachers less than Democrats, at 56% to 71%.

The narrative surfaced during the onset of the pandemic when schools shuttered and took root during the establishment of risk-mitigation strategies by the Centers for Disease Control and Prevention and the ensuing school reopening and masking debates. It was cemented – for many – this fall when parents swamped school board meetings, put in motion a record-setting number of school board recalls, and made education the No. 1 issue in the Virginia governor’s race. COVID-19 pandemic protocols in schools surrounding mask and vaccine requirements turned into a “culture war flashpoint.”

Vaccination Rates

National Vaccination Trends and Outlook (July 19, 2021)

- 33% of 12-15-year-olds have received one shot of the COVID-19 vaccine
- 25% of 12-15-year-olds are fully vaccinated
- Among 16-17-year-olds, 45% have received a first dose while 37% are fully vaccinated

Local Vaccination Rates (July 19, 2021)

The Fairfax County Health Department reports:

- 70% of 12-17-year-olds have received at least one dose of the Pfizer COVID-19 vaccine.

The Virginia Department of Health reports:

- Within the 12- to 15-year-old cohort, Fairfax County reports 55.9% have received a first dose, and 37.7% are fully vaccinated.
- 65.2% of 16-17-year-olds are fully vaccinated and 80% have received a first dose.

Vaccination Hesitancy

Despite [media reports](#) that parents are eager to vaccinate their young children against COVID-19, studies indicate vaccine hesitancy.

According to the Kaiser Family Foundation ([August 11, 2021](#)):

- Four in 10 parents of children under the age of 12 say once a vaccine is authorized for their child's age group they will “**wait a while to see how it is working**” before getting their child vaccinated. Parents of unvaccinated children ages 12-17 cited a range of concerns, with safety and side effects at the top of the list.
- 88% of parents say they are “very” or “somewhat” concerned that not enough is known about **long-term side effects** of the vaccine in children, and 79% are concerned their child might experience serious side effects.
- 49% of Hispanic parents of unvaccinated adolescents are concerned they might need to take **time off work** to get their child vaccinated or care for them if they experience side effects (twice the number of white parents with the same concern).
- Among employed parents of unvaccinated 12-17-year-olds, one-quarter say they'd be more likely to get their child vaccinated if their employer gave them paid time off, while somewhat smaller shares of this group say they'd be more likely to vaccinate their child if their employer arranged for a medical provider to come to their workplace to vaccinate children and families (19%), or provided free transportation to a vaccine site (14%).
- Larger shares of Hispanic and Black parents compared to white parents are concerned they **won't be able to get their child vaccinated at a place they trust, or might have to pay an out-of-pocket cost, or will have difficulty traveling to a vaccine site.**

Vaccine Trust

The most important trusted source of information for parents is their children's doctor. Less than one-half of parents stated they trust their local health department, the CDC, the AAP, or the vaccine approval and development process ([American Academy of Pediatrics, September 2021](#)).

- When asked [who they trust to provide reliable information about the COVID-19 vaccines](#), personal doctors, including pediatricians, top the list, with 83% of adults saying they trust their own doctor a great deal or a fair amount and 85% of parents saying the same about their child's pediatrician.
- Employers and health insurance companies also garner a high degree of trust.
- About seven in 10 each say they trust the CDC (71%), the FDA (69%), and their local public health department (69%).

[Trusted and diverse messengers matter and outreach will be even more important, but more challenging over time.](#)

Role of Schools - Vaccination Information and Encouragement

Four in 10 parents of children ages 12-17 say their school provided information about COVID-19 vaccines for children or encouraged parents to get their children vaccinated. Those who say their school did either one of these things are more likely to say their child received a COVID-19 vaccine than parents who say their school did not do these things. This is true, even after controlling for other demographic factors associated with higher vaccination rates, suggesting that schools could play a role in increasing vaccines among 12-17 year olds. ([KFF, August 11, 2021](#))

[Schools are positioned to play an important role in vaccinating children and educating families, their role will likely play out differently across the country given the localized nature of school decision-making and politicization of COVID-19 vaccines.](#)

Changing Attitudes About Vaccination (full FDA approval)

The rise of the delta variant, full FDA approval for the Pfizer vaccine (for 16 and older), an increase in employer vaccination mandates, and the opening of the school year converged late summer 2021. This led to significant changes in attitudes about vaccination. According to [Axios/Ipsos polling data](#) released August 31:

- Fewer adults than ever now say they won't take the shot, and in the past two weeks there has been a sharp increase in the share of parents who plan to get their younger kids vaccinated as soon as it's allowed.
- One in three unvaccinated Americans in the survey said FDA approval would make them likely to take the vaccine. But 43% said their boss requiring vaccinations would make them likely to do so, up from 33% a month ago.
- 68% of parents said they either have already vaccinated their children or are likely to as soon as it's permitted for their age group. That's the highest share ever in our survey, and a 12-point spike from 56% just two weeks ago.

Developing Situation

Vaccine access for children ages 5-11 (November 2)

[The Pfizer low-dose vaccine for children 5-11 was given emergency use approval November 2, 2021.](#)

Data show parents continue to have [considerable vaccine hesitancy](#).

FCPS survey data show [76% of respondents intend to vaccinate their 5- to 11-year-old children](#). While the overall results of this survey only produced informal results due to demographically unbalanced opt-in numbers, when responses are viewed purely by demographic group, the

survey yielded more scientifically reliable results, closer to a [+/- 5% margin of error](#). Data analysis showed that across all demographics:

- A majority of FCPS parents planned to get their younger children vaccinated.
- Black and Hispanic families had higher rates of being undecided or against vaccination for their younger children.

It is worth noting that those who opted in to the survey are more likely to support vaccinations.

Omicron Variant (November 26)

On November 26, 2021, the World Health Organization [designated the omicron variant a variant of concern](#). By December 21, it became the [most dominant strain in the U.S., accounting for over 73% of new cases](#).

[Vaccines continue to offer some protection, particularly at preventing severe disease, and initial data reinforces that a third dose increases protection against omicron.](#)

Booster Recommendations (December 9, January 3)

[On December 9, the CDC expanded COVID-19 booster recommendations to 16 and 17-year-olds.](#)

On January 3, the FDA [expanded booster eligibility to 12-15-year-olds and shortened the time needed before receiving a booster shot](#) from at least six months after completion of the initial series to at least five months, for everyone 12 and older.

Stalled Progress (January 2022)

The [national effort to vaccinate children stalled](#) in January, even as the omicron variant spread. Experts cite several factors slowing the efforts:

- Because kids are less likely than adults to be hospitalized or die from the virus, some parents are less inclined to vaccinate their children.
- Misinformation campaigns have fueled concerns about immediate and long-term risks of the vaccine.
- Finding appointments at pharmacies or with pediatricians has been difficult.

Primary Research - Vaccination Intent (5-11-year-olds)

An [FCPS vaccination-intent survey](#) (October 1-10, 2021) showed that 76% of respondents intended to vaccinate their 5- to 11-year-old children. While the overall results of this survey produced informal results due to demographically unbalanced opt-in numbers, when responses are viewed purely by demographic group, the survey yielded more scientifically reliable results, closer to a [+/- 5% margin of error](#). Data analysis showed that across all demographics, a majority of FCPS parents planned to get their younger children vaccinated. Black and Hispanic families had higher rates of being undecided or against vaccination for their younger children. It is worth noting those who opted in to the survey are more likely to support vaccinations.

PLANNING/ANALYSIS

The national backdrop of publicity around the highly-contagious delta variant in the lead-up to the first day of the 2021-22 school year created an opportunity for this campaign. The changing dynamics of the situation, including vaccine availability for younger children and a new variant, required an agile plan. Public trust in schools began to decline shortly after the start of the pandemic and grew over a year of virtual and hybrid learning. This plan also presented an opportunity to rebuild trust.

The data show the target audiences to be families with children who were not yet vaccinated. Those groups were broken down by age cohort:

- 16-17-year-olds who were hesitant or “waiting to see” (cohort approaching the 70% vaccination rate goal at the start of the plan)
- 12-15-year-olds whose parents/guardians have more concerns about vaccine safety (37.7% of this cohort were fully vaccinated at the start of the plan)
- 5-11-year-olds who would become eligible for vaccination in November and whose parents/guardians reported higher vaccine hesitancy

The data also show a need to directly engage Black and Hispanic communities, particularly in regard to perceived barriers of access, availability, and cost.

Barriers to vaccination are:

- “Wait and see” mentality of parents due to vaccine safety hesitancy, especially for younger age groups
- Perceived issues regarding access
- Lack of trust in the data and/or those delivering the vaccine – desire to wait for trusted/known physician to administer it

To be effective, the campaign must:

- Communicate ease of access
 - Multiple vaccination sites (community clinics, retailers, school-based)
 - Transportation
 - Flexibility in clinic times
- Provide reliable information about vaccines from trusted experts (pediatricians)
- Emphasize vaccination as the primary tool to keep schools open safely for in-person learning

AUDIENCE:

Families of unvaccinated children with vaccine hesitancy:

- 16-18 year olds who are the final holdouts
- 12-15 year olds who have moderate concerns about safety and trust
- 5-11 year olds who have stronger concerns about safety and trust and only become eligible in November

Black and Hispanic families who have concerns about access to vaccination (location, time, transportation)

KEY MESSAGING:

Get vaccinated as soon as you are eligible.

Vaccination is the most effective way to keep schools safe and open.

COVID-19 vaccines are:

- Free
- Easily accessible
- Safe

This key messaging was in line with national messaging, grounding our local campaign in the national message.

TIMELINE: July 1, 2021 to January 31, 2022: This was the pivotal time frame for ensuring 12-18-year-olds were fully vaccinated to support keeping schools open in the fall while allowing time for 5-11-year-olds to get to the CDC-recommended vaccination rate of 70%.

OBJECTIVE One (12- to 18-year-old vaccination): By September 30, the fully-vaccinated rate for children ages 12-18 in Fairfax County will reach 70%.

Evaluation: [VDH Data](#), [FCHD Data](#)

OBJECTIVE Two (5- to 11-year-old vaccination): By January 31, 2022, the first dose vaccination rate for children ages 5-11 in Fairfax County will reach 70%.

Evaluation: [VDH Data](#), [FCHD Data](#)

OBJECTIVE Three (In-person learning): By January 31, 2022, FCPS will have ZERO full school closures.

Evaluation: [FCPS Data](#)

COMMUNICATION MODELS

The **theory of source credibility** supports the use of the third-party endorsement strategy. The theory states messages are more readily accepted as believable when presented by highly credible sources. Research shows families trust doctors above all others for information about COVID-19 vaccination. Therefore, collaboration with local pediatricians became an important strategy. A video series answering questions about pediatric vaccination, particularly for the 5-11 age group was produced. The video series was shared through FCPS communication channels and the local children's hospital's communication channels, multiplying the credibility of the information. Additionally, pediatricians participated in community town halls to provide information and answer questions.

When FCPS provided information about vaccine safety, all statements were linked to reliable public health resources, including the local and state departments of health and the Centers for Disease Control and Prevention. About seven in 10 parents reported trusting the CDC (71%), the FDA (69%), and their local public health department (69%). FCPS made no direct claims about safety, but did share authoritative and trusted sources to provide credibility.

The **coorientational model** helped determine the appropriate message framing around vaccination. FCPS and target audiences had one mutual viewpoint – schools should be open for safe in-person learning. Messaging was framed around the ways vaccination supports a safe, in-person learning environment, rather than other arguments that may not reflect the mutual orientation. For FCPS, the primary responsibility was to provide safe, in-person learning and vaccination was a tool to achieve that goal. Families wanted their children to learn in school, and vaccination made that safer and more likely that children would not miss school for illness. Aligning those mutual understandings helped audiences be more receptive to receiving vaccination information from their schools.

The **multi-step flow model of media effects and diffusion of innovation theory** supported audience identification and strategies to reach each group. Using the multi-step flow model, target audiences were segmented into early adopters and vaccine-hesitant. Research indicated that parents and guardians were split among those who would vaccinate their children as soon as possible and those who were more hesitant. The only strategy needed to reach early adopters was informational– where, when, and how to get their child vaccinated. The vaccine-hesitant would need more direct and persuasive communication.

The **diffusion of innovation theory** tells us that ideas are more readily adopted if they are more advantageous than the current situation, simple, and observable with readily apparent outcomes. This theory supported strategies and tactics including vaccination requirements for participation in athletics, promoting vaccination as a factor in being cleared from contact tracing, and providing information about how convenient and easy it is to get vaccinated.

STRATEGIES

Strategy #1: Alignment with National Messaging Strategy

Use national messaging about vaccination as a foundation for local messaging to build credibility and consistency.

- Safe, Accessible, Free

Strategy #2: Information/Education Strategy

Communicate accessibility and the value of the vaccination.

- Share Fairfax County Health Department information and resources about when, where, and how to get a vaccine
- Targeted access information for elementary school communities when 5-11 year olds are eligible
- Clear information about different options for getting vaccinated:
 - Physician - What do I need to do to get vaccinated by my own primary care provider?
 - Mass vaccination clinics - Where are they and how do I access them?
 - School-based clinics - When, where, and who is eligible?

- Community locations - Pharmacies, retailers
- Vaccines.gov and other resources

Strategy #3: Third-Party Endorsement Strategy

Have doctors deliver messaging related to vaccine safety; data show they are the most trusted source of this information.

- Doctor and physician endorsement (safety focus)
 - [Inova Partnership Details](#) (videos)
 - Community Town Hall
- Community leader endorsement (church leaders/Hispanic community group leaders)
- National Endorsements: American Academy of Pediatrics, CDC

Strategy #4: Multilingual Strategy

Data show the Spanish-speaking community has greater concerns about vaccine access, making an intentional, multilingual outreach effort necessary.

- Prioritize Spanish language outreach
- Return to School Town Hall in Spanish (via FB)
- Community partners outreach

Strategy #5: Individual Responsibility Strategy

Reframe the narrative to emphasize that safe in-person learning is an individual responsibility.

- [Do your part! For yourself, for others, for our schools.](#)

Strategy #6: Preemptive Action Strategy

Monitor media, social media, and COVID metrics to anticipate negative issues and use positive decision-making that moves us closer to the organizational goal to preempt negative media coverage.

- [Staff vaccination mandate announcement before school begins](#)
- [Athletic actions around vaccinations before large numbers of student-athletes are quarantined](#)
- [Path for fully-vaccinated students to return to the classroom faster after being paused for an exposure](#)

IMPLEMENTATION TIMELINE

WEEK 1: July 19-25			
Date	What	Who	Status

Thursday, July 22 (Noon)	Safety Comm Plan shared with Cabinet & School Board & info about toolkits and Talking Points coming Monday.	Helen	Complete
Thursday, July 22 (1 p.m.)	Principal Meeting Outline of comm plan messaging plus timeline	Helen	Complete
Thursday, July 22	Send Monday message to language services	Kathleen	Complete
Friday, July 23	Letters finalized through cabinet	Helen	Complete

WEEK 2: July 16- August 1			
Date	What	Who	Status
Monday, July 26	Instagram story created - ready for posting on Wednesday	Jenn	May move to next week to get coverage of school clinics 7-26
Monday, July 26	Photo banks for vax	Donnie/Karen	In process
Monday, July 26	Reach out to APA and Health Dept. to identify physician spokespeople (Community Outreach Content)	Kathy	Complete
Monday, July 26	LUPEE, CASA, Cummunidad, Liberty's Promise, Edu-Futuro connections and ask for their assistance with messaging.	Kathy/Jay	Complete
Monday, July 26 (a.m.)	Check with Lea Skurpski about updated web Safety Guidance Document	Helen/Christie	Complete

Monday, July 26 (6 a.m.)	Share RTS Safety Comm Plan with Virginia Region 4 superintendent	Helen/Scott	Complete
Monday, July 26 (a.m.)	STAFF via eNotify Welcome Message - explain eNotify and News You Choose so you stay informed	Cindy/Kathleen	Complete
Monday, July 26 (p.m.)	COMMUNITY via eNotify Welcome Message - explain eNotify and News You Choose so you stay informed	Cindy/Kathleen	Complete
Tuesday, July 27 (4 p.m.)	Toolkits Vaccination encouragement, upcoming clinics Principal School Board	Christie/Beth	Complete
Tuesday, July 27 (4 p.m.)	Communication Feedback Group: Mask guidance and vaccination guidance for fall shared with communication feedback group – with confidentiality note	Kathleen/Kathy	Complete
Wednesday, July 28 (8:30 a.m.)	Education Associations: Mask guidance and vaccination guidance for fall shared with education associations – with confidentiality note <i>Emails bounced, an apology with the original message was re-sent at 9:50 am</i>	Kathleen/Kathy (Jay backup)	Complete 7-28
Wednesday, July 28 (10 a.m.)	Social media	Tracey	Complete

Wednesday, July 28	Instagram story posted	Jenn	Complete
Wednesday, July 28	Spanish social media	Cindy	Complete
Wednesday, July 28 (10:30 a.m.)	Media updated	Julie	In Process
Wednesday, July 28-30	Outreach to multilingual community groups to identify key communicators – asking them to share our messaging – and relay questions to us	Kathy/Jay/Kathleen	Complete
Thursday, July 29	INOVA Video- COVID-19 Vaccine Info: Paula Pinell Salles, MD (Spanish)	Cindy	Complete

WEEK 3: August 2-8			
Date	What	Who	Status
Tuesday, August 3	Employee News Vaccination Clinics	Christie/Web Team	Complete
Tuesday, August 3	Reminder of this week's vaccine clinics: <ul style="list-style-type: none"> • eNotify message to families • Website • Draft • Link to letter on web 	Christie/Beth	Complete
Tuesday, August 3	School-based vaccination clinics multilingual messages <ul style="list-style-type: none"> • Spanish Facebook • Spanish 	Cindy	Complete

	<ul style="list-style-type: none"> Twitter eNotify 		
Wednesday, August 4	Vaccination Talking Points	Christie	Complete
Wednesday, August 4	FCPS This Week Vaccination clinics	Christie/News Team	Complete
Wednesday, August 4	Social Media - Dr. Brabrand visits vaccine clinic video (Herndon ES, 3:30 pm)	Karen/Mark (photo/video) Jennifer/Tracey (Social Media)	Complete
Thursday, August 5	Spanish Social Media - Dr. Brabrand video call to vaccinate at Justice posted to Spanish <ul style="list-style-type: none"> Facebook Twitter 	Cindy	Complete
Thursday, August 5 Friday, August 6	Kid video team at clinics on Thursday - packaged for social media/newsletters/toolkits	Video team photography	In Process
Thursday, August 5	Toolkits - Vaccination Clinics Vaccination Talking Points Principals School Board	Christie/Beth	Complete

WEEK 4: August 9-15			
Date	What	Who	Status
Tuesday, August 10	Employee News <ul style="list-style-type: none"> VaxUP Town Hall Info 	Christie/Web Team	Complete
Wednesday, August 11	Social Media - Posted video of Justice HS Clinic with	Beth	Complete

	link to FFX Co HD scheduling site		
Wednesday, August 11	FCPS This Week <ul style="list-style-type: none"> • VaxUP • Town Hall Info 	Christie/News Team	Complete
Thursday, August 12	Spanish Newsletter, Spanish Facebook & Twitter <ul style="list-style-type: none"> • VaxUP • Town Hall Info 	Cindy	Complete
Thursday, August 12	Toolkits - Town Halls Principals School Board	Christie/Beth	Complete
Friday, August 13	eNotify messages to parents on Town Halls (English, Spanish) + Spanish Facebook and Twitter	Cindy	Complete

WEEK 5: August 16-22			
Date	What	Who	Status
Monday, August 16	Supt town hall	Beth	Complete
Tuesday, August 17	Employee News	Christie/News Team	Complete
Tuesday, August 17, 7 a.m.	Spanish town hall reminders Spanish Facebook and Twitter	Cindy	Complete
Tuesday, August 17, 6 p.m.	Spanish town hall Video on web	Beth/Leona	Complete
Wednesday, August 18	FCPS This Week Town Hall	Christie/News Team	Complete
Thursday, August 19	Toolkits Vaccine Mandate Content: <ul style="list-style-type: none"> • Talking Points • Staff Message • Community Message 	Christie/Beth	Complete

	Principals School Board		
Friday, August 20	<p>Staff Vaccination Requirement Announcement</p> <ul style="list-style-type: none"> • Implementation Plan • Staff Message Draft • Staff Message- HUB (Link only available to FCPS employees) • Webpage Draft • Webpage Published • Community Message Draft 	Christie	Complete

WEEK 6: August 23-29			
Date	What	Who	Status
Monday, August 23 First Day of School	<p>First Day Coverage:</p> <ul style="list-style-type: none"> • Outdoor meals • Outdoor classrooms • Layered prevention strategies in action • Staff vaccination requirement 	ALL	Complete
Tuesday, August 24	Employee News Vaccination Requirement for Staff	Christie/News Team	Complete
Wednesday, August 25	FCPS This Week Staff Vaccination Requirement	Christie/News Team	Complete

Thursday, August 26	Toolkits Do your part - VaxUp Principal	Christie	Complete
Thursday, August 26	Staff Vaccine Status Collection Email: <ul style="list-style-type: none"> • SB- HL, 12:16 p.m. • Principal Briefing- 1:00 p.m. • Staff- 4:06 p.m. 	HR	Complete
Friday, August 27	SB Toolkit Do your part - VaxUp	Christie	Complete
Friday, August 27	Athletics Vaccine Requirement TP , Draft Community Message to Cabinet	Helen	Complete
Friday, August 27	High school principals/DAs heads up and check in for athletic vaccine requirement	Mark	Complete
Friday, August 27	Athletics Vaccine Requirement Brabrand Letter to SB/LT	Helen	Complete

WEEK 7: August 30- September 5

Date	What	Who	Status
Monday, August 30	Athletic Participation Vaccination Requirement Announcement : <ul style="list-style-type: none"> • Principals (8:30 a.m.) HL • Post to Employee 	Managers	Complete

	<p>Hub (9:00 a.m.) NM/MC</p> <ul style="list-style-type: none"> ● Web Live (9:05 a.m.) NM/MC ● Education Associations (9:10 a.m.) KT ● Staff (Outlook - FCPS all) (9:15 a.m.) HL ● Community (ENotify) (9:30 a.m.) CR <ul style="list-style-type: none"> ○ Translations (noon) CR ● Media (9:30 a.m.) JM ● Social Media (9:40 a.m.) TW 		
Monday, August 30	Vaccine Status Form Reminder	HR	Complete
Monday, August 30	Social Media - Do Your Part - Mask Up	Tracey/Beth/Carol	Complete
Tuesday, August 31	Social Media - Do Your Part - Vax Up	Tracey/Beth/Carol	Complete
Tuesday, August 31	Spanish Social Media - Do Your Part - Mask Up	Cindy	Complete
Wednesday, September 1	Employee News Athletics vaccine requirement Complete staff vaccination status form	Christie/News Team	Complete
Wednesday,	FCPS This Week	Christie/News Team	Complete

September 1	Athletics vaccine requirement		
Wednesday, September 1	Social Media - Do Your Part - Wash Up and Cover Up	Tracey/Beth/Carol	Complete
Wednesday, September 1	Spanish Social Media - Do Your Part - Vax Up	Cindy	Complete
Thursday, September 2	Toolkits Principal Toolkit SB Toolkit	Christie	Complete
Thursday, September 2	Spanish Social Media- Do Your Part- Hold Up	Tracey/Beth/Carol	Complete
Thursday, September 2	Spanish Social Media - Do Your Part - Wash Up	Cindy	Complete
Thursday, September 2	Student Vax Reduced Quarantine Time - Draft Message to Cabinet (9:41 am)	Helen	Complete
Thursday, September 2	Student Vax Reduced Quarantine Time Message <ul style="list-style-type: none"> ● Cabinet (11:43 am) (HL) ● SB/LT (12:30 pm) (HL) ● Principals (12:38 pm) (HL) ● Website (12:36 pm) (MC) ● Staff (12:45 pm) (HL) ● Community-eNotify (12:51) (AG) ● Social Media (1:51 pm) 	Managers	Complete

	(TW)		
Friday, September 3	Social Media - Do Your Part - mp4 compilation	Tracey/Beth/Carol	Complete
Friday, September 3	Spanish Social Media - Do Your Part - Hold Up	Cindy	Complete

WEEK 8: September 6-12			
Date	What	Who	Status
Tuesday, September 7	Student-athlete vaccination requirement FAQs posted to website	Christie/Web Team	Complete
Tuesday, September 7	Soft launch of stream-in option for paused/quarantine students to media	Julie/Media Team	Complete
Wednesday, September 8	Employee News <ul style="list-style-type: none"> • Questions about athletics vaccine requirement • Complete staff vaccination status form • Do Your Part-VaxUp 	Christie/News Team	Complete
Wednesday, September 8	FCPS This Week <ul style="list-style-type: none"> • Questions about athletics vaccination requirement • New process to return vaccinated students to classroom 	Christie/News Team	Complete

	faster <ul style="list-style-type: none"> • Do Your Part-VaxUp 		
Thursday, September 9	Toolkits Student Athlete Vaccine Requirement FAQs Principals School Board	Christie	Complete

WEEK 9: September 13-19			
Date	What	Who	Status
Tuesday, September 14	Employee News <ul style="list-style-type: none"> • Sup's update • Employee vaccination status form (thank you/reminder) • Employee exemptions from mandate 	Christie/News Team	Complete
Wednesday, September 15	FCPS This Week <ul style="list-style-type: none"> • Sup's update 	Christie/News Team	Complete
Thursday, September 16	Toolkits Principal SB	Christie	Complete
Friday, September 17	Toolkits (Update-StreamIN/CheckIN) Principal SB	Christie	Complete

WEEK 10: September 20-26			
Date	What	Who	Status
Monday, September 21	Pfizer announces results testing. anticipates	News/Updates	

	submission for FDA approval		
Monday, September 20	StreamIn/CheckIn message to teachers	Tracey	Complete
Tuesday, September 21	Collect staged photos of younger students with band-aids on arms	Donnie/Karen	Complete
Tuesday, September 21	Employee News	Christie/News Team	Complete
Wednesday, September 22	5-11 Vaccination Talking Points Drafted	Christie	Complete
Wednesday, September 22	Staged student vaccination photos to graphics for design	Donnie/Karen/Nicole	Complete
Wednesday, September 22	FCPS This Week Student-athlete vaccine requirement update	Christie/News Team	Complete
Thursday September 23	Request Community Relations/Partnership Team to begin - Recruit pediatricians to provide endorsements and schedule photo or video shoot	Christie	Complete
Thursday September 23	Request Community Relations/Partnership Team to begin- Connect with Spanish community to partner - message amplification, help identify barriers we can address	Christie	Complete

WEEK 11: September 27- October 3

Date	What	Who	Status
Week of September 27	Family Survey- Vaccination Location Preference	ORSI	Complete
Monday, September 27	Brainstorming Session (5-11 vaccination)	Editorial Team	Complete
<i>Monday, September 27</i>	<i>Pfizer/BioNTech to ask for authorization in days</i>	<i>News/Updates</i>	
<i>Tuesday, September 28</i>	<i>Pfizer/BioNTech submits data to FDA</i>	<i>News/Updates</i>	
Tuesday, September 28	Employee News	Christie/News Team	Complete
Wednesday, September 29	FCPS This Week	Christie/News Team	Complete
Thursday, September 30	Toolkits Principal SB	Christie	Complete

WEEK 12: October 4-10			
Date	What	Who	Status
Monday, October 4	Parent survey of vaccination intentions (Survey window 1st -10th)	Office of Research and Student Informatio	Complete
<i>Monday, October 4</i>	<i>FDA Announces Will Review Pfizer's EUA Extension for Ages 5-11</i>	<i>News/Updates</i>	
<i>Thursday, October 7</i>	<i>Pfizer Officially Asks FDA to Authorize COVID Vaccine for Kids 5-11</i>	<i>News/Updates</i>	
Thursday, October 7	Response to September 30	Leadership	Complete

	Indian-American Community Meeting Due		
Thursday, October 7	Community stakeholder planning meeting (FCPS, FCHD, Inova, VA AAP)	Community Relations Team	Complete

WEEK 13: October 11-17			
Date	What	Who	Status
October 11-12	Parent vaccination intention survey results compiled	ORSI	Complete
Tuesday, October 12	Community stakeholder planning meeting (FCPS, FCHD, Inova, VA AAP)	FCPS Staff	Complete
Tuesday, October 12	Employee News Community vaccination clinic open (Brabrand video)	Christie/News Team	Complete
Wednesday, October 13	FCPS This Week Community vaccination clinic open	Christie/News Team	Complete

WEEK 14: October 18-24			
Date	What	Who	Status
Monday, October 18	Communication Plan	Helen	Complete

	presented to Cabinet and School Board		
Tuesday, October 19	Vaccination planning update to SB	Dr. Brabrand	Complete
Wednesday, October 20	Employee News - 4 groups working together for a plan to provide vaccination to 5-11 year olds as soon as possible	Christie/News Team	Complete
Wednesday, October 20	FCPS This Week - 4 groups working together for a plan to provide vaccination to 5-11 year olds as soon as possible	Christie/News Team	Complete

WEEK 15: October 25-31			
Date	What	Who	Status
Week of October 25	Connect with family liaisons to establish a plan to support campaign and provide feedback (Update plan with meeting/reporting dates)	Tracey/Kathy Ryan	Complete
Week of October 25	Connect with FCPS staff to produce multilingual podcast episode(s) to support campaign (Update plan with meeting/production dates)	Tracey/Kathy Ryan	Complete
Monday, October 25	Moderna Plans to Submit Data on	News/Updates	

	Vaccine for 6-11 year-olds		
Tuesday, October 26	Date of FDA Meeting to Review Extending Pfizer's EAU for Ages 5-11	News/Updates	
Tuesday, October 26	Vaccination for 5-11s Webpage	Christie/Web Team	Complete
Tuesday, October 26	Employee News (Big week for vaccination news)	Christie/News Team	Complete
Wednesday, October 27	FCPS This Week (Big week for vaccination news)	Christie/News Team	Complete
Thursday, October 28	Toolkits VaxUP FCPS graphics We are ready Principal Toolkit SB Toolkit	Christie	Complete
Friday, October 29	FDA announces approval of vaccine for ages 5-11	News/Updates	
Friday, October 29	Initial call with White House	Team	Complete
Friday, October 29 - Monday, November 1	Connect with Health Department to gain initial buy-in	Michelle/Lorraine	In progress - Michelle will complete this evening; will also contact Dr. Martin (AAP) and Joanna Fazio
Friday, October 29- Monday, November 1	Communication Plan for 5- to 11-year-old vaccination kickoff event	OCCR Managers	Complete
Saturday, October 30	Draft letter to school families informing them of the event: <ul style="list-style-type: none"> ● Vax consent ● Media release 	Christie	Complete - drafts ready for review

WEEK 16: November 1-7

Date	What	Who	Status
<i>November 1,2</i>	<i>CDC Meeting for approval of vaccine for 5-11</i>	<i>News/Updates</i>	
Monday, November 1, time 8:30 a.m.	FCPS Team Check-In	All	Complete
Monday, November 1, 10:00 a.m.	FCPS Team Check-In	All	Complete
Monday, November 1	Work with graphics to develop VaxUP signage: <ul style="list-style-type: none">• Yard Signs (FCPS/Kids)• Banners	Christie/Graphics Team	Request sent 10/31
Tuesday, November 2	Inova video 1 on website	Christie/Web Team	Complete
Tuesday, November 2	Employee News <ul style="list-style-type: none">• CDC approval announcement, Inova video 1	Christie/News Team	Complete
Wednesday, November 3 - Thursday, November 4	Walkthrough of Franklin Sherman	Julie	In process
Wednesday, November 3	Message to School Board to inform them of potential WH opportunity	Helen	Complete
Wednesday, November 3	Reach out to Franklin Sherman Polio Vaccination Recipients for their involvement	Julie/Kathleen	In process
Wednesday,	FCPS This Week	Christie/News Team	Complete

November 3	<ul style="list-style-type: none"> • CDC approval announcement, Inova video 1 		
Wednesday, November 3	English and Spanish Social Media - Inova endorsement video clip #1	Delaina/Cindy	Complete
Wednesday, November 3	FCPS/FCHD Letter to community	Beth	Complete
Thursday, November 4	Letter to FS families other ES families sent through approval process: WH Cabinet SB FCPS Health Team HD-Lucy (Beth)	Helen	Complete
Thursday, November 4	Letter to FS families sent Franklin Sherman	Cindy	Complete-approximately 5:45 pm
Thursday, November 4	CPST Meeting - Testing and Vaccination in FCPS	Christie/Tracey/Kathy	Complete
Thursday, November 4	FCPS/FCHD Letter to community - translated version	Cindy	Complete
Thursday, November 4	Toolkits <ul style="list-style-type: none"> • 5-11 now eligible • Inova endorsement video • Principal Toolkit • SB Toolkit 	Christie	Complete
Friday, November 5	letter to other ES families (page 2) Kent Gardens Chesterbrook Haycock Timber Lane	Cindy	Complete-approximately 9:50 am)

Friday, November 5	FS clinic appointments full (260 total)	FCHD	10:43 am
Friday, November 5	Talking points for Dr. Brabrand	Helen, Beth, Christie	Draft complete

WEEK 16: November 8-14			
Date	What	Who	Status
Monday, November 8	Athletics vaccine requirement deadline.		
Monday, November 8	Kickoff event at Franklin Sherman Elementary School		Complete
Monday, November 8	Franklin Sherman/Polio Connection Story	OCCR	Complete
Monday, November 8	News story on website, sent to News Release list, shared on social media	Web and News Teams Delaina Christie	Complete
Tuesday, November 9	Photo Gallery on website	Web Team	Complete
Tuesday, November 9	Inova video 2 on website	Christie/Web Team	Complete
Tuesday, November 9	Employee News <ul style="list-style-type: none"> ● Inova video 2 ● WH/FS Event 	Christie/News Team	Complete
Wednesday, November 10	FCPS This Week <ul style="list-style-type: none"> ● Inova video 2 ● WH/FS Event 	Christie/News Team	Complete
Wednesday, November 10	English and Spanish Social Media- Inova video 2	Deliana/Cindy	Complete

Wednesday, November 10	WH/FS Video posted on website	Web Team	Complete
Thursday, November 11	Inova video 2 in Principal Toolkits SB Toolkits	Christie	Complete
Friday, November 12	Pop-up school-located pediatric vaccine clinics shared: <ul style="list-style-type: none"> • Staff Message • Family Message • Website • Shared to all elementary school websites 	Beth/Christie/Nancy	Complete

WEEK 17: November 15-21			
Date	What	Who	Status
Tuesday, November 16	Inova video 3 on website	Christie/Web Team	Complete
Tuesday, November 16	Employee News <ul style="list-style-type: none"> • Inova video 3 • Pop-up clinics 	Christie/News Team	Complete
Wednesday, November 17	FCPS This Week <ul style="list-style-type: none"> • Inova video 3 • Pop-up clinics • No testing Thanksgiving week 	Christie/News Team	Complete
Wednesday, November 17	English and Spanish Social Media - Inova video 3	Deliana/Cindy	Complete
Thursday, November	Principal Toolkit	Christie	Complete

18	School Board Toolkit		
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WEEK 18: November 22-28 <i>Thanksgiving Break: November 2-26</i>			
Date	What	Who	Status
November 23	Special Edition Newsletter to Staff and Community <ul style="list-style-type: none"> • Safety during holidays • Reminders about vaccine clinics 	Christie/News Team	Complete
November 26	Omicron Variant News Announced	News/Updates	

WEEK 19: November 29- December 5			
Date	What	Who	Status
Thursday, December 2	Employee News	Christie/News Team	Complete
Thursday, December 2	FCPS This Week- VaxUP, pop up clinics	Christie/News Team	Complete
Thursday, December 2	Toolkits- VaxUp-reminder of school-based clinics <ul style="list-style-type: none"> • Principal Toolkit • SB Toolkit 	Christie	Complete

WEEK 19: December 6-12			
Date	What	Who	Status

Tuesday, December 7	Employee News Vax Up - vaccination opportunities and boosters	Christie/News Team	Complete
Tuesday, December 7	FCPS This Week-VaxUp reminders	Christie/News Team	Complete
Tuesday, December 8	Pediatric vaccination rates slowing considerably	News/Updates	
Wednesday, December 9	Boosters recommended for ages 16-17		

WEEK 20: December 13-19			
Date	What	Who	Status
Wednesday, December 15	Employee News-VaxUP/Holiday Safety	Christie/News Team	Complete
Wednesday, December 15	FCPS This Week-VaxUP/Holiday Safety	Christie/News Team	Complete

WEEK 21: December 20-26 <i>Winter Break</i>			
Date	What	Who	Status

WEEK 22: December 27- January 2 <i>Winter Break</i>			
Date	What	Who	Status

WEEK 23: January 3-9

Date	What	Who	Status
Tuesday, January 4	CDC Recommends Pfizer's COVID-19 booster for ages 12-15 and reduced time between primary series		
Saturday, January 8	Employee News - Vax UP- New booster guidelines	Christie/News Team	Complete
Saturday, January 8	FCPS This Week	Christie/News Team	Complete

WEEK 24: January 10-16

Date	What	Who	Status
Tuesday, January 11	Employee News - VaxUP	Christie/News Team	
Wednesday, January 12	FCPS This Week - VaxUP	Christie/News Team	

WEEK 25: January 17-23

Date	What	Who	Status
1/18/22	Social Media - School-based clinic reminder	Delaina	Complete
1/18/22	Employee News - Boosters, Update status	Christie/News Team	Complete
1/19/22	FCPS This Week - call to action, list all places kids can get vaccinated	Christie/News Team	Complete

1/21/22	Social Media- Local physician's answer vaccine questions (video, re-run)	Delaina	Complete
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WEEK 26: January 24-31			
Date	What	Who	Status
1/25/22	Employee News - Update status	Christie/News Team	Complete
1/26/22	FCPS This Week - Reminder that vaccination is our best tool to protect against severe illness	Christie/NewsTeam	Complete
1/26/22	Social Media - VaxUp video featuring Dr. Brabrand and a school-based clinic	Delaina	Complete

Evaluation

To evaluate our first two objectives we relied on vaccination data provided by the Virginia Department of Health (VDH). The VDH dashboard allowed data to be viewed by locality, the number of doses, and age groups. Our third objective was measured by FCPS reporting of school closures due to COVID-19. This objective was achieved.

OBJECTIVE One (12- to 18-year-old vaccination): By September 30, the fully-vaccinated rate for children ages 12-18 in Fairfax County will reach 70%.

- On September 20, the Fairfax County Health Department presented VDH data showing [72.1% of adolescents 12-17 years of age are fully vaccinated, and 83.4% have received at least one dose of the COVID-19 vaccine.](#)
- On September 23, the VDH COVID-19 Vaccine Dashboard for Fairfax County showed:
 - [71.2% of 12- to 15-year-olds are fully vaccinated, and 81.7% have received a first dose and 71.2% are fully vaccinated.](#)
 - [80.9% of 16- to 17-year-olds are fully vaccinated, and 89.7% have received a first dose.](#)

OBJECTIVE Two (5- to 11-year-old vaccination): By January 31, 2022, the first dose vaccination rate for children ages 5-11 in Fairfax County will reach 70%.

- On January 31, the Fairfax County Health Department reported 48.05% of children 5-11 years of age received at least one dose of the COVID-19 vaccine.
- On January 31, the VDH COVID-19 Vaccine Dashboard for Fairfax County showed [52.4% of children 5-11 years of age received at least one dose of the COVID-19 vaccine. 43% were fully vaccinated.](#)
- Countywide vaccination demographic data was in line with our own data-driven benchmarks (5% lower than our vaccination-intent survey “yes” response data in line with the margin of error and the assumption that those in support were more likely to complete the survey) for all sub-groups.

OBJECTIVE Three (In-person learning): By January 31, 2022, FCPS will have ZERO full school closures.

All schools remained open from the start of school on August 23, 2021 through January 2022, meeting objective #3 of the plan. Schools saw [low numbers of outbreaks](#) with [32 classes out of all 199 schools paused](#).

- By the end of January, student attendance rates were lower than average at 5.4% compared with an average of 5.8%
- [Enrollment in FCPS' Virtual Program](#) declined as students felt safe enough to return to in-person learning.
- [Sub-fill rates](#) were back up to the average of 75% and climbing
- [Total student membership](#) increased from 178,595 in September to 180,182 in January – a gain of 1,587 students, indicating increased trust in the school division and its health measures.

[FCPS' kick-off of the national 5- to 11-year-old vaccination campaign](#) - While initially perceived as potentially risky for our politically divided community, the campaign proved an overwhelming success. It produced over [2,500 positive media stories](#) in the lead-up and implementation in late October/early November 2021, largely carrying our messaging and branding, cementing the school division as a national leader in the critical work of keeping schools open and safe.

OVERALL GOAL

Ensure an environment in which all schools can remain open throughout the pandemic surge to foster and start to build back parental trust.

- All schools remained open.
- Indicators that trust increased include:
 - Decline in enrollment in the Virtual Program as students and families felt safe to return to in-person learning.
 - Total student membership increased from September to January as families' trust in the school division and its health measures increased.

- Sub-fill rates returned to average as substitutes felt safe coming into the school building.

NEXT STEPS

FCPS remained compliant throughout with SB 1303, which requires Virginia school divisions to comply with CDC guidance to ensure 5 days of in-person learning per week. Compliance was particularly critical in maintaining and starting to rebuild a level of [trust in our school district](#) – trust that FCPS, the Board, and the superintendent always follow the law; trust that we have the genuine expertise needed to keep students safe; and trust that we have the best interests of our students at the forefront of our work.

Furthermore, compliance on this topic went on to provide the groundwork around state law and compliance with CDC guidance for what proved to be the school division's [successful lawsuit](#) around [masking](#) and the right of School Boards to make policy when it arose in the final week of this campaign.