

1. What is your vision for the future of Frederick County Public Schools? As a member of the County Council, how would you support this vision?

My vision for Frederick County Public Schools is to be the premier public school system in Maryland, where every student has a clear path to success from universal Pre-K through graduation and beyond. That vision also means every educator and staff member is valued, respected, and able to thrive in the community they serve.

This includes competitive compensation that attracts and retains excellent educators and staff. The class sizes are manageable to support effective teaching and learning, and all students have equitable access to the full range of academics, arts, and career programs that prepare students for college, careers, and skilled trades.

As a member of the County Council, I will support this vision by making education funding a top priority, fully considering and supporting Board of Education budget requests that reflect the true needs of our students and staff, and honoring our commitments to negotiated agreements. I will also work collaboratively with the Board of Education, Superintendent, and our state delegation to ensure FCPS has the resources necessary to maintain excellence and plan for the future.

2. What do you consider to be appropriate funding for Frederick County Public Schools? Explain.

"The whole people must take upon themselves the education of the whole people and be willing to bear the expenses of it." – John Adams

With this quote in mind, investing in public education is not simply a budget item, but the shared responsibility and foundation of a thriving community. While no amount of funding may ever feel like it's enough to meet every need, appropriate funding means fully meeting our legal and moral obligations to Frederick County Public Schools and ensuring every student and educator has the adequate resources necessary to succeed.

This includes fully funding state-required formulas, honoring negotiated agreements, and prioritizing competitive compensation to attract and retain high-quality educators and staff.

We must approach the FCPS budget not as an expense to be minimized, but as an investment in our county's future. Strong schools strengthen our workforce, our economy, and our communities. Education funding should be a top priority in our county budget, not something that must compete for adequacy each year. As a Council member, I will support responsible, sustainable funding that prioritizes education, protects classroom resources, and ensures Frederick County Public Schools remain among the best in Maryland and the nation.

3. Frederick County Teachers Association (FCTA), Frederick Association of School Support Employees (FASSE), and Frederick County Administrative & Supervisory Association (FCASA) support a revenue structure that provides a predictable, dependable, and stable source of long-term funding for public education. What specific actions would you take to create such a revenue stream, and how would your approach ensure schools receive adequate and sustained funding?

I strongly support creating a predictable, dependable, and stable source of long-term funding for public education, and I recognize that this requires commitment at both the state and local levels.

First, I will actively advocate for improvements to the funding formula under the Blueprint for Maryland's Future to ensure Frederick County Public Schools receives its fair and equitable share of state funding. This would include advocacy for student enrollment counts in late January vs Sept with a hold harmless provision for schools that may experience enrollment drop off. These numbers would lead to a more balanced outcome in the state level formula to fund more accurate enrollment numbers

Second, I will make education funding a top priority in the county budget. This includes supporting full funding of Board of Education operating requests whenever possible, meeting and exceeding Maintenance of Effort with a built-in measure for inflation. I will also advocate for a defined percentage of new tax revenues from the Data Center Development be allocated to FCPS. This percentage would provide additional funds that will be predictable and significantly improve compensation for teachers and staff to improve recruitment and retention metrics we must achieve to guarantee success for our students. This would ensure our educators, support staff, and administrators are compensated in a way that reflects their professionalism and value to our community and allows them to live where they work.

Finally, I will work collaboratively with our employee associations, Board of Education, and fellow elected officials to ensure transparency and stability in school funding. Our educators and staff should not have to wonder each year whether the resources they need will be available. Strong, consistent investment in public education is an investment in the future of Frederick County.

4. Recruiting and retaining a diverse workforce that reflects the growing diversity of the student population is essential to improving student achievement. What is your role in supporting the recruitment and retention of a workforce that truly mirrors our students?

My professional background includes nine years of recruitment and retention in the hospitality and healthcare industries, where I learned that building a strong workforce requires both long-term planning and intentional investment. As a member of the County Council, my role is to support policies and funding that make Frederick County Public Schools an employer of choice for a workforce that reflects the diversity of our students.

One of our greatest opportunities is to grow our own future educators. Many FCPS graduates aspire to become teachers and support staff, but too often they cannot afford to return and live in Frederick County. I will support partnerships between FCPS, local colleges, and the county to strengthen teacher pipeline programs, including scholarship, mentorship, and tuition assistance opportunities that encourage our students to return and serve in our schools.

Retention is equally important. While compensation is critical, we must also look at additional supports that make long-term careers in FCPS sustainable. This includes exploring student loan repayment or assistance programs tied to years of service, supporting attainable housing options, and ensuring educators and staff can live in the community they serve. Addressing affordable housing through implementation of the county's strategic plan, informed by just released Housing Needs Assessment, will be key to expanding attainable housing opportunities for FCPS teachers and staff.

Finally, I will support continued investment in positive working environments, professional growth opportunities, and collaborative leadership. Recruiting and retaining a diverse and talented workforce requires intentional effort, and I am committed to supporting policies and funding that ensure FCPS can attract and retain the dedicated professionals our students deserve.

5. What is your specific plan to provide adequate space for all Frederick's school children? What would you do to alleviate the overcrowding that currently exists in many of our schools?

Providing adequate space for all Frederick County students requires long-term planning, sustained capital investment, and coordination with our county's growth. In addition to my support for predictable and stable operating funding, I will support long-term, strategic capital investments to build and maintain the schools our students and staff deserve.

Frederick County has made progress in recent years by forward-funding capital improvements; however, we must continue to strengthen this approach to ensure school construction keeps pace with enrollment growth. I support leveraging all available funding sources, including school construction excise taxes and revenue from data center development, to accelerate critical capital projects and deliver needed classroom space more quickly.

Addressing overcrowding also requires investing in the people who make those classrooms successful. New and expanded facilities must be matched with the recruitment and retention of qualified teachers, support staff, and administrators. Sufficient space alone is not the answer, students and educators need the full resources necessary to support an optimal learning environment.

I support continued collaboration between the County Council, Board of Education, and planning officials to better align school construction, infrastructure, and development decisions. We must also ensure that growth pays for growth, so school capacity keeps pace with development and does not place additional strain on existing students, educators, and taxpayers.

6. Inequities in technology, space, and functionality, such as Wi-Fi network resources, exist among buildings. How do you see the need to renovate older schools fitting into the Capital Improvement Plan (CIP)? How should the replacement and/or renovation needs of older buildings be prioritized and funded?

Addressing inequities in technology, space, and functionality must remain a central priority within the Capital Improvement Plan (CIP). Frederick County has continued to invest in school construction and modernization, but many older schools still face significant challenges that impact both student learning and educator working conditions.

The current process, guided by the Educational Facilities Master Plan developed by Frederick County Public Schools, appropriately considers enrollment growth and capacity needs. However, we must also ensure that aging facilities, like Brunswick High School, are prioritized when building conditions, outdated infrastructure, and functional limitations affect the educational environment. Equity must include not only where growth is occurring, but also the condition and functionality of existing schools.

I support exploring how increased tax revenues, including those generated from data center development, can be strategically invested to accelerate long-needed renovations and replacements. Reliable technology infrastructure such as Wi-Fi are essential tools for both teaching and learning.

Equally important is ensuring that educators and support staff are directly involved in the planning and design process. The professionals working in these buildings every day have insight into what works, what does not, and what students need to succeed. Their input should help shape renovation and replacement projects so that the result supports both effective instruction and a positive working environment.

As a member of the County Council, I will support a Capital Improvement Plan that prioritizes equity, invests in modern learning environments, and ensures all students and educators have access to safe, functional, and up-to-date facilities.

7. Under what circumstances, if any, would you support privatizing or outsourcing work currently being done by FCPS staff?

As a parent and community member, I want the work currently performed by FCPS staff remain with FCPS employees. The individuals who serve our students every day play an essential role not only in their education but also in their safety, well-being, and overall school environment.

Keeping these roles within FCPS helps ensure accountability, continuity, and the high standards our families expect. Direct employment also supports employment stability, retention, and the strong relationships that are critical to student success.

FCPS decisions must prioritize what is best for students, maintain safety and quality standards, and demonstrate clear and necessary benefit. Cost alone should not be the determining factor.

As a member of the County Council, I will support FCPS in maintaining a strong, qualified workforce and ensuring staff have the resources and stability needed to serve our students effectively.

8. Please explain why collaboration with FCTA, FASSE, and FCASA is essential for members of the County Council and describe the specific steps you would take to ensure that collaboration is both genuine and consistently upheld.

I thrive in collaborative environments, and I will bring that energy to the county council. This collaboration is essential to ensure the council has a deep understanding of the current state of FCPS as a whole and the needs when considering important funding decisions. I propose that each council member visit every school in their district to gain a true understanding of the schools they represent in their council role.

Another specific step I would take is to implement ongoing listening sessions with teachers and support staff with elected officials. Another group of staff members who could be extremely valuable for collaboration is teachers who have also worked within the central office and have experience in both classrooms and leadership roles there. These educators offer a unique perspective, helping make meaningful changes in our students' education and ensuring they are heard and valued.

9. For current County Council members: please list three accomplishments you are most proud of during your time on the Council, as well as three areas where you believe the Council has fallen short or actions you would change. For candidates who do not currently serve on the Council: please respond to these questions based on your observations of the Council's work.

Accomplishments:

1. *Continuing to fund FCPS above MOE*
2. *New School completion for Valley Elementary*
3. *Completed new libraries for Myersville & Middletown communities, and created new senior center for Middletown community with the old library building*

Fallen Short/Actions I would change:

1. *Brunswick Community does not feel they have received adequate representation from current council member, and I am focused on changing this in my representation*
2. *Increase engagement with businesses in District one. This appears to be an area for significant opportunity to see a closer partnership with county government.*
3. *Work to find creative ways for the Career & Technology programs to have a greater capacity of students. Including partnerships with industry, and with FCC to expand capacity.*

I'm **Jenn Alcorn** — a lifelong Frederick County resident, mother of three, and advocate shaped by both hardship and hope. After losing my husband, a Frederick City Police officer, in the line of duty in 2021, I found purpose in amplifying the voices of surviving families of fallen first responders. With more than two decades of experience in hospitality and health care leadership, I'm running for **County Council in District 1** to bring grounded, compassionate, and commonsense leadership to our community — ensuring Frederick County remains the extraordinary place we all call home.

Jenn Alcorn is a lifelong Frederick County resident, a mother of three, and an advocate shaped by both hardship and hope. After her husband, a Frederick City police officer, died due to occupational heart disease in 2021, she found purpose in amplifying the voices of surviving families of fallen first responders. With more than two decades of career experience in hospitality and healthcare, she is running for Frederick County Council in District 1 to bring grounded, compassionate, and commonsense leadership to the community to ensure Frederick County remains the extraordinary place we all call home.

Jenn has a long history of investing her time and resources in Frederick. She is a 2012 graduate of Leadership Frederick County. Her involvement with the Frederick Chamber includes volunteering as an ambassador and helping to create the young professionals group Generation Connect, serving on its steering committee and as co-chair. Additional community involvement includes the Frederick County Tourism Council, the Mental Health Association of Frederick County, support roles with Girl Scouts and Boy Scouts, Blessings in a Backpack food deliveries, Career & Technology Center Business Advisory Committee, and Middletown High School Drama Boosters.

After her husband's death from occupational cardiovascular disease, Jenn has advocated for survivor benefits at the local, state, and federal levels on various pieces of legislation and policy changes. She is a current board member of Phoenix Advocates, an organization founded by first responder widows with a mission to educate first responders and their families and to support surviving families who have experienced the death of a first responder.

This is Jenn's first time running for office. She has previously supported several local candidates and campaigned in 2013 to change the county government from a commission to a charter system, including phone banking to educate voters about the change and its benefits.

Jenn's ability to ask tough questions and her determination to find answers will benefit everyone she represents on the council, including those who agree and disagree with her. Her problem-solving skills and empathetic approach make her a leader who will do the hard work local elected officials must take on.