

Goal & Strategies**Draft KPI****Additional
resources
needed?**

Goal #1 Utilize 21st Century Public Relations Tools and Strategies to Improve Two-Way Communications			
1.1	Create and adopt Social Media Policy and Guidelines for SM use	Social Media Policy will be presented by end of Y1Q2 and adopted by end of Q3; All Division and school-level sites will contain guidelines and conform to policy by Y1Q4	no
	Create and adopt annual Social Media Strategy	Social Media Strategy will be presented by end of Y1Q3 and adopted by end of Q4.	no
1.2	Establish Social Media Presence for School Division Using Facebook, Twitter, LinkedIn, Youtube, blog at minimum	Establish ACPS on FB by end of Y1Q1.	yes
	Continue Division branding into electronic realm (recognizing Brand is not the logo, but the public perception of the organization)		yes
1.3	Become producer of media for community	Evaluate print publications and move to more "paperless" strategies	yes
	Increase use of audio, video and visual texts		yes
	Utilize smart [interactive] media releases and audio/video in News		yes
	Create ACPS YouTube Channel for centralizing videos on YouTube	ACPS YouTube Channel will be established by end of Y1Q1.	no

1.4	"Friends of ACPS" through Listserv	Listserv will be established by end of Y1Q2; Monthly distributions will be established by end of Y1Q3. 500 subscribers will be achieved by Y1Q4. 2500 subscribers will be achieved by Y2Q2	yes
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Goal #2 Manage Stakeholder Relations and Improve Transparency

2.1	Utilize systematic surveying at Division and District level to improve stakeholder relations, increase sense of ownership	Surveying Policy will be presented by end of Y1Q2 and adopted by end of Q3.	
	Establish a surveying calendar and systematically survey	Division surveying calendar will be established by end of Y1Q2, listing 100% of division-wide surveys (employees, parents, etc.).	
	Internal stakeholders: opening of school, issues		
	School Fall Survey: establish school as welcoming place, feedback on teacher/principal interaction, safety, etc.		
	Winter: Division survey, strategic, budget to all community members, not just parents		
	Spring: Close of school		
	Report results and communicate what was done based on input	The percentage of surveys with established reporting systems of results will be 90% by end of Y1Q4.	
2.2	Establish key communicator network for Division news, crisis communications and issues management	Key Division communicators will be designated by end of Y1Q2.	
	Identify key leaders by leveraging connection with Chamber, Parent Council, Principals	Key community leaders will be designated by end of Y1Q2 .	
2.3	Develop key ACPS story points based upon School Board identified goals and college workforce readiness skills	Key ACPS story points will be developed and presented by end of Y1Q3.	
	Align with Governor's Focus on Higher Education and ROI		
2.4	Systematic education of public and BOS in operations of school division, funding sources, spending, challenges, trends	Ed Talks -- topics and speakers -- will be prepared by end of Y1Q3;	

	Simplify Budget communications to one-page income statement and one-page goals/summary sheet	Request to Fiscal services in Y1Q1. Draft income statement to SB by end of Q2. Final statement approved for distribution in Q3.	
	Develop List of questions/key information points desired by community and provide information	Include questions in fall climate survey Y1Q2; Y2Q2	
	Develop topics and speakers for Education Talks [ED Talks] working from survey information and Communications SWOT analysis	Develop ED Talks plan by Y1Q2 (including target organizations and topics)	

Goal #3 Improve Public Ownership of Public Schools by Telling ACPS Story 365

3.1	Update Vision/Mission/Goals to reflect change since written (2004) and connect better with stakeholders	Query Board during Y1Q1. Present draft for approval by end of Y1Q2; utilize new language in 2011-12 budget process	
3.2	Invite BOS, Key Communicators to Schools	Developing calendar for regular invitations during Y1Q2	
3.3	Face to Face Community Engagement through study circles, forums/discussion and face to face meetings	Individuals in three target groups -- business persons, church/nonprofit leaders, service organizations -- will be designated by end of Y1Q2.	
	Businesspersons breakfast	Public/private partnership proposal will be offered during Y1Q2.	
	Church/non-profit leaders	Thank you/continued needs breakfast will be held during Y1Q3.	
	Speak at service organizations – Ed Talks	A minimum of four talks will be presented by staff at end of Y1Q4; each Board member will present a minimum of one time per school year	
3.4	Business Advisory Group for budget/efficiency review	Fifteen target names will be designated within Y1Q2; 100% of recruitment meetings will be held by end of Q2. Initial meeting will be held within Q3.	
3.6	Legislator Forum with public conversation re: funding, college/workforce readiness skills	State and National legislators will be contacted re Forum on Education by end of Y1Q2. Forum will be held by end of Y1Q4.	
3.7	Continue Realtor Tour and invite BOS members, key communicators	Realtor Tour will be held annually each spring; Develop additional resources for realtors based on feedback	

Goal #4 Improve leadership communication capacity (board and staff)

4.1	Emphasize strategic nature of communications	Specific points of strategic communications policy to be presented by end of Y1Q2 and adopted by end of Q3.	
4.2	Require annual communication plan for each school	65% of schools will have written communications plan by end of Y1Q4. Y2Q2: 80%. Y2 Q4: 100%	
4.3	Communications training for all administrators	100% of administrators will have undergone strategic communications training by end of Y2Q1.	
	Communications training for all new administrators	Training plan completed by Y1Q4. Media training implemented for all new administrators Y2Q1.	
4.4	Utilize tools such as School Website, notification system, social media to engage community	By end of Y1Q4: 30% of schools will use Social Media; 100% of schools will post electronic newsletters and outreach message; 100% of schools will send quarterly outreach message to parents	
4.5	Make SB actions and discussions easily available to the public	100% of board podcasts posted within 2 days	
	Systemize process for timely public access to SB minutes	Process developed by Y1Q3	
	Develop user-friendly guide to Electronic School Board	Guide developed and posted by Y1Q2	
	Improve approachability / look of ESB home page; write FAQs	Homepage of ESB redesigned Y1Q3; Electronic School Board FAQs will be completed by Y1Q2	
4.6	Develop Board Annual Planning Process		
	SMART Goals	SB will develop Board SMART goals annually	
	Communications Plan & Strategies	Annual plan to be reviewed/evaluated by end of Q4 each year; new plan developed by end of Q1 each year.	

	Annual Board priorities and school division story	Board will solidify the school division's annual mission and distill into no more than 3 to 5 key initiatives that will serve as board priorities and key message for that year by Q1 of each year	
	Increase transparency to stakeholders through Social Media	40% of board will have established social media connection by Y1Q4.(see related goal for improved access to Board podcasts, minutes, agenda)	
	Systemize Board Legislative Outreach	Continue to identify two Board members to serve one-year terms as legislative liaisons; Board legislative liaisons increase awareness, obtain board concerns by introducing topic/ have discussion/ on agenda quarterly	
		100% of board members will reach out to legislators one time per quarter	
4.7	SB Orientation and Leadership Development	100% of new board members will participate in VSBA orientation	
		All SB members will participate in two professional development opportunities each year.	
	Media training for board members	All SB members will participate in a media training session each year.	

Goal #5 Locate and Achieve Alternative Sources of Funding in Community

5.1	Grants – Establish point person in division responsible for discovering grant funding opportunities and managing applications	Identify grant responsibilities by end of Y1Q2. Designate individual responsible for funding opportunities and applications by end of Y1Q3.	yes
5.2	Educational Foundation: research current efforts and available plans	Report to SB, with recommendations, by end of Y1Q4	yes
5.3	Alumni Relations: Establish systematic plan for capturing alumni contacts, develop ongoing communications	Develop plan by end of Y1Q4.	
5.4	Business partnership and sponsorships	By end of Y1Q3 identify twenty sponsorship opportunities (specific list with price tag for each). Maintain rolling list indicated funded opportunities and those still available.	

Goal #6 Streamline and simplify access to communications for parents and staff

6.1	Division level communications audit including review of Parent Council, PTO and "matters" tools with focus on deduplication, effectiveness	Communications audit will be conducted by end of Y2Q1.	
6.2	Work with DART and Instruction to create customized interface with the Division ("Parent Portal") through employee, parent, student login	Communications participate in all Division committees creating technology interfaces that have stakeholder implications	
6.3	Strategically and proactively manage communications for all new division initiatives, PMOC charters and project management	Include communications evaluations as KPI for all project charters; 100% of new projects will include communications plan	
6.4	Redesign Division level web site for user-friendly interface	New site unveiled by Y1Q2; Communications Coord & team design new Parent Portal	
6.5	Develop consistent template structure for individual school web sites	Template developed Y1Q4; in use by 50% of schools Y2Q1; all schools Y2Q2	
6.6	Develop centralized document manager for school and division-level documents, develop procedure for use and train school web coordinators	Developed by Y1Q2; in use at Division level Y1Q2; in use a school level Y2Q1	
6.7	Develop quarterly internal and external communications calendars for Division and School-level use; monitor		
6.8	Streamline school forms and communications for translation and consistency		
	School handbooks will be consistent at the elementary, middle and high school level for ease of use, translation and cost-effectiveness	Elementary school handbooks systematized for Y1Q4; middle and high school handbooks for Y2Q4; obtain single vendor pricing each year	

6.9 Key Division Communications materials will be translated into targeted languages

Website and Parent Portal have dynamic translation into all languages in our population; SchoolTalk and other key communications in Spanish by Y1Q4

yes

Goal #7	Ensure employee communications are consistent, timely, accurate and relevant	
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7.1	Develop systematic communications procedure for communications to ACPS stakeholders: Board, Staff, Students and Families.	Draft process will be presented during Y1Q2 and adopted by end of Q2.
7.2	Evaluate effectiveness of Division-level electronic newsletter and re-purpose to meet employee communications needs	Internal employee communications survey results analyzed Y1Q2; questions on internal survey for 2010-11 Y1Q2
7.3	Employee communications audits of each school	Northern Feeder Pattern audit by Y1Q4, Western Feeder Pattern Y2Q2, Southern Feeder Pattern Y2Q4
7.4	Annual communications strategy meetings with each school principal	Annually by end of Q1
7.5	Communications goals adopted by each school principal as part of TPA	Annually by end of Q1
7.6	Create culture of transparency, of valuing employee input and feedback, of considering employees as ambassadors of customer service, consistent with Baldrige methodology	Division leadership will model open communications using face-to-face, online, print and multimedia methods; Leaders will be held accountable to quality of communications and employee candor