

	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
1.2	Develop annual Social Media Strategy that aligns with annual key messages and goals	Social Media Strategy will be presented by end of Y1Q3 and adopted by end of Q4.	no
1.3	Become producer of media for community through increased use of audio, video and visual texts; interactive media releases using Division branding/ key messages	Establish Social Media Presence for School Division Using Facebook, Twitter, LinkedIn, Youtube, Flickr, blog	yes
1.4	Develop electronic "Friends of ACPS" communications database using list management communications tool.	Tool to manage list will be determined by end of Y1Q2; First communication will be sent by end of Y1Q3. 500 subscribers will be achieved by Y2Q1. 2500 subscribers will be achieved by Y2Q4	yes

Goal #2	Manage Stakeholder Relations and Improve Transparency		
2.1	Establish a Division Surveying Coordination Team to manage, vet, track and troubleshoot all surveys	Surveying Team will be established by end of Y1Q2 and in use by end of Q3.	
2.2	Develop a systematic surveying calendar to manage Division/school level surveys. Surveys will be strategically coordinated and aligned to improve stakeholder relations, increase sense of ownership, and lessen "survey overload"	Division surveying calendar will be established by end of Y1Q3, listing 100% of division-wide surveys (employees, parents, etc.).	
2.3	Establish mechanism to publish survey results as well as actions taken as result of stakeholder input to show direct cause/effect of public engagement	The percentage of surveys with established reporting systems of results will be 90% by end of Y1Q4.	
2.4	Establish "Key Communicator Network" of important internal and external stakeholders to be used for Division news, crisis communications and issues management	Key Division communicators will be designated by end of Y1Q2.	
2.5	Develop annual ACPS Key Messages based upon School Board identified goals.	ACPS Key Messages will be identified and approved annually prior to July 1 of school year.	
2.6	Develop "Ed Talks" [public presentations] to systematically educate public about operations of school division, funding sources, spending, challenges, trends, ROI	Utilizing survey data and other input, develop Ed Talks plan by Y1Q2 (including target organizations and topics)	
2.8	Make SB actions and discussions easily available to the public through systematized process for timely public access to SB minutes and podcasts	Process for minutes developed by Y1Q3; Vendor/resources for podcast management identified by Y1Q3; 100% of board podcasts posted within 2 days by Y2Q1	
2.9	Improve approachability / look of ESB home page; write FAQ; develop user-friendly guide to ESB	Homepage of ESB redesigned Y1Q3; Electronic School Board FAQs will be completed by Y1Q3; Guide developed and posted by Y1Q3	

Goal #3	Improve Public Ownership of Public Schools		
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, events and face to face meetings, including Ed Talks	Individuals in three target groups -- business persons, church/nonprofit leaders, service organizations -- will be designated by end of Y1Q2; Public/private partnership proposal will be offered during Y1Q2.	
		A minimum of four Ed 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	Organize Public Education Forum for local, state, federal elected officials to engage in public conversation re: funding, college/workforce readiness skills, future of public education (Moderated Panel Format with audience Q&A)	State and National legislators will be contacted re Forum on Education by end of Y1Q4. Forum will be held during of Y2Q2 or Y2Q3.	
3.7	Schedule annual Realtor Tour of selected schools with expanded invitations to BOS members, key communicators, business partners	Monitor feedback and impact of tours; Develop additional resources for Realtors based on feedback	

Goal #4	Improve leadership communication capacity (board and staff)		
4.1	Emphasize strategic nature of communications to Board, Leadership Team	Specific points of strategic communications policy to be presented by end of Y1Q3 and adopted by end of Q4.	
4.2	Require annual communication plan for each school	65% of schools will have written communications plan by end of Y1Q4. Y2Q2: 80%. Y2Q4: 100%	
4.3	Implement Communications training for all administrators on a three-year rotation	100% of administrators will have undergone strategic communications training by end of Y2Q4.	
	Make Communications training a required part of orientation for all new administrators	Training plan completed by Y1Q4. Media training implemented for all new administrators Y2Q1.	
4.4	Utilize electronic communications 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	
4.6	Develop Board Annual Planning Process, including SMART Goal(s), communications plan, strategies, resource sharing, event scheduling, committee representation, data review and priority setting	Annual plan to be reviewed/evaluated by end of Q4 each year; new plan developed by end of Q1 each year; Develop annual Board SMART goal before Q1 of 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)	

4.7	Systemize Board Legislative Outreach through continued appointment of legislative liaisons, established information sharing process and individual Board member communication with elected officials according to timeline	Continue to identify two Board members to serve one-year terms as legislative liaisons; Place legislative reports/discussion on SB agenda quarterly for input/awareness; 100% of board members will reach out to legislators one time per quarter	
4.8	Revise SB Policy BG and publicly measure Board members' training, participation, activities in conjunction with annual evaluation and accountability measures	100% of new board members will participate in VSBA orientation; All SB members will participate in two professional development opportunities each year; All SB members will participate in a media training/FOIA session each year.	
4.9	Establish Repository for School Board member information (e.g. an online manual)	Develop manual by Y2Q2; evaluate semi-annually for updates/additions	
4.11	Establish protocols for constituent and staff relations; make part of Board training and evaluation		

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	Designate individual or team responsible for locating funding opportunities and writing/reviewing/coordinating applications by end of Y1Q3.	yes
5.2	Evaluate partnership with PEF, research current efforts and analyze pros/cons of establishing ACPS Foundation	Report to SB, with recommendations, by end of Y1Q4	yes
5.3	Establish systematic plan for capturing alumni contacts, develop ongoing communications with alumni	Develop plan by end of Y1Q4.	
5.4	Forge Business partnership and locate 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.	
5.5	Determine database tool for donor relations; begin donor database	Tool identified by Y1Q4; Mechanism to track those who have donated established by Y2Q1;	
5.6	Create systematic partnership with local non-profit organizations who fund or provide services to schools, education programs, students	Identify coordinator/team to liase with non-profits; select annual partners by Q1 each year, according to need, strategic goals;	
5.7	Increase number of community volunteers and total number of volunteer hours in our schools	Develop database tool to track volunteers at school and Division level Y1Q4; Track, thank and promote volunteerism and results of work.	

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 participation 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; Pursue new software solution	New site unveiled by Y1Q2; New software solution identified by Y2Q1.	
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 Y1Q3; 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, handbooks and communications for translation and consistency	Elementary school handbooks systematized for Y1Q4; middle and high school handbooks for Y2Q4; Common forms identified Y1Q4; translated and made "paperless" Y2Q2	
6.9	Translate Division communications materials into target languages	Targeted languages established annually by Y1Q1; Dynamic Website and Parent Portal translation; Consistent translation vendor established; SchoolTalk in Spanish for 2011-12	yes

6.11	Determine mechanism for improved, automatic teacher-parent, student-teacher, student-student email communication with individual accounts and distribution lists managed through SIS		
6.13	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.	

Goal #7	Develop Employee Ambassadors through Two-Way Internal Communications		
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 Q3.	
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	Consultation held annually by end of Q1; evaluated annually by end of Q4 (see related goal 4.3)	
7.5	Communications goals adopted by each school principal as part of TPA	Created annually by end of Q1; evaluated annually by end of Q4	
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	