

Comprehensive, Strategic, Year-Round Communication Program

Entrant:

Nicole Kirby, APR
Director of Communication Services

Park Hill School District
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Team:

Samantha Fitzgerald, communication specialist
Matthew Kenwright, communication specialist
Paul Lewis, video technology specialist

District:

Suburban
11,617 students



Park Hill School District

Building Successful Futures • Each Student • Every Day

Program Synopsis:

Strategy:

Strategy drives our Park Hill Communication Services team. Everything we do is connected to the overall goals and objectives of our school district, and we use strategic, four-step communication plans to organize our work.

District:

The Park Hill School District is in a suburb of Kansas City, Missouri. Serving more than 11,600 students, Park Hill has about 33-percent free and reduced lunch and a similar proportion of students from minority groups. A growing district, as Park Hill's diversity has increased, its academic performance has also increased.

Communication Team:

The Park Hill School District first hired a communication coordinator in the 1980s. In 1999, Nicole Kirby took over this position. Since then, the position grew and the responsibilities of the department grew. As the senior leadership began to see the importance of the function in 2005, communication services became a director-level position that attended cabinet meetings.

Today, the team also includes Matthew Kenwright, communication specialist; Samantha Fitzgerald, communication specialist; Paul Lewis, video technology specialist, and Cindy Small, part-time administrative assistant.

Department Mission:

In order to bolster support for the Park Hill School District and strengthen relationships with district stakeholders, the communication services department facilitates two-way communication and provides timely, accurate information tailored to the needs of key customers.

Department Vision:

Engaging the community to support our students and schools

Program Summary:

Research:

Each year, I meet with the superintendent and review the district's strategic plan to help us align the Communications Services department's annual communication plan with district priorities:

- Superintendent Dr. Jeanette Cowherd prioritizes building and maintaining strong relationships with key district stakeholders. Supporting these efforts has been a key focus of our annual department communication plans.
- Our district strategic plan has two main goals: each student will graduate ready for college, career and life, and we will ensure success for all students, regardless of background. Our annual communication plans support these goals.

We also review the following data to help us establish our goals and objectives for the Communications Services department's annual communication plan. :

- **Previous results:**
We examine our results from the previous year's communication plan evaluation to help us inform our next cycle of communication and improvement.
- **Communication plans:**
We monitor the progress and outcomes of our strategic communication plans. We also track the number of plans we complete with other departments and schools as a measure of the strategic communications support we provide.
- **Patron Insight survey:**
We conduct an annual telephone survey of the community, which covers opinions of district performance, including the efforts of the district to communicate and efforts of the district to include the public in decision-making. We also use this survey to track public perceptions on our financial communication and to gauge how people get their information about the district. This year, we started asking patrons whether they would recommend the Park Hill School District. We have been conducting this survey annually since 2008, and we analyze our longitudinal results over the years to identify patterns in our performance.
- **Annual parent and student surveys:**
Our department of quality and assessment annually surveys staff, parents and students, using a national tool that allows us to benchmark our results against similar districts nationwide. We work closely with this team on questions about how these audiences get their information.
- **Communications tracking:**
We track each communication we put out as a team, and we monitor whether each one has a message about one of the stakeholder information needs we identified with our Communication Advisory Team. This representative group of our stakeholders helped

us name the kinds of information that our audiences want us to provide. Each month, we have a target for each stakeholder information need, and we monitor whether we had enough communications about that area to hit our target.

- **Accuracy log:**
We track any errors we make each month, using a method similar to an injury sign at a construction site – “no errors in the last two months.” This leads to discussions about improving our processes to prevent the errors from happening again in the future.
- **Facebook organic reach:**
We use the insights provided on this social media tool for message testing, to help gauge how engaging our messages are and to identify which messages are effective with our audiences and which are not.
- **Email newsletter open rates and click rates:**
We use the metrics provided by our email marketing tool to measure which messages are most effective in engaging our audiences.
- **Deadlines:**
We track each deadline we set as a measure of how timely our communications are.
- **School communications:**
We track the number of communications we put out about each individual school, to ensure we provide roughly balanced numbers of messages about each building. Staff and parents told us in our research that they want to see content from their buildings, so we set up a system to make sure each building would be represented each month.

Planning:

Using our research, we set our department goals and measurable objectives each year, we report them, and we monitor our progress and performance throughout the year.

- **Annual strategic planning retreat:**
Each June, I meet for two days with the Communication Services team to create our plans for the coming year:
 - **Annual department communication plan:**
The annual plan targets the district’s and the superintendent’s key priorities.

We create our annual plan using the four-step method, starting with the evaluation of the previous year’s data. We do an in-depth review of all our research. Then, as part of the planning step, we conduct a situation analysis, using the SWOT (strengths, weaknesses, opportunities and threats) tool. The planning phase also includes affirming our team’s mission, vision and stakeholders. In the implementation, we set out our goals, measurable objectives and strategies for the coming year.

- **Balanced scorecard:**

Our department's balanced scorecard is a way to monitor our performance on all our key processes, not just the items in our annual communication plan. This is a document we created several years ago, taking more than a year to carefully identify our processes and the most appropriate measures of those processes.

During this annual planning retreat, we reevaluate our scorecard, making sure the measures and targets are still appropriate for the next year.

- **Communication plan review:**

We evaluate each of our communication plans from the previous year, discussing how well we achieved our measurable objectives.

- **Report to the Board of Education:**

After the team develops our annual communication plan, I prepare it for presentation to our Park Hill Board of Education.

Usually, this report appears in the Board's consent agenda and appears publicly in our online agenda and in the "Board Highlights" email newsletter we send after each meeting. This past year, I provided a detailed presentation to the Board, including our measurable results. This proved so popular, the Board requested similar presentations from other departments.

- **Monthly strategic review:**

On the first Wednesday of each month, our team reviews each measure on the balanced scorecard to evaluate our performance and progress. We also post our results in a visible area of our department.

- **Weekly process review:**

Every Wednesday morning, including during the monthly strategic review meeting, we meet to discuss our work on the tactics and strategies of our overall communication plan and our individual communication plans.

Implementation:

Our comprehensive, strategic, year-round communication program focuses on certain areas each year, as set out in our annual department communication plan. But we also have strategies that we carry forward from year to year to meet our district and department goals.

- **Implementation of annual communication plans:**

Each year, after reviewing our research and creating our annual communication plan, we implement the strategies and tactics to support those plans. This year, we focused on two key areas:

- **Redistricting (see support material):**

As we had to adjust our boundaries for all our schools, K-12, we conducted a campaign to engage and inform our parents in this decision-making process.

- **Marketing** (*see support material*):
As the school-choice movement picks up steam in Missouri, we are preparing to get ahead of the attacks and the increased competition.
- **Ongoing strategies and tactics:**
Regardless of our strategic focus for the year, we always maintain our efforts in these areas:
 - **Strategic communications planning**
We use the RPIE method to plan our own communication efforts and support other administrators in their communications.
 - **Public engagement**
We administer “Park Hill Listens,” our online public engagement site, which includes our comment portal. We work with other departments to administer surveys, focus groups, task forces, online feedback forms and other opportunities to bring stakeholders into the district decision-making process.
 - **Crisis communications**
We provide timely communication in the event of a crisis in the district, and we support principals with their communications following incidents in their buildings.
 - **Elections**
We provide information to the community when the Board of Education places a bond or levy question on the ballot.
 - **Community relations**
We represent the district in community organizations like chambers of commerce and civic groups.
 - **Communications support**
We write speeches, letters and talking points; we provide communication support for other administrators; and we provide support for school web sites, broadcast journalism classrooms and video communications.
 - **Communications training**
We train district employees in communications, including media relations and customer service.
 - **Publications**
We produce the “Park Hill Connection” to mail to every home in the district seven times a year. We also produce an informational brochure and other publications, working with an outside agency for our graphic design services.
 - **Brand management**
We monitor use of the district logo and enforce our graphic standards.

- **Media relations**
We maintain professional relationships with all the reporters who regularly cover the district, working with them to coordinate coverage of the district.
- **Electronic communications**
We maintain the district website, including employee-only pages. We produce the “First Hand” email newsletter to the community and the “Employee Insider” email newsletter for staff. We administer the automated phone calling and text-message alert systems.
- **Social media**
We manage the district’s Facebook, Twitter, Instagram and YouTube accounts, and we provide support and guidance for school and staff accounts.
- **Video**
We produce hours of video programming each week, which we post on social media, on the web and on local cable TV.
- **Marketing support**
We assist the Education Foundation, the PTA, the Community Services program, the Aquatic Center and other district groups with marketing communications.
- **Event planning**
We plan events like groundbreaking, ribbon cuttings, the alumni hall of fame banquet, the staff convocation and staff recognition days. We assist the human resources department and the education foundation with their events.
- **Volunteers**
We screen every volunteer who will be alone with students.
- **Recognition**
We coordinate the Board of Education’s recognition of staff and students.

Evaluation:

The results of our evaluations on our communication plans are key to our success, as we use the lessons we learn in the next cycles of our plans.

- **Evaluation of 2017-2018 communication plan:**
 - Our goal was that “we will effectively communicate about the long-range facilities plan.” Our measure was that we would provide at least 80 communications to key audiences about our plan. We provided 109 communications.
 - Our other goal was to “research the issue of equity in our communications to find out how we can address these issues and how to fund them.”

Our measurable objective was that, “by the end of December 2017, we will create a plan for addressing equity issues in our communications. We will bring forward projects from this plan in the January budget hearings to be funded for 2018-2019.”

We conducted an equity audit, and using the results of this audit, we partnered with the academic services department to provide translation services in our schools and for key publications. We also conducted an accessibility audit of our website, correcting issues we found. And we began providing captions for all our online videos. We did all these things by December 2017. Looking forward, we incorporated these items into the 2018-2019 budget.

- **Balanced scorecard:**

- We beat our target for the number of strategic communication plans by a large margin: 18 plans instead of 12.
- Our click rate, which measures engagement for our email newsletters, was higher than our two neighboring districts’.
- In spite of the change in Facebook’s algorithm, we beat our target (5,000) for average monthly organic post reach with a 5,888 average.

- **Phone survey:**

- According to the fall 2018 Patron Insight survey, our score on efforts of the district to include the public in decision-making was 4.02. The average score for all area districts administering this survey was 3.6.
- Our score on efforts of the district to communicate with patrons was 4.18. The average score for area districts administering this survey was 3.75.
- Of the district-generated sources of information, the “Park Hill Connection” newsletter we mail to all homes in the district was most consulted.

- **Communication survey (online):**

- Respondents said emails are informative, concise, timely and easy to read.
- The “Connection” print newsletter is informative. Some of these (more engaged patrons) said it was redundant to other messages we send out.
- Respondents said our videos were professional-looking, our website is easy to navigate and comprehensive, and they appreciated our social media presence.

Support Materials:

Balanced Scorecard:

Our department's balanced scorecard is a way to monitor our performance on all our key processes, not just the items in our annual communication plan. This is a document we created several years ago, taking more than a year to carefully identify our processes and the most appropriate measures of those processes.

We monitor our results on the scorecard monthly, and we reevaluate our measures and targets annually.

When we find that we are not meeting a target, we use that information to improve and prevent the issue in the future.

For example, at this month's strategic review meeting, we discussed how to produce more messages about how we used stakeholder input in our decisions, we did some troubleshooting about how to prevent an accuracy issue in which a teacher gave us faulty information about an award, and we brainstormed ways to improve the open rate for our employee newsletter.

Communication Services Balanced Scorecard

Process	Measure	Current	Stretch Goal	Above Target	Target	Below Target	Way Behind
Stakeholder Engagement	Phone survey – efforts of the district to include public in decision making	4.02	4.02	3.80	3.60	3.40	3.21
	Percentage of target number of communications that included information about community input into decisions	63.2 percent for February	150 percent	125 percent	100 percent	75 percent	50 percent
Communication	Accuracy log	One error in February	No errors in a semester	No errors in two months	No errors in a month	One error in a month	Two errors in a month
	Open rate: Insider	56 percent in February	70 percent	65 percent	60 percent	55 percent	50 percent
	Open rate: First Hand	37 percent in February	40 percent	37.5 percent	35 percent	32.5 percent	30 percent
	Phone survey – efforts to communicate with patrons	4.18	4.26	4.0	3.75	3.50	3.25
	Number of communication plans	15 plans through February	22 plans per year	20 plans per year	18 plans per year	16 plans per year	14 plans per year
	Deadlines	No misses since November	No misses in a semester	No misses in two months	No misses in a month	One miss in a month	Two misses in a month
	Stakeholders information needs log – percentage of target	129.5 percent for February	120 percent per month	110 percent per month	100 percent per month	90 percent per month	80 percent per month
	Facebook average monthly organic post reach	9,659 in February	5,000	4,750	4,500	4,250	4,000

Annual Communication Plan:

Communication Services Department **2018-2019 Communications Plan**

Evaluation of 2017-2018 Communication Plan:

- Our goal was that “we will effectively communicate about the long-range facilities plan.” Our measure was that we would provide at least 80 communications to key audiences about our long-range facilities plan. We provided 109 communications.
- Our other goal was to “research the issue of equity in our communications to find out how we can address these issues and how to fund them.”

Our measurable objective was that, “by the end of December 2017, we will create a plan for addressing equity issues in our communications. We will bring forward projects from this plan in the January budget hearings to be funded for 2018-2019.”

We conducted an equity audit, and using the results of this audit, we partnered with the academic services department to provide translation services in our schools and for key publications. We also conducted an accessibility audit of our website, correcting issues we found. And we began providing captions for all our online videos. We did all these things by December 2017. Looking forward, we incorporated these items into the 2018-2019 budget.

Research:

Balanced Scorecard:

- We beat our target for the number of strategic communication plans by a large margin: 18 plans instead of 12.
- Our click rate, which measures engagement for our email newsletters, was higher than North Kansas City's or Platte R3's. We beat our target for the open rate of the Employee Insider newsletter, but we missed our target for the open rate of the First Hand newsletter. On the other hand, our open rate was similar to or higher than NKC and PR3's.
- We changed our system of measuring timeliness, so that instead of gauging the percentage of our deadlines that we hit each month, we use a similar system to our accuracy log, tracking the number of deadlines missed like injuries on a construction site.



- In spite of the change in Facebook’s algorithm, we beat our target (5,000) for average monthly organic post reach with a 5,888 average.

Patron Insight:

- According to the fall 2017 Patron Insight survey, our score on efforts of the district to include the public in decision-making was 3.89. The average score for districts administering this survey was 3.7.
- Our score on efforts of the district to communicate with patrons stayed roughly constant at 4.12. The average score for districts administering this survey was 3.78.
- Friends and neighbors was once again the highest source of information, which is why we focus on communication tools that target key communicators, such as our email newsletter and social media.
- Patron Insight also showed that the local TV news and the “Park Hill Connection” were the number-two and number-three ways people get information about the Park Hill School District.
- Among news media sources, the local TV news score went down slightly, but remained the highest. The Kansas City Star went down another nine percent, after going down six percent last year. The “Platte County Citizen” has remained relatively constant over the last few years, with a score of 1.66 out of 4, and the “Platte County Landmark,” which already had the lowest ranking of all information sources overall, went down by five percent in the last year and by 16 percent over the last four years.

Communication Survey:

We conducted an online survey of our parents, staff and community members, using our email newsletter to deliver it.

- Email newsletters: Respondents said emails are informative, concise, timely and easy to read.
- “Connection” print newsletter: Respondents said it was informative. Some of these (more engaged patrons) said it was redundant to other messages we send out.
- Videos: Respondents said our videos were professional-looking.
- Website: Respondents said our website is easy to navigate and comprehensive. They suggested improvements to the staff directory, and they asked for school sites to be updated more often.
- Social media: Respondents said they appreciated our social media presence (except for those who said they do not use social media).



Planning:

Situation Analysis:

The communication services team is Nicole Kirby, director of communication services; Matthew Kenwright, communication specialist; Samantha Fitzgerald, communication specialist; Paul Lewis, video technology specialist, and Cindy Small, part-time administrative assistant.

The communication services department's responsibilities include communications planning, crisis communications, internal communications, community relations, event planning, media relations, parent involvement, staff training, volunteer screening, publications, publicity, advertising, web sites, social media, email newsletters and video.

District Focus Areas:

- CSIP
- Long-range facilities plan
- Redistricting
- Start times
- Marketing

SWOT Analysis:

	<i>Positive</i>	<i>Negative</i>
<i>Internal</i>	Strengths: <ul style="list-style-type: none">• Strong communication skills• Good relationships with administrators and other staff• Good communication tools• We continue to work better as individuals and as a team	Weaknesses: <ul style="list-style-type: none">• We do not own the public engagement process• We do not control principal and school-level communications• Emotional reaction to change
<i>External</i>	Opportunities: <ul style="list-style-type: none">• Superintendent that is working to build relationships with internal and external publics• Community dependence on district communications over media sources• Opportunities to tell our story• All our schools are great, and parents and kids have historically adapted quickly to redistricting	Threats: <ul style="list-style-type: none">• Politics• Misinformation• Emotional reaction to change

Mission:

In order to bolster support for the Park Hill School District and strengthen relationships with district stakeholders, the communication services department facilitates two-way communication and provides timely, accurate information tailored to the needs of key customers.



Vision:

Engaging the community to support our students and schools

Stakeholders:

Parents, students, staff, community and the Board of Education

Implementation:

Goal 1: We will amplify Park Hill’s positive reputation in the greater Kansas City area in order to build support for our schools in preparation for a more competitive environment.		
Objective 1: We will ask community members on our annual Patron Insight survey whether they would recommend the Park Hill School District to their friends and family. We will use the first year’s results to set our benchmark and improve in future years.		
Strategy	Responsibility	Timeline
We will retain current students and families and work to enlist our current stakeholders as ambassadors.	Entire team	Starting in 2018-2019 school year
We will increase awareness of Park Hill’s successes among the greater Kansas City community.		
We will increase awareness of Park Hill’s successes among realtors and prospective stakeholders.		

Goal 2: We will provide effective public engagement opportunities for the redistricting process, and we thoroughly inform parents about the redistricting process and how they can participate.		
Objective 2: We will complete each element of our implementation plan. See redistricting plan for measurable objectives.		
Strategy	Responsibility	Timeline
We will increase parent and staff awareness of the redistricting process.	Entire team	Throughout fall semester
We will increase parent participation in the redistricting public engagement process.	Entire team	Throughout fall semester



Redistricting Communication Plan:



Park Hill School District

Building Successful Futures • Each Student • Every Day

Redistricting Communication Plan

Research:

Background:

In preparation for the opening of Hopewell Elementary and Walden Middle School for the 2019-2020 school year, and in order to balance our very different high school enrollments, we will be redistricting all of our attendance boundaries, from elementary through high school.

The Board reviewed a draft redistricting plan and expects to vote on the proposed criteria and timeline on June 21. We will provide several opportunities for the public to participate in the process and provide feedback before the Board finalizes the new attendance areas.

We received feedback from parents and staff that they needed to know the new boundaries before February in order to be able to plan for next year. This is why the proposed timeline calls for the Board to make this decision in December.

Planning:

Goal:

We will provide effective public engagement opportunities for the redistricting process, and we thoroughly inform parents about the redistricting process and how they can participate.

Objective:

We will inform 100 percent of our parents about their opportunities to engage with the redistricting process by the end of the engagement period.

Targeted Audiences:

Parents and staff

Key Message:

Redistricting will help us continue to be one of the best districts around by protecting our low class sizes and making sure we can balance our resources.

Implementation:

Audience:	Parents		
Strategy:	Awareness of Process		
Tactic	Person Responsible	Due Date	Notes
Create page on website for redistricting	Kenwright	June	Include a section on clearing up rumors
Board Highlights email newsletter	Kenwright	After meetings	Link to website
Park Hill In Depth videos	Fitzgerald Lewis Kirby Cowherd	Monthly during process	Updates, refer to website, promote engagement opportunities, include June 22 episode on website for inclusion with Board Highlights
First Hand email bulletins	Kenwright Kirby	Ongoing	Updates after committee meetings
First Hand newsletter	Kenwright	Ongoing	Include in subject and/or snippet
Superintendent's presentations	Cowherd Kirby	Ongoing	Present to all parents, all staff and all community groups
Cover superintendent road show – picture	Fitzgerald Lewis	September 5	Prairie Point staff meeting

Audience:	Parents		
Strategy:	Engagement in Process		
Tactic	Person Responsible	Due Date	Notes
Set up online public engagement	Kirby	September	Bang the Table – Park Hill Listens
Set up public engagement sessions	Kirby	November	
Design and print cards to promote public engagement	Kirby Kenwright EAG	September	Folded to business-card size for easy sharing
First Hand email bulletins	Kenwright Kirby	Ongoing	Promotion of public engagement opportunities
Principal newsletters	Kenwright	As needed	Send blurbs to principals
Park Hill In Depth videos	Fitzgerald Lewis Kirby Cowherd	Monthly during process	Updates, refer to website, promote engagement opportunities
Video promo	Fitzgerald Lewis Kirby	Before public engagement sessions	Include in-person and online engagement opportunities
Postcard mailer	Kenwright Kirby EAG	Before public engagement sessions	Direct to website with more info, dates of public engagement and link to Park Hill Listens

Audience:	Staff		
Strategy:	Awareness of Process		
Tactic	Person Responsible	Due Date	Notes
Insider email newsletter updates	Kenwright Kelly	Ongoing	Give credit to Paul Kelly
Superintendent road show	Cowherd Kirby	Ongoing	

Audience:	Parents		
Strategy:	Awareness of Outcome		
Tactic	Person Responsible	Due Date	Notes
First Hand Board Highlights emails	Kenwright Kirby	December	
Website update	Kenwright	December	

Evaluation:

We ensured that 100 percent of our parents knew about their opportunities to engage by sending multiple messages on a variety of platforms.

We had several thousand comments, both online and in person.

Redistricting Implementation Examples:

Webpage:



The screenshot shows the Park Hill School District website. At the top is the district logo and name, followed by a search bar and social media icons for Facebook, Twitter, YouTube, Instagram, and Email. A navigation menu includes: HOME, DISTRICT INFORMATION, OUR SCHOOLS, PARENT RESOURCES, TEACHING AND LEARNING, and WORKING IN PARK HILL. The breadcrumb trail reads: Park Hill School District » News » What's New » Redistricting Plan. The main content area features a 'What's New' sidebar with a list of links: Redistricting Plan (highlighted), Frequently Asked Questions, Redistricting Updates, Redistricting Timeline, Redistricting Criteria, Redistricting Committee, and Redistricting Feedback on Park Hill Listens. The main heading is 'REDISTRICTING PLAN' with a sub-heading 'Find Out More About Redistricting Here'. A blue graphic with the word 'REDISTRICTING' is shown. Text explains the plan for the 2019-2020 school year, mentioning Hopewell Elementary and Walden Middle School. A 'REDISTRICTING DECISION' section details the Board of Education's vote on Dec. 13, 2019, and provides links to a school boundary locator tool and a statement from Superintendent Dr. Jeanette Cowherd. A 'GRANDFATHERING' section is also visible.

Handout card:



Park Hill School District
**Give us your feedback
about redistricting!**



**PARK HILL
LISTENS**

Ask questions and share your feedback online at www.parkhilllistens.org and in person from 5:30-8 p.m. on Nov. 14 or Nov. 29 at Plaza Middle School.


Postcard:



REDISTRICTING

Before we open Hopewell Elementary and Walden Middle School for the 2019-2020 school year, and in order to balance our high school enrollments, we will redistrict all of our attendance boundaries within the district. Redistricting will help us continue to be one of the best districts around by protecting our low class sizes and making sure we can balance our resources.

We are collecting public feedback about redistricting scenarios on our Park Hill Listens website, www.parkhilllistens.com. On Nov. 14 and Nov. 29, we will have open houses for the public to review the four scenarios, ask questions and give feedback. These will be from 5:30 to 8 p.m. at Plaza Middle School. For more information, please visit www.parkhill.k12.mo.us.



Public input meetings:



Online public engagement site (Park Hill Listens):

Home » Redistricting Feedback

Redistricting Feedback

The redistricting feedback boards are no longer accepting comments, but they are still available for viewing.

REDISTRICTING OVERVIEW:

In preparation for the opening of Hopewell Elementary and Walden Middle School for the 2019-2020 school year, and in order to balance our very different high school enrollments, we will be redistricting all of our attendance boundaries, from elementary through high school.

Redistricting will help us continue to be one of the best districts around by protecting our low class sizes and making sure we can balance our resources.

[Redistricting info on district website](#)

REDISTRICTING DECISION:

At its Thursday, Dec. 13 meeting, the Park Hill Board of Education voted to approve a recommendation for redistricting our school attendance area boundaries. The new boundaries will take effect with the start of the 2019-2020 school year.

The scenario came from the redistricting committee, which started meeting in August to develop a recommendation to the Board. The committee came up with dozens of different ideas and listened to thousands of comments from the public, both online and in person. Using that feedback, the committee chose a final recommendation and created a list of adjustments for staff to consider. District administrators made as many of those changes as possible while still meeting the Board's criteria.

Board-Approved Scenario for Redistricted Boundaries

The Board also approved the staff recommendation for grandfathering, allowing some students to remain at their current schools:

- The Board will allow families of students who are currently in fourth, ninth, 10th and 11th grades to choose to remain at their current school.
- Transportation will be the responsibility of the family.
- Grandfathering will not apply to these students' siblings.
- High-school families will need to make a decision to remain at the school before February 1, 2019 and elementary families will need to decide by March 1, 2019.
- Students must meet district residency and attendance requirements.

Responding to concerns from some families about making sure students who have greater needs receive the resources they need, Superintendent Dr. Jeanette Cowherd said, "Our district and school leaders have been working to address these issues. To ensure that we are responsive to our community, I will be working with my administrative team to take an even deeper look at the equitable balance of resources across our schools, with the goal of ensuring that we meet the academic and behavioral needs of all students at all of our schools."

GIVE FEEDBACK

REDISTRICTING INFO

ASK A QUESTION

Redistricting Scenario A1

4 months ago

The redistricting feedback boards are no longer accepting comments, but they are still available for viewing.

[Redistricting Scenario A1](#)

[Data about A1](#)



To add your idea
[Sign In / Register](#)



Michelle Toigo
4 MONTHS AGO

Driving distance and SES numbers are unacceptable

This scenario has Sunpointe Village (129 & 56th St) attending Line Creek Elementary. We look close to

2 Comment



Sarah B
4 MONTHS AGO

Free and Reduced

I am VERY concerned about the imbalance of FR students, this option has the highest school at 45.8% of students with this need and the lowest

3 Comment



REDISTRICTING

Redistricting Timeline



Board approves redistricting process

June 7, 2018
7 p.m.
Board room at the district office



Redistricting committee applications open

June 22, 2018



Redistricting committee applications close

July 20, 2018



Board approves redistricting committee members

August 9, 2018
7 p.m.
Board room at the district office



Redistricting committee meets

August 16, 2018
4:30-7 p.m.
Plaza Media Center



Redistricting committee meets

August 27, 2018
4:30-7 p.m.
Plaza Media Center



Redistricting committee meets

September 10, 2018
4:30-7 p.m.
Plaza Media Center



Redistricting committee meets

September 26, 2018
4:30-7 p.m.
Plaza Media Center



Redistricting committee meets

October 10, 2018
4:30-7 p.m.
Plaza Media Center



Redistricting committee meets

October 22, 2018
4:30-7 p.m.
Plaza Media Center



Redistricting committee meets (extra meeting)

October 26, 2018

Marketing Plan Implementation Example:

Brochure cover and excerpts:



SUPERINTENDENT MESSAGE

Dear Park Hill Community,

I'm excited to share the wonderful things that are happening in our district with you. This Report to the Community highlights the success of our academics, our activities outside the classroom and our efforts to support each student to meet their needs. As we work to Build Successful Futures — Each Student — Every Day, it is clear that Park Hill truly does care.

Dr. Jeanette Cowherd,
Superintendent





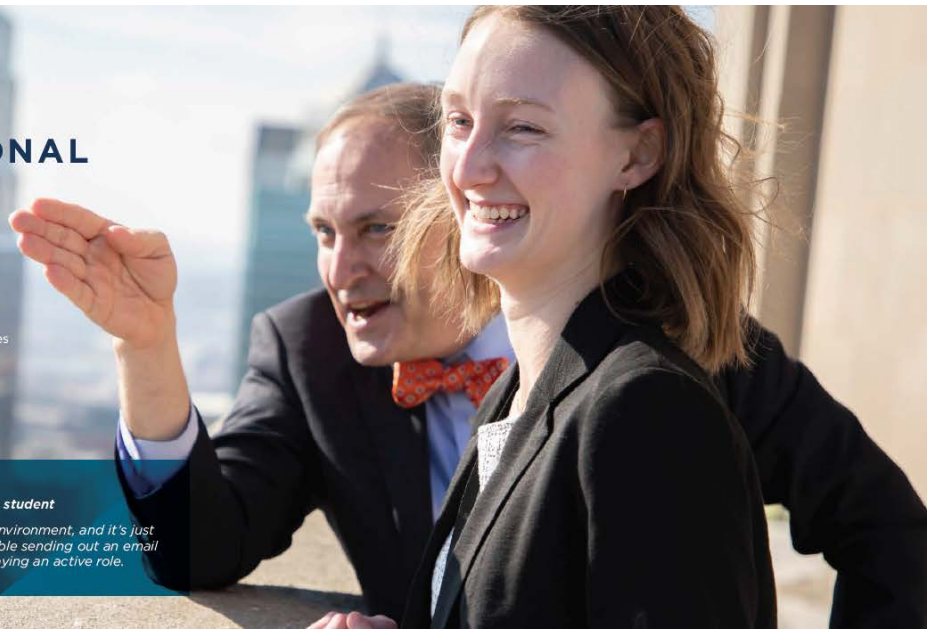
PROFESSIONAL STUDIES

The Park Hill Professional Studies program gives students hands-on professional experiences to make important career decisions before they graduate, saving them time, money and energy. Students explore careers through internships, through courses in actual workplaces, and through other hands-on opportunities throughout the community.



Lauren Ingraham, Professional Studies student

I've learned what it's like to be in that environment, and it's just more natural now. I feel more comfortable sending out an email or hopping on a conference call and playing an active role.



PARK HILL COMMUNITY

When you ask people in our area where they live, they will likely tell you they live in the Park Hill School District. Even though the district includes parts of Kansas City, Missouri, as well as Parkville, Riverside, Weatherby Lake, Platte Woods,

Lake Waukomis, Northmoor and Houston Lake, it is the school district that unifies this community. Our Park Hill family continues to grow as families move here all the time because of the quality of our top-ranking, high-achieving schools.



Ebony Harris, parent

Both academics and diversity are important factors when selecting a school district. After our research, we found that Park Hill stood out as one of the best districts in the Kansas City area, which is why we chose to live here.



Evaluation Examples:

Patron Insight phone survey summary report excerpts:

Information sources for school district news

Seven of the nine most frequently consulted sources for district news are either district-sponsored (such as the website) or district-affiliated (such as Board members, spoken to in person, or whose quotes are read in the media). This is a very profound statement of trust in the accuracy of the district's outbound news content.

Willingness to recommend the district

A very strong 96% said they would be either "Very likely" or "Somewhat likely" to recommend the Park Hill School District to someone who was new to the area and was asking about the schools. Of that 96%, 67% selected "Very likely."

Cross-tabulation: 4-point scale rating for information sources for 2010-2018.

News source	2018 rating	2017 rating	2016 rating	2015 rating	2014 rating	2013 rating	2012 rating	2011 rating	2010 rating
Friends and neighbors	3.16	3.21	3.10	2.90	2.99	3.00	3.00	2.89	3.13
<i>The Park Hill Connection</i> newsletter	2.77	2.98	2.71	2.59	2.49	3.03	2.97	2.58	2.96
Park Hill School Board	2.64	2.49	2.54	2.27	2.26	2.00	1.89	2.05	1.70
Local television news	2.56	2.70	2.79	2.30	2.89	2.19	2.32	2.26	2.08
Park Hill administration	2.45	2.42	2.41	2.16	2.34	2.05	1.80	1.93	2.02
<i>First Hand</i> email newsletter	2.39	2.35	2.30	2.09	2.08	1.78	1.75	1.91	2.08
Park Hill School District website	2.39	2.25	2.12	2.04	2.12	1.93	1.97	2.05	1.99
Teachers	2.36	2.57	2.43	2.18	2.22	2.05	2.04	2.00	2.04
Other district employees	2.36	2.30	2.10	1.93	1.75	1.88	1.66	1.69	1.80
Individual school newsletters	2.19	2.02	2.08	1.92	1.91	1.66	1.66	1.84	2.06
School principals	2.13	2.19	2.18	2.05	2.00	1.84	2.00	1.80	1.77
<i>The Kansas City Star</i>	2.00	1.86	2.03	2.15	2.45	2.29	2.39	2.56	2.39
Park Hill Facebook page	1.85	1.79	1.68	1.61	1.61	1.63	1.46	1.48	1.36
<i>The Platte County Citizen</i> newspaper	1.77	1.66	1.52	1.64	1.64	1.86	1.74	1.97	1.93
Park Hill's Twitter feed	1.63	1.49	1.35	1.29	1.37	1.36	1.30	1.20	1.10
Videos from the school district on television or online	1.51	1.47	1.53	1.43	1.68	1.80	1.71	n/a	n/a
Parent Teacher Association	1.50	1.56	1.64	1.57	1.64	1.48	1.46	1.59	1.57
<i>The Landmark</i>	1.38	1.24	1.30	1.36	1.40	1.29	1.32	1.31	1.28