



**Half-Cent Sales Surtax Election Campaign – Cover Page**

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**Support Documents:** <http://tinyurl.com/nwadpc3>

**Title of Entry:** 2014 Half-Cent Sales Surtax Election Campaign

**Number of PR Staff:** 6

**\*Type of School/Organization Submitting Entry (Check one)**

- |  |  |
|--|--|
| <input type="radio"/> School district: Under 3,000 students            | <input type="radio"/> Private/Charter school or individual public school           |
| <input type="radio"/> School district: 3,001-10,000 students           | <input type="radio"/> VoTech center/Community college                              |
| <input type="radio"/> School district: 10,001-25,000 students          | <input type="radio"/> Education association  |
| <input checked="" type="radio"/> School district: Over 25,000 students | <input type="radio"/> Education service agency/Intermediate Unit/BOCES             |
| <input type="radio"/> State/County Office of Education                 | <input type="radio"/> Business partner/Agency/Consultant (working with any listed) |

**\*Entry Category (Check one)**

- Comprehensive, Strategic, Year-Round Communication Programs
- Public Engagement/Parental Involvement
- Bond/Finance Campaign
- Crisis Communication
- Special Communication Projects/Campaigns
- Specify topic: \_\_\_\_\_



**\*Please consider this entry for a Golden Achievement Award.**

## Half-Cent Sales Surtax Election Campaign – Summary

**History:** In 2012, the School Board of Brevard County asked its citizens to authorize a half-cent sales surtax for capital renewal projects due to a 65% loss in funding necessary to maintain facilities, increase security, and upgrade critical technology infrastructure. The campaign approach was minimal and targeted to the intellectual and conservative, anti-tax demographic designed to convince this targeted group that Brevard Public Schools had historically been fiscally conservative while making the case for the need for additional money stemming from years of revenue loss. This information was disseminated predominately through community forums and at regular staff meetings. Marketing materials consisted of a 30 minute presentation and a one-page flyer for distribution. The referendum failed by 3%, forcing the district to cut \$25 million dollars out of its operating budget (people and programs) to pay for critical capital projects. The cuts also included the closure of three schools, creating an outpouring of rage from parents and community members who claimed they didn't know what was at stake. They claimed that the district had not adequately informed them of the critical financial situation and why school closures were necessary, ultimately requesting that it conduct a special election to gain the necessary revenue. In Florida, a special election would have cost upwards of \$800,000; a cost the district could not justify given its current economic woes.

Due to the community cry for another vote, along with a loss margin of 3%, the School Board elected to place the initiative on the 2014 ballot with the caveat that administration would be responsible to clearly identify what was at stake (develop a list of potential cuts should the referendum be defeated again - <http://tinyurl.com/lyayvca>) with clear and understandable messaging for all citizens. Prior to placing it on the ballot a second time, administration began planning by developing the requested prioritized list of budget cuts to the operating budget (should the initiative fail a second time) and a school by school capital projects list, demonstrating how the money would be prioritized and spent if the referendum passed.

**Challenges:** We had multiple challenges. Our first challenge was to create and distribute our message without spending tax payer dollars. Brevard County is very conservative and anti-government/anti-spending. To invest too many dollars in a project would create opportunity for censure, begging the question, "If you need money so badly, where did you get the money for all this marketing?" Funds expended on our projects were generated through marketing revenue we earned and in-kind contributions. We made every attempt to notify the public that we did not use tax dollars to fund our informational campaign. In addition, we were advised that successful campaigns generally have an established political committee working within the community to get out the YES vote as school districts are limited to only providing voter education. One year prior to the vote, we convened a group of supportive citizens to develop the Brevard Save Our Students Political Committee who raised close to \$100,000 to promote the YES vote. Our second challenge was ensuring that our message was simple, yet not condescending. Our third challenge was balancing our distribution channels to ensure people viewed the appropriate videos pertinent to their concerns, ideals and life-stage. Our final challenge was to overcome the negative climate that came through the divisive school closure issue; convincing those

who were angry with the district that it was still in the county's and children's best interest to support the initiative. This was what was commonly referred to as a 'trust issue' – one we needed to overcome.

**Objectives:** As planning began, we met with focus groups and conducted surveys to help us drive our message to targeted groups. There were two primary objectives for this communications strategy:

1. Ensure all stakeholders clearly understood what was at stake with the 2014 election, including pre-identified cuts (and how they would impact various stakeholder groups) and a pre-identified spending and oversight plan. We clearly communicated that once people understood the key issues, we would live with the outcome as a community – pass or fail.

Through positive media relationships, we were able to reach people with our message via TV, Radio, and Print. Numerous stories ran throughout the election season identifying the need, the capital projects plan, the implementation of an Independent Citizens' Oversight Committee, and coordinated activities with the union and Brevard Save our Students.

2. Drastically simplify the message so that every stakeholder gained a unique level of understanding in regards to public school funding and the nuances associated with a half-cent sales surtax. We also tailored these messages to various demographic groups and focused how the outcome of the election would impact each school or demographic group. For example:
  - a. *Senior Citizens:* The average age in Brevard County is 50 years. People ages 50-60 are least likely to have children or grandchildren in the school system and are the most alienated from the school. They are often just retiring and living on a fixed income, so providing justification for the tax increase was critical. Our solution was to create connections with this group by implementing the Legacy Club that currently has a membership of 4,000. Legacy members are encouraged to attend sporting, musical, and theatrical events for free or at a reduced charge. We also developed free seminars and classes, often led by students, to remind them of the value of public education in their community. We regularly communicate with Legacy Club members through the Legacy Letter, messaging specifically to their concerns. Link to Legacy Letter: <http://tinyurl.com/lrqk46e>
  - b. *Individualized Messaging:* With the closure of three schools, it became evident that efforts to gain parental and staff support should be focused at the individual school level. We answered the question, "how will this initiative impact my school, my child or my job?" We created school by school lists and banners that identified exactly what each school would get if the initiative passed (<http://tinyurl.com/l6hfm7>). Likewise, we focused athletic PSA announcements and specialty literature due to the probability of implementing pay to participate in athletics (part of the cut list - <http://tinyurl.com/kvbxr2r>). We also shared with employees in a very succinct way. What one furlough day would cost in comparison to the estimated increase in taxes ([http://youtu.be/HYf\\_sZEKuDO](http://youtu.be/HYf_sZEKuDO)).
  - c. *Short Messages and Overlapped Reminders:* Feedback from community members showed us that the bulk of our citizenry had neither the time nor ability to dive into the complexities of school funding. To simplify some very complicated concepts, we created short explainer videos lasting 90-120 seconds and shared these via social media (What is Capital?

<http://youtu.be/levuINGR18M>). We scheduled these on Facebook and Twitter, with overlaying messages sent through our rapid notification system; Blackboard Connect.

- d. Celebrity:** Understanding that celebrity will positively influence certain voting blocks, we solicited pro bono appearances by local hometown heroes, Col. Danny McKnight (Blackhawk Down), Clint Hurdle (Pro Baseball Manager), and Kelly Slater (International Surfing Champion from Brevard County). Through a series of messages focused on areas that could be cut (art and athletics), we shared these vignettes via social media and at all local meetings. We worked with Brighthouse to gain free PSA segments and aired the Kelly Slater video (<http://youtu.be/zJfPBAk8QyY>). **NOTE: ALL videos produced for this campaign were done in-house.**

#### Marketing & Communications Tools:

1. Website: <http://tinyurl.com/lyayvca>
  - a. Election Materials: Hand-outs, presentations and videos were all housed in this area.
  - b. Facilities Priorities Assessments and Projects: A detailed needs assessment of each building was conducted and the data is housed at:  
<http://capitalprojects.brevardschools.org/default.aspx>
2. Videos:
  - a. Financial Facts Series: Through a series of short and engaging videos, we explained topics such as: Capital Funding, Operating Funding, Funding/Programs that Couldn't be Cut, What the Sales Tax Would Cost, Return on Investment (BPS Delivers), Furlough Days for Employees, and the Budgeting Process.  
<https://www.youtube.com/user/BrevardVideo/>
  - b. Hometown Heroes: As stated above, Clint Hurdle (Athletic Focus), Danny McKnight (Military – Brevard has a high military community), and Kelly Slater (General, well-known celebrity in Brevard) all volunteered their time and celebrity to create positive messaging for the community. <https://www.youtube.com/user/BrevardVideo/>
  - c. Why It Matters Series: The arts and athletics were on the cut list should the election fail. This video series was presented specifically to the groups who would be most highly impacted. In particular, the Why Arts Matters video was broadcast before every student performance throughout the district. <https://www.youtube.com/user/BrevardVideo/>
  - d. Thank You: Prior to the election results, our superintendent recorded two messages for the community to address passage or failure. We only broadcast the winning message!  
<https://www.youtube.com/user/BrevardVideo/>
3. Quick Facts: This was the presentation in a two-sided hand-out. We tailored this to various audiences that included the athletics community, Spanish community, and those without children. These were produced in both color and black/white for ease of printing and mass reproduction.
4. Q & A: These were answers to commonly asked questions that was produced for both English and Spanish speakers in color and black/white.
5. Post Cards: These were produced as quick fact hand-outs at events with the intention to drive people to our website for more information. We tailored this to various audiences that included

the athletics community and Spanish community. These were produced in both color and black/white for ease of printing and mass reproduction.

6. Business Cards: A smaller version of the postcard to more easily carry in a wallet and distribute to whomever might have questions.
7. Banners: Each school had an individual banner highlighting exactly what would be done at the school with the passage of the sales tax. Banners were hung in prominent areas and black/white flyers were distributed by school personnel at various events.
8. Share Site: We trained all of our principals on how to use each communications tool, then worked with them to create their own individual building communications plan. All of the resources were placed on a shared site for easy access:  
<http://documents.brevardschools.org/Election/default.aspx>
9. Election Do's & Don'ts: A document created to share with eager volunteers on what they legally could and could not do during the election.
10. Presentations: We created several versions of our Powerpoint presentation to use with various audiences and based on the amount of time we were allocated at meetings throughout the county. We automated the shorter version for people to view at will.  
<https://www.youtube.com/user/BrevardVideo/> and [www.brevardschools.org](http://www.brevardschools.org)

**Research** — After the defeat of the 2012 half-cent sales tax referendum, various stakeholder groups shared with the superintendent and his senior staff their thoughts regarding the effectiveness of the campaign using various formats such as emails, local media, community group forums, and formal staff meetings (staff, parent and School Board). Throughout the remainder of 2013, we began to develop a refined communications approach reaching out to various stakeholder groups. What we knew was critical was to communicate effectively to each interested party what was at stake and what the potential outcomes could be if a 2014 Sales Surtax Referendum did not pass. The analysis included the review of the data such as:

- 2012 Voter trend analysis (overall and by specific precinct).
- Qualitative input gained from community outreach efforts that included four Dialogue Days and various forums.
- Stakeholder survey input to gain feedback on what prioritized items should be cut if the referendum failed.

VOTER RESEARCH:

Active Registered Voters as of 12/14/2013	Republicans: <b>156,226</b>	Democrats: <b>125,820</b>	Others: <b>89,273</b>	Total: <b>371,319</b>
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168,248 (45%) registered voters between the ages of 26-55.

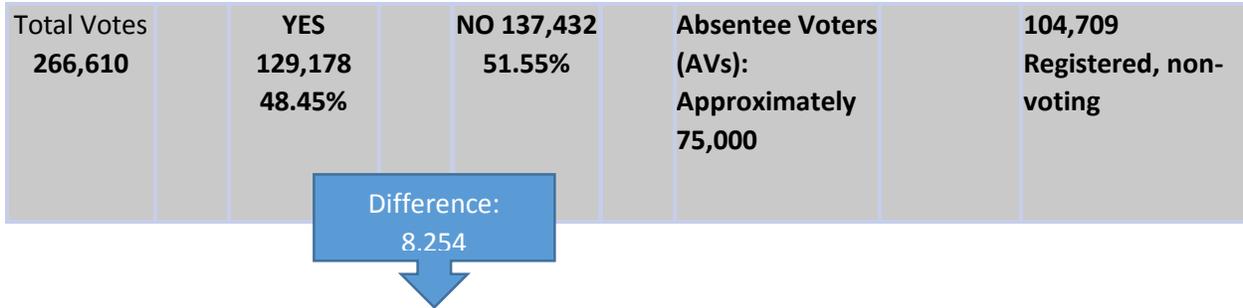
61,531 (16.5%) of registered voters are between the ages of 55-65

These combined = 61.5 %. Of this total:

- The majority of parents and teachers fall into this age group.

- Grandparents and employees are in this age range.
- Business owners and professionals fall in this age range as well.

**2012 Voters - Half Cent Sales Tax**



**Brevard Save Our Students-BSOS (PAC) Data:** As the BSOS began fundraising and recruiting volunteers to work events and wave signs at the polls, two distinct issues began to arise from the community related to a lack of trust in the school district’s former spending patterns and use of funding. The critical issues were:

1. Duration of the sales-tax increase. As had been done in previous years, the district was proposing a 10 year referendum, which community members felt was too long.
2. Oversight of the new revenue. Community members pointed to other districts who had implemented an independent oversight committee to monitor the projects and spending. Many felt that this was necessary for Brevard County.

As we began to discuss this emerging data, there were mixed reviews. In particular, through a facility needs assessment, we knew that we needed at least 10 years of funding to adequately meet the most critical capital project needs. In addition, appointing an oversight committee was perceived as directly taking authority away from elected School Board Members. Discussions went back and forth and through some support from the United Way of Brevard and a private donor, it was decided that a poll would be conducted to determine the length of the referendum as well as if the community truly felt that an independent oversight committee was necessary.

The results came from a poll of Brevard County registered voters conducted by Stick Marsh Strategies, LLC, on June 18, 2014. The poll had a confidence level of 95% with a margin of error of 5%.

- 10,332 phone calls were placed (by probability sampling) to registered Brevard County voters;
- 395 voters answered all five questions; and
- 3646 voters partially completed the survey;

The results indicated the following:

- 49.4% supported the tax with 19.7% as undecided.
- Respondents were more favorable to supporting the initiative with an independent oversight committee in place.
- Respondents clearly indicated their likelihood of a favorable vote based on the length of the referendum.

Support 6 years: 47% and support for 10 years: 17%.

**Analysis/Planning:** We began developing specific plans through the use of a compression planning process to draft focus communications strategies to communicate more effectively to each sub-group the exact projects to be addressed with the new revenue should it pass and what items would be cut in the budget should it fail. It was important to then create specific communications tools to address these important issues as a whole (to the community) as well as to vested parties. Through this process, three distinct questions with their coordinating outcomes became evident:

- How will the audiences/stakeholders in Brevard County Learn what is at stake with the Half Cent Sales Surtax Referendum?
  - By providing messages to targeted audiences that are simple, short and easy to articulate.
  - When we provide sincere messages to various stakeholder groups without becoming defensive.
  - By focusing strategies with influential community members; specifically creating staff ambassadors.
- How will we ensure that the audiences/stakeholders in Brevard County understand and believe our message?
  - When audiences understand “What’s in it for me?”
  - When the messages have personal meaning.
  - When they connect the urgency of the issue to their school and the impact on their school’s future.
  - When people’s emotions are involved.
- How will the audiences/stakeholders in Brevard County PROMOTE our message to others?
  - When they can articulate our message, share our message and mobilize others.
  - When our satisfied customers are mobilized to share the message.

#### TEAM GOAL

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Create a comprehensive communications framework to inform our community and every stakeholder group the facts regarding what is at stake with the 2014 Half Cent Sales Tax Referendum.

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**Power Audiences:** High density population with the highest level of impact based on the election outcome. In other words, they are closer to the situation and will feel a higher level of impact due to the consequences of the election. ***They have more at stake.***

1. **Parents:** 72,000 students = with an average of 2.1 children per household, there are 34,385 parents. Since the average marriage rate in the US is just over 50%, with only 30% of women never marrying, some of these families are single family households, while others have step parents involved. Thus we can make the assumption that there are approximately **30,000-40,000** parents residing in BPS.
  - In the Stakeholder survey, parents had the highest number of “no cuts” cited. Since parents are the demographic group with the most at stake (higher taxes + reduction in services) they must be considered the number one audience to:
    - Inform them about what is at stake: what will schools get and what will be cut.

- Charged to share this information within their networks. They have high motivation.
- 2. **Staff:** total + potential spouses: **13,500** (based on 9,000 employees with a 50% marriage rate).
  - Staff members also have a high stake interest in the outcome of the election, which can and will impact work conditions and compensation/benefits.
    - Convince staff members about what is at stake personally to them and their families.
- 3. **Grandparents**

Grandparents are raising 6,324 and relatives 1,434 (totaling 7,758) of Brevard's children. Over 13% of Brevard County's children are being raised by someone other than their parents.
- 4. **Senior Citizens:** The average age of Brevard county citizens is approximately 50 years. Voting data, specifically with absentee voters (**AVs**), indicate they are likely voters. Those registered to vote in Brevard (non-snow birds) have a high likelihood of having grandchildren in BPS.
  - Focus on Good education for grandchildren, maintenance of strong property values.
    - MUST get to AV's to reach many in this demographic.
- 5. **Business/Industry:** Business/Industry have power audiences (parents and grandparents) integrated in their workforce. In addition, they reach other sectors and their endorsement adds credibility to our message.
  - The results of the election would have an economic impact to business and industry.

**Communication/Implementation:** Upon completion of the analysis phase, we began drafting language and developing communications materials. Our primary focus was to create a toolbox of media items to be utilized with various audiences. The focus was targeted by working with district leadership team members to train them on each of these items (audience, prospective use), place on a share drive, and then guide them through the development of individual communications plans for their schools or departments.

Media Type	Recipients	Actions	Use/Delivery
<b>Development of Masthead and Tagline</b>	All	All	March 15, 2014
<b>Accomplishments Flyer (Color &amp; Greyscale)</b>	All Community: Building Administrators District Administrators Business Partners Parent Organizations HOAs	Deliver color copies and PDF files to each school and department for reproduction, display and distribution	Prominently display in reception areas Hand-out at events, meetings and presentations Place on website
<b>District Q &amp; A (Color &amp; Greyscale)</b>	All Community: Building Administrators District Administrators	Deliver color copies and PDF files to each school and department for reproduction,	Prominently display in reception areas

	Business Partners Parent Organizations HOAs	display and distribution	Hand-out at events, meetings and presentations  Place on website
<b>District Talking Points (Color &amp; Greyscale)</b> <ul style="list-style-type: none"> <li>• Quick points for staff to keep on hand to print</li> <li>• Quick points for staff to memorize and share through personal interactions</li> </ul>	Principals, Teachers, Support Staff, District Administration, Parent Organizations, Business Partners	Deliver color copies and PDF files to each school and department for reproduction, display and distribution	Deliver via: Edline, Twitter, personal meetings, newsletter inserts, presentations, staff meetings, parent meetings, event (games/banquets) announcements.  Email to Business Partners to distribute to employees.  Tweet Facts
<b>Individual Schools – Gains &amp; Losses flyer (Color &amp; Greyscale)</b> <ul style="list-style-type: none"> <li>• Each school will have a one page fact sheet that clearly describes the facilities needs at that location on one side and the potential cuts the school will experience if the referendum does not pass. (P/PR)</li> </ul>	Principals Parents  Teachers & Support Staff	Deliver color copies and PDF files to each school and department for reproduction, display and distribution  Create formatted Powerpoint slides for principal to insert school gains & loss predictions	Post on school website  Hand out for parent presentations  <b>Add facts to simple presentation</b>
<b>Financial Facts Media Kit: Brochure &amp; Video clips</b>	All Community	Simple messaging to educate community members about school finance.	Hard Copies for hand-outs and video clips for principals to utilize, post on our website, and promotion in social media.
<b>Simple Presentation (Need v. Challenge)</b>	Parents Civic Organizations  Faith Based Communities	Administrators and Senior Staff Present at local meetings.  Parent Leadership trained to present	Principals: Present to boosters, PTAs, staff, parents during appropriate school-based functions.

	Parent Organizations/Parent Leadership Team Senior Citizens Teachers Support Staff District Admin/Staff Military Hispanic Population Performing Arts Community Service Organizations Home Owners Associations Building Administrators	at school based functions.	Principals present to community groups linked to their schools.  Superintendent, Senior Staff and Board Members present to civic organizations, faith based, civic organizations, senior citizens, support staff, military, district administrative and support staff, PA community, service organizations, building administrators, and home owners associations.  Web
<b>Simple Presentation (Need v. Challenge) Automated</b>	To reach those that do not attend personal meetings, these will be placed on the website (district and school based).	Utilized at meetings/events in lieu of a speaker.  Viewed remotely by visitors to the web.	Web
<b>Complex Presentation with Detail financial facts</b>	Building Administrators Business Partners EDC/Corporations Political Parties Realtors Association	Administrators and Senior Staff Present at local meetings.	Superintendent, Senior Staff and Board members  Web
<b>Complex Presentation with Detail financial facts – Automated</b>	To reach those that do not attend personal meetings, these will be placed on the website (district and school based).	Utilized at meetings/events in lieu of a speaker.  Viewed remotely by visitors to the web.	Web

<p><b>Editorials for EdConnect, StoryBoard, Legacy Letter written by: EDC, Pastors, Business, Realtors, SC Hotel &amp; Hospitality Organization.</b></p>	<p>EdConnect: Community/Parents  StoryBoard: Staff  Legacy: Seniors</p>	<p>DC to obtain editorials supporting the initiative from key leaders as guest columnists.</p>	<p>EdConnect: Print/Hand deliver  Storyboard: Digital/Email  Legacy: Print/Mail  Web</p>
<p><b>Editorials/Press Releases for: FT, Viera Voice, SC Business/Living, Senior Life, Satellite &amp; South Tropical Trail, Brevard Times, Hometown News, Ebony News, Al Dia, EIPlayero. Also include Press Releases for TV &amp; Radio.</b></p>	<p>Leverage audiences of current media of various issues.</p>	<p>Provide stories/press releases that directly connect to campaign messaging. IE: Arts, Workforce Readiness/CTE, Performance, Efficiency initiatives.</p>	<p>Write and submit guest columns directly related to the referendum.  Distribute press releases about the great things happening in our schools.  <b>Post on website.</b>  <b>Embed as text on website for translation.</b></p>
<p><b>Newsletter Inserts: For school newsletters, school newspapers, service bulletins/newsletters and business partner communications tools.</b></p>	<p>Parents  Employees of Business Partners  Church Members</p>	<p>DC develop a series of Ads. Focus on challenges and what is at stake.</p>	<p>Distribute to all principals for insertion.  Develop of a list of business partners and corporate supporters and distribute via email.  Develop a list of Faith Based organizations and distribute via email.</p>
<p><b>Email Messages &amp; Associated Contact List.</b></p>	<p>Employees of corporate supporters and business partners</p>	<p>Send regular emails to list for redistribution to staff.</p>	<p>Email</p>
<p><b>Video Clips: What Matters – Arts, Athletics, Science Research, Science Clubs, CTE, Facilities.</b></p>	<p>Parents  Staff  Community  Grandparents</p>	<p>Develop story based videos that demonstrate great programming and what is at risk of being reduced.</p>	<p>Distribute to Principals to show before events and meetings  Post on Web  Tweet links</p>

<b>Where Are They Now? Alumni videos; specifically connected to arts, science research &amp; CTE</b>			Place on FB
<b>90 Second video clips: great stories from our schools.</b>	Parents Grandparents General Community	Schools submit video clips covering events such as musicals, sports, presentations, speakers to DC.	FB Twitter YouTube Website
<b>BPS Insider</b>	Community	Share good news about the district and facts related to the state of the district in news format.	Board Meetings VOD Web
<b>Celebrity Video Series:</b> <ul style="list-style-type: none"> <li>• Kelly Slater</li> <li>• Clint Hurdle</li> <li>• Danny McKnight</li> </ul>	ALL Community connected via social media	Engage community. Create endorsements by celebrity figures.	All Social Media Radio (revamped) Meetings Movie Theaters Brighthouse Brevard Save our Students
<b>PSAs on Brighthouse</b>	All Community	Focused Public Service Announcements reiterative public schools value to the community.	Develop in consortium with Brighthouse networks. Link to our web
<b>Facebook</b>	Parents Community	Grow number of likes (followers). Increase shares. Drive to web for information.	Contests (prizes donated by business partners) and Ads in newsletters and on web.
<b>Twitter</b>	Parents Community Some Students	Grow number of followers. Increase re-tweets. Drive to web for information.	Contests (prizes donated by business partners) and Ads in newsletters and on web.
<b>LinkedIn</b>	Parents	Grow number of followers.	Share district facts with connections

	Professionals Business Partners	Increase number of connections. Drive to web for information.	
<b>Website</b>	All Community Staff/students/parents	Inform	Informational Warehouse for all materials
<b>Edline</b>	Staff/Students/Parents	Inform Power Audiences	Message Center Integrates with Blackboard Connect Messages available with log-in
<b>Blackboard Connect</b>	Parents	Inform	Integrates with Edline Messaging Pushes messages
<b>Editorials</b>	All Community	Inform community about our financial need, what is at stake, and what great things are happening in our schools.	Press Releases BPS News In a Minute Op Eds/Guest Columns
<b>Banners/Displays for Schools</b>	Staff, Students, Parents, Community Members, Volunteers	Quick Facts relevant to the school to inform	Lobby Displays
<b>EdConnect</b>	Parents, Staff, Community	Tell our story	Backpacks Business Partner Drops Legacy Mailings
<b>Storyboard</b>	Staff	Feature staff Share information	Email Limited print in lounge areas
<b>Legacy Letter</b>	Legacy Club: a FREE community education program to reach our senior citizens.  55+ HOAs	Tell our story Inform	Mail in EdConnect Drops at HOAs
<b>District Hosted Events: Staff</b>			

<b>District Hosted Events: Community</b>	Community Action Coalition Meetings	Share information Engage as ambassadors	Personal Meetings
<b>District Hosted Events: Senior Citizens</b>	Legacy Club Members	Engage Connect to Schools Inform	Personal Meetings
<b>District Hosted Events: Business</b>	Business Partners Local Corporations	Inform Engage as ambassadors to share our information with customers and staff	Networking Meetings Presentations Literature

<b>Activity</b>	<b>Media/Communications Strategy</b>	<b>Project Lead</b>
<b>Legacy Club Development</b>	<ul style="list-style-type: none"> <li>• Events</li> <li>• Legacy Letter</li> <li>• Presentations</li> </ul>	Blair/Irwin
<b>Staff Meeting Presentations</b>	<ul style="list-style-type: none"> <li>• Personal Presentations</li> </ul>	Binggeli/Pace/Area Superintendents
<b>ECO Support</b>	<ul style="list-style-type: none"> <li>• Organizational support</li> <li>• Liaison</li> </ul>	Irwin
<b>District Business Partner Program</b>	<ul style="list-style-type: none"> <li>• Networking Events</li> <li>• Literature Drops</li> </ul>	Foley/Irwin
<b>What Matters Video Campaign</b>	<ul style="list-style-type: none"> <li>• Why Arts Matter</li> <li>• Why Sports Matter</li> </ul>	Johnson/Faulds/Hemenway
<b>Survey</b>	<ul style="list-style-type: none"> <li>• Budget Cuts &amp; Returns</li> </ul>	Binggeli/Irwin
<b>Budget List Development</b>	<ul style="list-style-type: none"> <li>• Prioritization of cuts and returns based on future revenue generation.</li> </ul>	Senior Staff
<b>Guest Columns</b>	<ul style="list-style-type: none"> <li>• Prepared for distribution. Distributed to Tropical Trail Life Magazine &amp; Florida Today</li> </ul>	Binggeli/Irwin
<b>EdConnect</b>	<ul style="list-style-type: none"> <li>• Informational stories to reinforce efficiencies and need for capital funding increase</li> <li>• Good will stories to engage community</li> </ul>	Foley/Irwin

<b>Activity</b>	<b>Media/Communications Strategy</b>	<b>Project Lead</b>
	<ul style="list-style-type: none"> <li>• Revenue generation for informational literature development</li> </ul>	
<b>StoryBoard</b>	<ul style="list-style-type: none"> <li>• Informational stories to reinforce efficiencies and need for capital funding increase</li> <li>• Good will stories to engage community</li> <li>• Revenue generation for informational literature development</li> </ul>	Foley/Irwin
<b>Legacy Letter</b>	<ul style="list-style-type: none"> <li>• Informational stories to reinforce efficiencies and need for capital funding increase</li> <li>• Good will stories to engage community</li> <li>• Revenue generation for informational literature development</li> </ul>	Blair/Foley
<b>FB</b>	<ul style="list-style-type: none"> <li>• Grow followers</li> <li>• Inform</li> </ul>	Irwin/Faulds
<b>Twitter</b>	<ul style="list-style-type: none"> <li>• Grow followers</li> <li>• Inform</li> </ul>	Faulds
<b>Articles in Senior Life</b>	<ul style="list-style-type: none"> <li>• Inform senior citizens about Legacy Club</li> </ul>	Blair
<b>Florida Today Editorial Board</b>	<ul style="list-style-type: none"> <li>• Share information/need for half-cent sales tax</li> </ul>	Binggeli
<b>Board of Reference</b>	<ul style="list-style-type: none"> <li>• Create committee from community representation to review operations and provide recommendations for improvements</li> </ul>	Binggeli
<b>Advisory Council Development (Staff &amp; Teacher)</b>	<ul style="list-style-type: none"> <li>• Provide a new venue for two-way communication without union filters</li> <li>• Educate members about district operations</li> <li>• Create ambassadors to/from buildings and departments</li> </ul>	Pace/VanMeter/Irwin
<b>Dialogue Days</b>	<ul style="list-style-type: none"> <li>• Engage community in dialogue regarding perceptions about district operations</li> <li>• Work collaboratively to engage community in problem solving</li> </ul>	Irwin

Activity	Media/Communications Strategy	Project Lead
Community Action Coalition	<ul style="list-style-type: none"> <li>Create sustained group of community stakeholders to work solve/implement solutions to identified issues</li> </ul>	Irwin
Civic Leaders' Breakfast	<ul style="list-style-type: none"> <li>Planned for February. Present need and information regarding half-cent sales tax.</li> <li>Engage support</li> </ul>	Irwin
HOA Outreach	<ul style="list-style-type: none"> <li>EdConnect &amp; Legacy Letter Drops</li> <li>Meetings/Presentations</li> </ul>	<ul style="list-style-type: none"> <li>Irwin</li> <li>Mullins</li> </ul>
Faithbased Outreach	<ul style="list-style-type: none"> <li>Networking Meeting Attendance</li> </ul>	<ul style="list-style-type: none"> <li>Irwin/Foley</li> </ul>
B2Bs	<ul style="list-style-type: none"> <li>Presentations</li> </ul>	<ul style="list-style-type: none"> <li>Irwin/Foley</li> </ul>

**SAMPLE of ONE Sub-Group Detail: SENIOR CITIZENS**

**MESSAGING:**

- Property values are directly impacted by the quality of schools.
- Grandparents raising grandchildren need the support of schools
- Equipping the future generations.

**PROJECT LEAD & RESPONSIBILITIES: GINGER BLAIR & MICHELLE IRWIN**

Activity	Media/Communications Strategy	Timeline
Legacy Club	<ul style="list-style-type: none"> <li>Current enrollment: 2,000. Continue enrollment campaign.</li> <li>Events: Book clubs, computer classes led by students, performances, sporting event entry, and seminars.</li> </ul>	<ul style="list-style-type: none"> <li>August – Ongoing</li> <li>September (sports). Classes begin in January – Ongoing.</li> </ul>
Legacy Letter	<p>Focused newsletter with event information, focused news stories about the state of the district and interest based.</p> <p>Drop bundles at senior centers, 55+ HOA's, Libraries.</p>	January (send as insert in EdConnect. See EdConnect schedule).
Presentations	<p>Personal presentations at senior organization meetings.</p> <p><b><i>*Engage Grandparents Raising Grandchildren as ambassadors.</i></b></p>	March - Ongoing

Activity	Media/Communications Strategy	Timeline
Literature	Provide Financial Facts Brochure, Quick Facts & Accomplishments as hand-outs at presentations.	March - Ongoing
EdConnect	Mail to Legacy Members (underwritten by advertising). Drop at approved 55+ HOAs and senior centers.	Feb., April, May, Aug., Sept., Oct.
Video Clips	When technology permits, show Why ____ Matters videos at Legacy events.	January and ongoing

### SAMPLE FROM SCHOOL BASED CALENDAR (INDIVIDUAL SCHOOL COMMUNICATIONS PLANS)

After each school turned in its communications plan (and coordinated order for marketing materials, which were printed in our in-house print shop) we developed a timeline to provide us with a snapshot of what communications activities were going on throughout our district. The below graph is what took place on one day during the election cycle.

8/13/2014	Audubon	Registration Days	Looping Presentation, Post Cards, Quick Facts Reg. Packets, Announcements, Dedicate Rm.
	<b>Capeview</b>	Registration Days Teacher Meet & Greet	Flyers & Looping presentation Share handouts and video clips w/ Parents
	<b>Coquina</b>	Registration Days	Looping Presentation, Post Cards, Quick Facts Reg. Packets, Announcements, Dedicate Rm.
	<b>Golfview</b>	Registration Days	Looping Presentation, Post Cards, Quick Facts Reg. Packets, Announcements, Dedicate Rm.
	<b>Harbor City</b>	Registration Days	Looping Presentation, Post Cards, Quick Facts Reg. Packets, Announcements, Dedicate Rm.
	<b>Hoover</b>	Registration Days	Looping Presentation, Post Cards, Quick Facts Reg. Packets, Announcements, Dedicate Rm.
	<b>Jefferson Middle</b>	Registration Days	Looping Presentation, Post Cards, Quick Facts Reg. Packets, Announcements, Dedicate Rm.
	<b>Lockmar</b>	Registration Days	Looping Presentation, Post Cards, Quick Facts Reg. Packets, Announcements, Dedicate Rm.
	<b>Madison Middle</b>	Registration Days	Looping Presentation, Post Cards, Quick Facts Reg. Packets, Announcements, Dedicate Rm.
	<b>McAuliffe</b>	Registration Days	Looping Presentation, Post Cards, Quick Facts Reg. Packets, Announcements, Dedicate Rm.
	<b>Meadowlane Intermediate</b>	Registration Days/Meet the Teacher	Looping Presentation, Post Cards, Quick Facts Reg. Packets, Announcements, Dedicate Rm.
	<b>Meadowlane Primary</b>	Registration Days/Meet the Teacher	Looping Presentation, Post Cards, Quick Facts Reg. Packets, Announcements, Dedicate Rm.
	<b>MILA Elementary</b>	Registration Days	Looping Presentation, Post Cards, Quick Facts Reg. Packets, Announcements, Dedicate Rm.

<b>Riviera</b>	Registration Days	Looping Presentation, Post Cards, Quick Facts Reg. Packets, Announcements, Dedicate Rm.
<b>Rockledge High</b>	Registration Days	Video in cafeteria- looping presentation
<b>Sea Park</b>	Registration Days	Looping Presentation, Post Cards, Quick Facts Reg. Packets
<b>Space Coast Jr./Sr. High</b>	Registration Days	Looping Presentation, Post Cards, Quick Facts Reg. Packets, Announcements, Dedicate Rm.
<b>Stone Magnet Middle</b>	Registration Days	Looping Presentation, Post Cards, Quick Facts Reg. Packets, Announcements, Dedicate Rm.
<b>Tropical</b>	Registration Days	Looping Presentation, Post Cards, Quick Facts @ registration table
<b>Westside</b>	Registration Days	Looping Presentation, Post Cards, Quick Facts Reg. Packets, Announcements, Dedicate Rm.

Messaging: October – November 4, 2014 (leading up to the election)

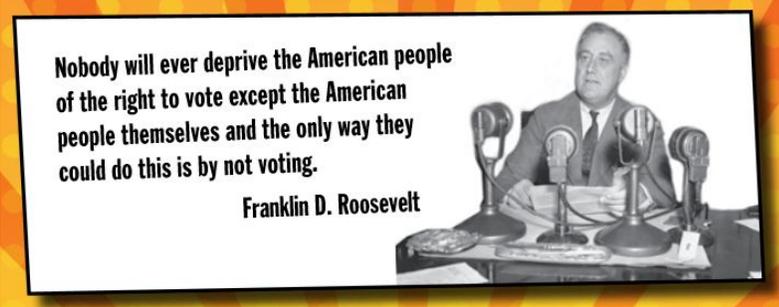
Athletic PSA's at EVERY Athletic Event:

<b>Date</b>	<b>Message</b>
<b>August, 2014 -</b>	1. On November 4, 2014 the Brevard School Board will ask voters to authorize a half-cent sales surtax. Before going to the polls, be sure to get the facts on the sales surtax. Go to <a href="http://brevardschools.org">brevardschools.org</a> .
	2. For information about how athletics may be impacted due to the outcome of the half-cent sales surtax, go to <a href="http://brevardschools.org">brevardschools.org</a> .
	3. Did you know that from 2007-2013, Brevard Public Schools has lost 65% of its capital budget – money used for facilities and technology? Get the facts on the sales surtax at <a href="http://brevardschools.org">brevardschools.org</a> .
	4. Are you familiar with how public education is funded? If not, please visit <a href="http://brevardschools.org">brevardschools.org</a> and click on the elections tab to view videos that explain the need for the half-cent sales surtax. That's <a href="http://brevardschools.org">brevardschools.org</a> .
	5. Did you know that athletics are a key component to building community, organizational skills and leadership development? For more information on how the half-cent sales surtax will affect athletics go to <a href="http://brevardschools.org">brevardschools.org</a> .
	6. Did you know that the cost of the half-cent sales surtax to the average family with an income of \$50,000 that spends 10% is \$25 annually and that this same family will pay a minimum of \$100 annually under the potential pay to participate proposal? Get the facts on the half-cent sales surtax at <a href="http://brevardschools.org">brevardschools.org</a> .

November 4, 2014

Repeated multiple times based on the announcer at every home football and other sporting events with announcement capabilities.

**Email Campaign to Mass Distribution List: (some images have links)**

Date	Message
September 26, 2014 -	<p>Voting is at the heart of the American people. If you aren't registered to vote in Brevard, it's very easy and can be done online at: <a href="http://www.votebrevard.com/Voter-Information/Register-to-Vote.aspx">http://www.votebrevard.com/Voter-Information/Register-to-Vote.aspx</a></p> 
October 2, 2014	<p>Brevard Public Schools is asking all citizens to get informed about what is at stake with the half-cent sales surtax. There is an assortment of materials for you to view and share with your friends and family by clicking on the included image.</p> 
October 9, 2014	<p>Are you wondering how the money raised from a half-cent sales surtax will be spent? There are two ways to get the information:</p>  <ol style="list-style-type: none"><li>1. Click on the icon to view this short video:</li></ol>

	<p>2. View the entire list by clicking on the image:</p> 
<p>October 16, 2014</p>	<p>Many Brevard residents have voiced concerns that the money raised from a half-cent sales surtax will not be spent according to plan. To assure the community of our intention to spend the money according to plan, an Independent Citizens' Oversight Committee will meet regularly with district personnel to review the plan and the expenditures. The ICOC will be charged to report back to the community any changes and justifications for those changes to ensure the proposed plan is implemented with fidelity. Watch a quick video describing the ICOC process, featuring representatives from the Brevard Save Our Students Committee; Drew Thompson and Adrian Laffitte. INSERT IMAGE AND LINK TO VIDEO HERE.</p>
<p>October 23, 2014</p>	<p>Brevard Public Schools has been fortunate to have hometown heroes advocate the continuation of a vibrant school system that encompasses more than assessment scores. Our heroes demonstrate their commitment to athletics, the arts, and science research in a series of video messages. Kelly Slater, Clint Hurdle and Danny McKnight share their thoughts at:</p> 
<p>October 30, 2014</p>	<p>Want to know what the half-cent sales surtax will cost? You might be surprised. For a family with an annual income of \$40,000, spending 10% on taxable items, the approximate cost will be \$20 per year. Find out more detail by watching a short video by clicking on the image below.</p> 

Blackboard Connect Messages (Parent Portal – email, phone, text rapid notification system): Over 88,000 messages sent out each time.

Date	Message
September 26, 2014 -	Voting is at the heart of the American people. If you aren't registered to vote in Brevard, it's very easy and can be done online at: <a href="http://www.votebrevard.com/Voter-Information/Register-to-Vote.aspx">http://www.votebrevard.com/Voter-Information/Register-to-Vote.aspx</a>
October 2, 2014	Brevard Public Schools is asking all citizens to get informed about what is at stake with the half-cent sales surtax. There is an assortment of materials for you to view and share with your friends and family by going to <a href="http://brevardschools.org">brevardschools.org</a> and clicking on the Election tab at the top.
October 9, 2014	Are you wondering how the money raised from a half-cent sales surtax will be spent? There are two ways to get the information. Go to <a href="http://brevardschools.org">brevardschools.org</a> and click on the capital project plan by school image or click on the elections tab then videos to watch a short presentation titled spending plan.
October 16, 2014	Many Brevard residents have voiced concerns that the money raised from a half-cent sales surtax will not be spent according to plan. To assure the community of our intention to spend the money according to plan, an Independent Citizens' Oversight Committee will meet regularly with district personnel to review the plan and the expenditures. Watch a quick video describing the ICOC process, featuring representatives from the Brevard Save Our Students Committee; Drew Thompson and Adrian Laffitte at <a href="http://brevardschools.org">brevardschools.org</a> and click on the election tab, then videos.
October 23, 2014	Brevard Public Schools has been fortunate to have hometown heroes advocate the continuation of a vibrant school system that encompasses more than assessment scores. Our heroes demonstrate their commitment to athletics, the arts, and science research in a series of video messages. Kelly Slater, Clint Hurdle and Danny McKnight share their thoughts at <a href="http://brevardschools.org">brevardschools.org</a> . Click on election and then the video link.
October 30, 2014	Want to know what the half-cent sales surtax will cost? You might be surprised. For a family with an annual income of \$40,000, spending 10% on taxable items, the approximate cost will be \$20 per year. Find out more detail by watching a short video at <a href="http://brevardschools.org">brevardschools.org</a> . Click on election and then the video link.
November 3, 2014	From Schools

**Evaluation** — The clearest indication that the election was a success was demonstrated in a resounding win by 16 percentage points, which was an increase of approximately 19 percentage points from the previous attempt. In addition, due to our community outreach and communication efforts that reflected the feedback from our community, we won every precinct that had a senior community within it, won 160 out of the 173 precincts (half of the lost precincts had less than 10 voters) and won precincts that were considered highly conservative.

Statistically, we know that our message was comprehensively delivered through a variety of formats that include:

1. Tracking of individual school and department strategies as documented on the comprehensive timeline.
2. Follow-up and site visits to athletic events to ensure consistent PSA announcements were being delivered.
3. Blackboard Connect reports indicating the number of rapid notifications were delivered.
4. Facebook and Twitter reach of 9,457.
5. YouTube views of all video property of 3,666 (this does not include the numerous meetings/events these where these videos were broadcast).
6. Brighthouse cable provided over 500 free PSA spots to air our Kelly Slater video.
7. Movie theater impression data.

Like any strategic plan, we were constantly analyzing the landscape and responding to community input. When a question would arise repeatedly, we would develop a new message in either print, video or social media (and sometimes in all formats). As an example, the State of Florida requires districts to provide dual enrollment and pay the tuition for students to take college courses. Multiple questions began to arise about providing college tuition when we were in a financial crisis. Our answer was to develop a new explainer video that addressed dual enrollment requirements. We also had a furlough day for all employees on the cut list if the referendum were to fail, however there was confusion as to how a furlough day would impact the staff (keep in mind that our staff was one of our power audiences). We developed an explainer video entitled “What Will It Cost Me – Employee Edition” and asked department heads and principals to share the video link with their staff members. This gain positive results as employees understood that a sales tax increase was far less than the cost of a furlough day.

The six year referendum will not sufficiently meet the capital project needs for Brevard Public Schools. We anticipate seeking a renewal in 2020. To ensure that the community renews the half-penny sales tax, it is critical that over the next five years we demonstrate financial transparency and report back to our community how we are spending every penny and ensuring that we keep our promise to fund the projects identifies in our capital needs assessment. To do this, we are adding to every newsletter and developing coordinating videos, reports on expenditures and project progress. We have re-purposed our election webpage to reflect the capital funding progress so that each taxpayer can be proud of the management of their investment.