STRATEGIC COMMUNICATION PLAN

Baldwin County Public Schools
Baldwin County, Alabama

Prepared by
National School Public Relations Association

PLEASE NOTE: This strategic Communication Plan is based on the Communication Audit Report from the National School Public Relations Association (NSPRA). NSPRA representatives assisted the school system in developing this document and presented it as an electronic file/document to the school system on November 19, 2007. By definition, a "strategic" plan is a dynamic document. The Communication Plan should be continually evaluated and revised to best achieve the desired objectives for the Baldwin County Public Schools' Communication Department. Necessary changes to the Communication Plan, after November 19, 2007, will be made by the Baldwin County Public Schools' Communications Director or other school system designees, not by staff or representatives of NSPRA, and may not reflect any recommendation by NSPRA.

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Contents

Background

A comprehensive plan ... Creating a 'roadmap'
for the school system's communication efforts

Effective internal and external communication occurs when efforts are strategically planned. Activities and projects are considered in terms of how they support the school system's mission and goals. A plan also provides a means for noting progress and demonstrating accountability through evaluation criteria.

However, a communication plan is just that — a plan. It should be dynamic and not viewed as a final document. It should be revised and adapted as objectives are accomplished and new communication challenges arise.

A "working" document, the plan is based on the four-step public relations process — research, planning, communication/execution and evaluation — and includes the following:

- **Research and assessment** of activities already in place, as well as needs and expectations
- **Overall goals** for the communication effort.
- **Audiences** to be addressed by the plan's activities.
- **Key messages** and information to be presented to those audiences.
- **Strategies** to achieve desired outcomes or changes in behavior.
- **Objectives** to define the outcomes.
- **Tactics or activities** to be implemented to accomplish those outcomes.
- **Person(s) responsible** for those activities.
- **Resources** required.
- **Evaluation** of the activities.

The first step, research and assessment, began with a Communication Audit, conducted by the National School Public Relations Association in May 2007. This plan is based on addressing the recommendations included in the Communication Audit Report presented to Baldwin County Public Schools.

It should be noted that some of the tactics/activities of this plan are currently being carried out, and a number of others have been initiated. However, the formal commencement of this Communication Plan is considered to be January 1, 2008, as recommended by Baldwin County Public Schools' leaders.

Goals

Supporting the school system
Comprehensive Plan for Learning

As recommended by the National School Public Relations Association and Public Relations Society of America, an effective communication plan has only a few overall goals. The following goals are consistent with the current Baldwin County Board of Education Comprehensive Improvement Plan.

1. Ensure that all Communication Department activities and services reflect the school system beliefs, mission and credo.

2. Align all Communication Department activities and services to support the school system's guiding principles, standards and goals.

3. Meet the communication needs and expectations of internal and external stakeholders.

4. Engage internal and external stakeholders to take positive action on behalf of students and education.

Target Audiences

Identifying those individuals and groups
of internal and external constituents to be addressed
by communication activities

Communication tactics and activities described in this Communication Plan are designed to address the following audiences or publics:

- **Internal Audiences**
  - Board of Education members
  - Division/department directors
  - Supervisors/Coordinators
  - Principals
  - Teachers
  - School PR representatives
  - Education Association leaders
  - Teacher aides
  - School nurses
  - Counselors
  - Attendance officers
  - Support staff
    –Clerical
    –Maintenance
    –Food service
    –Transportation

- **External Audiences**
  - Mayors
  - City Council members and elected officials
  - County Commission members
  - Town clerks
  - Communication Council members
  - Parents
  - PTO/PTA leaders/members
  - Booster club members

- Foundation members
- Key Communicators' Network members
- Community leaders in the following areas:
  - North Baldwin County
  - Central Baldwin County
  - Eastern Shore
  - South Baldwin County/Island Cities
- Fine arts committee members
- School building neighbors
- Realtors
- Business partners
- Other Baldwin County Economic Development Authority members
- Law enforcement representatives
- News media representatives
- Retired staff
- Senior citizens
- University of South Alabama representatives/colleagues
- Alabama Department of Education officials
- State legislators

Key Messages

Determining what the school system needs to convey to its audiences and what those audiences want to know

The following key messages should be conveyed to targeted audiences in addressing the Communication Plan objectives.

Baldwin County Public Schools' Board of Education, administrative leaders and Communication Department staff ...

- Want internal and external constituents to recognize that the school system and all of its employees are committed to the guiding principles, beliefs, mission, credo and standards/areas of responsibility of the Comprehensive Improvement Plan (as noted on the following pages).

- Want to meet the communication needs of those constituents.

- Are taking steps to enhance communication with those constituents.

- Will improve the flow of information to and from those constituents.

- Understand that effective two-way communication is based on building relationships with those constituents.

- Will strive to engage those constituents to facilitate better understanding of school system operations and issues.

And in maintaining the commitment to the guiding principles, beliefs, mission, credo and standards/areas of responsibility of the Comprehensive Improvement Plan, Baldwin County Public Schools ...

- Strive to provide world class instruction and support to students.

- Strive to provide students and staff with state-of-the-art facilities.

- Strive to maintain an environment that is safe and conducive to learning.

- Value the concept of community schools and strive to be a community school system.

Guiding Principles, Beliefs, Mission, Credo, Standards/Areas of Responsibility

For Baldwin County Public Schools

■ Guiding Principles for "No Child Left Behind" Compliance

- We believe all children can learn.

- Quality education is the key to every child's success.

- We can find what works for every child.

- "Learning for All" takes everyone — students, parents, teachers and the community.

■ Beliefs

- Everyone can learn.

- Education is a shared responsibility.

- Everyone is unique and has value.

- Learning is a lifelong process.

- Everyone needs to feel safe and secure.

- With rights come responsibilities.

- Expectations affect outcomes.

- A positive attitude enhances learning.

- Everyone needs a positive role model.

- Problem-solving is essential for continuous improvement.

■ Mission

The mission of Baldwin County Public Schools is to prepare lifelong learners who are responsible, productive, caring citizens. Our highly qualified, effective staff will teach a challenging, relevant curriculum in an environment that is safe and conducive to learning.

■ Credo

We believe in the principles of

Integrity, Excellence and Service.

What we do we will do right.

What we do we will do well.

And we will do all with an underlying sense of service.

■ Standards/Areas of Responsibility

- Collaborative Planning and Communication
- Environment for Learning
- Fiscal Management
- Information Technology
- Instructional Program
- Human Resources

Strategies

Defining processes and methods
to meet communication objectives

The following strategies define the processes and methods to be used in conveying messages to the target audiences, and addressing the Communication Plan objectives.

- Develop a culture of communication.
- Develop and facilitate adoption of a Board policy.
- Maintain the Communication Department as a management function.
- Position the Communication Department as a service provider for building administrators and other school system department or division leaders.
- Staffing the Communication Department to meet the needs of the school system and expectations of audiences.
- Include research and evaluation as essential components in Communication Department activities.
- Use technology to ensure timely, efficient and effective communication.
- Emphasize interpersonal communication activities, targeted to key audiences.
- Make internal communication a priority of the Communication Department and focus on an "employee first" method of communication.
- Focus on building-level communication to "make the school system seem smaller."
- Develop specific plans for communicating about school construction and other significant issues facing the school system.
- Develop a process for engaging stakeholders in decision-making.
- Build relationships with elected officials.
- Maintain and build upon current working relationships with the news media.

Timeline

Implementing Communication Audit Report Recommendations

The following timeline sets priorities for addressing the recommendations of the Communication Audit Report:

FIRST YEAR

- ■ **Recommendation 1**
  Develop a comprehensive communication plan.

- ■ **Recommendation 2**
  Develop a culture of communication. (*Address all Tactics/Activities*)
  - Use communication protocol questions to guide thinking about decisions.
  - Instill the culture of communication with new employees.
  - Add a "how this will be communicated" section to Board agendas.
  - Continue system-level programs such as Teacher of the Year, Partners in Education, College and Career Fair and United Way campaign coordination for employees and students.
  - Begin to track call volume to Board of Education office and inquiry type.

- ■ **Recommendation 3**
  Communicate and update employees and the community on key issues. (*Address all Tactics/Activities*)
  - Develop "fact sheets" about key issues (based on "issue at a glance" model); post them on the web site and in e-newsletters and share with key communicators.
  - Share information with employees through interpersonal communication via supervisors and leaders.

- ■ **Recommendation 4**
  Develop a specific plan for communicating about school construction and growth issues. (*Address the following Tactics/Activities*)
  - Publicize current plans and enrollment projections.
  - Communicate the school system desire for more public input for construction projects.
  - Begin conversations with the community well before the start of construction.
  - Regularly report on construction progress.

■ **Recommendation 5**
Enhance communication with internal stakeholders. (*Address the following Tactics/Activities*)
- Focus on an "employee first" method of communication.
- Develop standards and expectations for employee communication.
- Involve employees in decisions that impact them.
- Produce and distribute an electronic internal newsletter.
- Provide more information on issues affecting the school system.
- Use employee orientation to emphasize the role of personnel as ambassadors.
- Celebrate employee contributions and efforts (continue formal activities and institute informal activities/tactics).
- Expand the commitment to visible leadership.
- Provide ambassadorial suggestions to all employees.
- Develop a plan for using the community access television channel.
- Continue development and enhancement of electronic communication and newsletters, web site, podcast/radio show.
- Work with school building and administrative leaders (as directed by the Superintendent) to develop "minimum communication standards" for each school.

■ **Recommendation 6**
Enhance communication with external stakeholders. (*Address the following Tactics/Activities*)
- Create a Key Communicators' Network.
- Maintain relationships with news media.
- Continue current outreach activities.
- Develop a plan for using the community access television channel.
- Continue development and enhancement of electronic communication and newsletters, web site, podcast/radio show.
- Work with school building and administrative leaders (as directed by the Superintendent) to develop "minimum communication standards" for each school.

■ **Recommendation 7**
Develop a process for engaging stakeholders in decision-making. (*Address the following Tactics/Activities*)
- Encourage principals and system administrators to become more active in local civic and service organizations.
- Develop an engagement schedule to connect with parents, government officials and community members.
- Begin presentations to parent groups in all regions.
- Begin conversations with community members.
- Keep a log of contacts with community members.
- Use electronic media to increase visibility.

- **Recommendation 10**
  Build a strong identity for Baldwin County Schools as a family-friendly school system. (*Address the following Tactics/Activities*)
  - Create informational materials in print and CD formats.
  - Establish a protocol for mass communication activities.
  - Develop guidelines for use of the school system logo.
  - Establish a school system brand or image.

- **Recommendation 11**
  Develop and approve a Board policy on communication.
  - Work with proposed Board communication committee.

- **Recommendation 14**
  Develop job descriptions for Communication Department staff.

- **Recommendation 15**
  Examine staffing to implement recommendations.
  - Hire, orient and mentor new staff.

■ **Recommendation 4**
Develop a specific plan for communicating about school construction and growth issues. (*Address the following Tactic/Activity*)
- Begin engagement activities to enable stakeholders to feel more involved in construction projects.

■ **Recommendation 5**
Enhance communication with internal stakeholders. (*Address the following Tactic/Activity*)
- Create an Intranet for school system employees.

■ **Recommendation 6**
Enhance communication with external stakeholders. (*Address the following Tactics/Activities*)
- Establish an electronic outreach system.
- Improve content of the school system's web site.
- Include school system news and key messages in school newsletters.

■ **Recommendation 7**
Develop a process for engaging stakeholders in decision-making. (*Address the following Tactics/Activities*)
- Implement the engagement schedule to connect with parents, government officials and community members.
- Continue presentations to parent and community groups in all regions.
- Continue conversations with community members.
- Continue to publicize current construction plans and enrollment projects.
- Develop a video update for the cable television channel.
- Use podcast, cable television channel and internet video streaming to cover key issues.

■ **Recommendation 8**
Build relationships with elected officials. (*Address the following Tactics/Activities*)
- Create an Adopt an Official program for schools.
- Create a Government Advisory Committee.
- Conduct and "Education Leadership" program for newly elected officials.
- Send school system publications to all elected officials and their key staff.
- Offer student art work for offices.
- Recognize elected officials who make contributions to education.

■ **Recommendation 9**
  Create a Communication Council.

■ **Recommendation 10**
  Build a strong identity for Baldwin County Schools as a family-friendly school
  system. (*Address the following Tactics/Activities*)
  • Create a "Moving to Baldwin County" section on the web site.
  • Provide welcome packets to new families.
  • Include the Communications Director in teacher recruitment.

■ **Recommendation 12**
  Provide professional development opportunities for staff in effective communication.
  (*Address the following Tactics/Activities*)
  • Plan and conduct workshops/in-service programs for the following topics:
    – Strategies for effective communication.
    – Media training.
    – Newsletter design and content.
    – Effective teacher conferences and open house programs.
    – Education endorsement.

■ **Recommendation 15**
  Evaluate staffing accomplishments and continue mentoring of new staff.

- ■ **Recommendations 5 and 6**
  Enhance communication with internal and external stakeholders. (*Address the following Tactics/Activities*)
  - Upgrade telephone response system and process.
  - Evaluate new tactics/activities.

- ■ **Recommendation 7**
  Develop a process for engaging stakeholders in decision-making. (*Address the following Tactic/Activity*)
  - Review, assess and revise the format for parent and community group meetings/forums.

- ■ **Recommendation 8**
  Build relationships with elected officials. (*Address the following Tactic/Activity*)
  - Invite officials to meet with student leaders.

- ■ **Recommendation 10**
  Build a strong identity for Baldwin County Schools as a family-friendly school system. (*Address the following Tactics/Activities*)
  - Develop and enhance connections with large employers.
  - Evaluate "first impressions" at schools.
  - Develop guidelines for offering school tours.
  - Offer an information seminar for real estate agents.

- ■ **Recommendation 12**
  Provide professional development opportunities for staff in effective communication. (*Address the following Tactics/Activities*)
  - Plan and conduct workshops/in-service programs for the following topics:
    - Customer service.
    - Developing communication plans.
    - Crisis communication and management.

Timeline

Implementing Tactics/Activities

The following timeline sets priorities for implementing tactics/activities proposed in the Communication Audit Report and identified in the Communication Plan objectives:

FIRST YEAR, MONTHS 1-6

OBJECTIVE 1.1
The school system will have a policy on communication, approved by the Board of Education.

Tactics/Activities
- Work with proposed Board Communication Committee.
- Conduct research to find model policies for reference.
- Evaluate model policies.
- Compose draft policy for review by Superintendent and Board committee.
- Finalize policy and place on Board agenda for consideration.
- Publicize adoption of policy to internal and external stakeholders.

OBJECTIVE 1.2
The Communication Department will be staffed to carry out recommendations in the Communication Audit Report and tactics/activities of the strategic communication plan, and meet the needs of the school system and the expectations of its audiences.

Tactics/Activities
- Examine and review staffing needs and evaluate budgetary implications.
- Given Board and administrative approval, determine process for identification and assessment of candidates, and selection of personnel.
- Develop criteria to measure qualifications and questions to be used in interviews.
- Select best qualified candidate(s) for position(s).
- Develop and carry out plan for orientation and mentoring/training of new personnel.
- Consider "outsourcing" to meet immediate demands until department can be staffed as per Communication Audit Report recommendations.

OBJECTIVE 1.3
All members of Communication Department staff will have job descriptions that note actual duties and responsibilities.

Tactics/Activities

- Analyze and assess duties and responsibilities for current personnel.
- Assign duties for proposed new personnel and develop job descriptions to match.
- Conduct research to find sample job descriptions that can be used as models.
- Include requirement for membership in professional association(s) such as NSPRA and Public Relations Society of America (PRSA) to keep staff apprised of current developments in the profession.
- Work with Human Resources Director to complete the process and write final documents.

OBJECTIVE 1.4
Communication issues and implications will be anticipated and explored when decisions are made at the executive cabinet level.

Tactic/Activity

- Include protocol questions (see Recommendation 2, Communication Audit Report) in discussions of all major decisions.

OBJECTIVE 1.5
Communication about Board decisions will be planned and carried out strategically.

Tactics/Activities

- Add "How will this be communicated" section to Board agendas.
- Include information about significant issues and decisions when electronic communication activities are initiated to internal and external stakeholders.
- Convey reasons and justification for decisions to stakeholders.

OBJECTIVE 1.6
The school system will become the first source of information for **employees**.

Tactics/Activities

- Attend/monitor Board meetings and work sessions and promptly report on proceedings to staff.
- Supply information to school system personnel before disseminating it externally.
- Develop standards and expectations for employee communication.
- Produce and distribute a weekly electronic newsletter.
- Provide more information on issues affecting the school system.
- Improve communication at the building and supervisory level.
- Involve employees in decisions that impact them.
- Celebrate employee contributions and efforts.

OBJECTIVE 1.7

The Communication Department will be consulted by all school system personnel for production of any publication, development of mass and group communiques, release of information to or contact with news media, and use of the school system logo.

Tactics/Activities
- Develop and institute guidelines for the communication processes.
- Explain guidelines to administrative and supervisory staff.
- Post guidelines in e-newsletter for employees.
- Use strategy of Communication Department as a service provider for other departments, offices and schools.
- Use communication vehicles being proposed in other objectives.

OBJECTIVE 1.8

Current activities that strengthen the Communication Department position as a vital resource and service provider for internal and external audiences will be continued and enhanced.

Tactics/Activities
- Continue programs such as Teacher of the Year, Partners in Education, College and Career Fair and United Way campaign coordination for employees.
- Look for opportunities to identify the Communication Department as a service to other school system departments and offices.
- Note that these activities are "sponsored" or "coordinated" by the Baldwin County Schools' Communication Department.
- Begin to track call volume to Board of Education office and inquiry type.

OBJECTIVE 1.9

Communication vehicles currently in use or in development will become regular tactics/activities serving the school system and individual schools, and minimum communication standards will be identified for each school.

Tactics/Activities
- Continue development and enhancement of electronic communication and newsletters, web site, podcast/radio show.
- As directed by the Superintendent, work with school building and administrative leaders to develop "minimum communication standards" for each school.

OBJECTIVE 1.10

More information about key issues facing the school system will be provided to **key stakeholders** via mass communication.

Tactics/Activities

- Develop fact sheets about key issues.
- Post fact sheets on the school system web site.
- Link fact sheets to electronic communication to internal and external stakeholders.
- Use podcast, web site and cable television channel.
- Develop fact sheets based on "Issue at a Glance" as routine process of Superintendent's staff meetings.
- Develop fact sheets based on "Issue at a Glance" process and post on school system web site.
- Develop fact sheets based on "Issue at a Glance" process and include as part of electronic communication to stakeholders.

OBJECTIVE 1.11

More information about key issues facing the school system will be provided to **employees** via interpersonal communication.

Tactic/Activity

- Share more information about key issues with employees through interpersonal communication via supervisory personnel and leaders — cabinet members, principals, system supervisors, etc.

OBJECTIVE 1.12

Key external stakeholders will have a better understanding of current construction plans and growth issues via mass communication activities.

Tactics/Activities

- Highly publicize information about enrollment projections and construction plans.
- Communicate that the construction process is changing to include more community input.
- Regularly report on construction progress so parents and other key stakeholders understand what is happening.

OBJECTIVE 1.13
The school system will become the primary source of school and system information for key external stakeholders.

Tactics/Activities
- Create a Key Communicators' Network.
- Maintain relationships with the news media.
- Continue current outreach activities.

OBJECTIVE 1.14
Stakeholders will be engaged in the process of planning and constructing new schools.

Tactics/Activities
- Develop an engagement schedule to connect with key stakeholders, such as area parents and city officials.
- Begin conversations with key community members well before the start of construction.
- Begin presentations to parent groups in each region.
- Keep a log of contacts — conversations and presentations — with community members by the Communication Department and the Superintendent.

OBJECTIVE 1.15
School system leaders will demonstrate their commitment to those who support the schools and engage key community members by sharing information and soliciting feedback.

Tactics/Activities
- Encourage principals and system administrators to become more active in local civic and service organizations.
- Provide service to administrative leaders by preparing materials for distribution and presentations.
- Use electronic media (cable television channel, web site) to increase visibility.

OBJECTIVE 1.16
The commitment to visible leadership will be increased by school system leaders.

Tactics/Activities
- Continue opportunities for face-to-face communication and personal interaction between leaders and employees.

- Develop a schedule and implement regular, brief visits by the superintendent to all schools for chats with instructional and support staff.
- Encourage other central office administrators to visit schools periodically and chat with instructional and support staff.
- Propose that this vital communication activity be introduced as a responsibility for school system leaders.
- Maintain log of visits by administrative leaders and supervisors.
- Use electronic media (cable television channel, internet) to increase visibility.

OBJECTIVE 1.17
New employees will understand the importance of communication and their roles as school system ambassadors.

Tactics/Activities
- Discuss the importance of communication during new employee orientation.
- Use new employee orientation to emphasize the role of personnel as ambassadors for the system.
- Use in-service programs to send a clear message to employees that communication is part of their jobs.
- Include messages about ambassadorship in employee electronic newsletter.
- Provide handouts on school system facts and information to help employees with role as ambassadors.
- Provide suggestions and tips to demonstrate how employees can serve as ambassadors.

OBJECTIVE 1.18
Baldwin County Schools will have a plan for use of the community access television channel.

Tactics/Activities
- Research possible use of channel.
- Research possible use of high school video production classes to program channel.
- Research possible community partners to assist with programming channel.
- Use the Communication Council in planning possible uses and guidelines for use of channel.
- Identify possible programming.
- Develop timeline and budget.
- Develop plan for implementation of this initiative.

OBJECTIVE 2.1
New Communication Department personnel will continue to demonstrate professional growth and an enhanced level of skills needed for their work, and earn favorable performance evaluations.

Tactic/Activity
• Continue to mentor and train new personnel.

OBJECTIVE 2.2
The Communication Department will have an advisory group to assist with strategic communication planning.

Tactics/Activities
• Create a Communication Council.
• Seek council advice regarding communication issues, planning and program development and evaluation.

OBJECTIVE 2.3
Key external stakeholders will find the school system's electronic communication to be informative and effective.

Tactics/Activities
• Establish an electronic outreach system for external audiences.
• Improve content of the school system's web site.

OBJECTIVE 2.4
External stakeholders will be engaged in the process of planning and constructing new schools.

Tactics/Activities
• Continue to communicate that the construction process is changing to include more community input.
• Continue to publicize current construction plans and enrollment projections.
• Develop a video update for cable television channel.
• Implement the engagement schedule (developed in first year) to connect with key stakeholders, such as parents and city officials.
• Continue presentations to parent groups in each region.
• Provide opportunities for the public to have input without attending a meeting.
• Continue conversations with key community members.

- Continue regular reports on construction progress.

OBJECTIVE 2.5
External stakeholders will be engaged in understanding all operations of the school system.

Tactics/Activities
- Implement the engagement schedule (developed in first year) to connect with key stakeholders, such as parents and city officials.
- Continue presentations to parent groups in each feeder pattern area.
- Use podcast, cable television channel and internet video streaming to cover key issues.
- Provide opportunities for the public to have input without attending a meeting.
- Continue conversations with key community members.

OBJECTIVE 2.6
Key elected officials will be more engaged with the school system.

Tactics/Activities
- Create a Government Advisory Committee, comprised of local officials.
- Conduct regular meetings of this committee.
- Conduct an "Education Leadership" program for newly elected officeholders — sharing basic information on the school system and education in general.
- Share relevant information with these officials.
- Create an Adopt-an-Official program for schools.
- Provide opportunities for committee members to share information with the superintendent and other administrators.

OBJECTIVE 2.7
Elected officials will have a better understanding of school system operations and issues.

Tactics/Activities
- Send school system publications to all elected officials.
- Offer student artwork for government offices.
- Recognize elected officials who make contributions to education.

OBJECTIVE 2.8
Administrative and supervisory personnel will have greater awareness of the importance of effective communication in building relationships with other staff members, and employees will place greater value on personal interaction with supervisors as a means for information exchange.

Tactics/Activities
- Work with the Human Resources Director to develop a series of one-hour professional development training sessions for supervisory staff, to be offered monthly.
- Focus on strategies for effective communication with employees for the introductory session(s).
- Seek input from supervisory personnel and identify other topics of relevance for future sessions.
- Use guest presenters from local businesses, agencies, school system advisory groups, building on public engagement opportunities.
- Introduce education endorsement initiative, encouraging all employees to seek opportunities to deliver positive messages about schools.
- Use training sessions to develop messages about system-side and individual school success stories for use in education endorsement campaign. (This part of session could be led by Communications Director.)

OBJECTIVE 2.9
Employees will understand and demonstrate effective communication strategies and tactics, and they will have an understanding of their roles as ambassadors for the school system.

Tactics/Activities
- Design one-hour workshop on communication awareness training for instructional and support staff.
- Design one-hour workshop on conducting effective parent-teacher conferences, open house programs for principals and instruction staff.
- Conduct professional development sessions on communication awareness for all groups of support staff.
- Conduct professional development sessions on communication awareness for instructional staff at all schools.
- Initiate education endorsement initiative and (as part of workshop agenda) encourage all employees to seek opportunities to deliver positive messages about schools.
- Develop messages about school system and success stories in individual schools for use in education endorsement campaign.
- Consider Communications Director and specialists as presenters.

OBJECTIVE 2.10
The school system web site will be an expanded resource of needed and useful information for employees, as well as another means to promote ambassadorship.

Tactics/Activities
- Create an Intranet for school system employees.
- Include messages about the school system to reinforce the value of employees becoming ambassadors.

OBJECTIVE 2.11
The school system web site will be a resource for school information for families new to Baldwin County.

Tactics/Activities
- Provide welcome packets of informational materials about the school system to families new to Baldwin County.
- Create a "Moving to Baldwin County" section on the school system's web site.

OBJECTIVE 2.12
Parents and other key external stakeholders will find "Notify me" newsletters to be sources of important information about the school system.

Tactics/Activities
- Include school system news and key messages in individual school newsletters.
- Prepare and send short paragraphs to schools by email that can be copied and included in newsletters.
- Introduce a section in newsletters titled "School System News."

OBJECTIVE 2.13
Employees with responsibilities for communication activities will enhance their skills.

Tactics/Activities
- Design and conduct two one-hour workshops on media training for administrative leaders and principals.
- Design and conduct two one-hour workshops on newsletter design and content for principals and other staff who have responsibilities for school newsletters.
- Design and conduct two one-hour workshops on developing communication plans.
- Consider Communication Director and specialists as presenters.

OBJECTIVE 3.1
Communications Department staff will strategically plan for all internal and external communication efforts.

Tactics/Activities
- Upgrade the telephone response system and processes.
- Create a "call center" with database of general information for first-level inquiries.

OBJECTIVE 3.2
Key external stakeholders will be more engaged with the school system and feel that they are more involved in planning and the decision-making process.

Tactic/Activity
- Review, assess and revise (as needed) the format for community forums/town meetings and study circles.

OBJECTIVE 3.3
The Communication Department will work with the Human Resources Office to include effective communication and marketing strategies and tactics in the staff recruitment process.

Tactics/Activities
- Create a teacher/employee recruitment section on the school system's web site.
- Identify "marketing" messages to recruit potential teachers and other employees.
- Include the Communications Director in teacher recruitment.
- Provide welcome packets to new and potential employees.

OBJECTIVE 3.4
Key elected officials will become more engaged with the school system and express an appreciation for the daily work of school system employees and for student achievements.

Tactics/Activities
- Invite government officials to meet and visit with student leaders.
- Develop guidelines and schedule for the process.
- Identify student leaders.
- Conduct orientation for students and teacher facilitators.

OBJECTIVE 3.5
A greater number of families moving to the region will be aware of the advantages of living in Baldwin County and sending their children to Baldwin County Schools.

Tactics/Activities
- Develop and enhance connections with large employers in the area.
- Offer an information seminar for real estate agents.

OBJECTIVE 3.6
Baldwin County Schools will be welcoming to a large number of new families and students.

Tactics/Activities
- Evaluate first impressions at schools through visits to schools and assessment of exteriors and interiors for welcoming atmosphere.
- Develop guidelines for offering school tours.

OBJECTIVE 3.7
Employees will demonstrate enhanced skills in customer service and crisis communication.

Tactics/Activities
- Design and conduct two one-hour workshops on customer service for personnel who routinely interact with guests to schools and offices.
- Design and conduct two one-hour workshops on crisis communication for personnel with crisis response assignments.
- Consider Communication Director and specialists as presenters for customer service sessions.

Objectives

Determining desired outcomes

The following objectives are based on the general observations, guiding principles and recommendations of the Communication Audit Report, and reflect the school system's goals as set forth in the Comprehensive Plan for Learning.

Each objective includes:

- **Desired outcomes** for communication activities.

- **Tactics/activities** to reach those outcomes.

- **Materials, training and costs** to carry out those tactics/activities.

- **Evaluation** methods to gauge the success of tactics/activities.

It should be noted that this Communication Plan is based on the Communication Audit Report from the National School Public Relations Association (NSPRA). While NSPRA representatives assisted the school system in developing this document, it is the responsibility of Baldwin County Schools' Director of Communication to constantly evaluate and adjust the plan to best achieve the desired objectives. As stated in the "Background" section, this is a dynamic plan. Changes to staffing, job descriptions, budgets, strategies and tactics are to be expected as this plan materializes and its efficacy is regularly evaluated and modified to meet real-time challenges.

It should also be noted that, given the numerous objectives listed in this plan, the responsibilities of the Communication Department will be dramatically expanded. As stated in the NSPRA Communication Audit Report, NSPRA recommends that "Baldwin County Public Schools consider supporting its commitment to improved communication by adding positions to the communication office as quickly as the budget allows." These objectives were written with the assumption that the school system will follow that staffing recommendation. It is also possible, that given the large number of objectives suggested for the first year of this plan, it may be necessary to investigate alternatives, such as outsourcing some duties, until such time as the number of staff in the Communication Department is able to be increased.

OBJECTIVES

FIRST YEAR

PLEASE NOTE: Objectives are numbered in chronological order, as suggested for implementation. They reflect the recommendations in the Communication Audit Report, as noted by the numbers in parentheses.

OBJECTIVE 1.1 (11)
The school system will have a policy on communication, approved by the Board of Education.
(Recommendation 11: Develop and approve a Board policy on communication.)

TACTICS/ACTIVITIES
- Work with proposed Board Communication Committee.   - Conduct research to find model policies for reference.   - Evaluate model policies.   - Compose draft policy for review by Superintendent and Board committee.   - Finalize policy and place on Board agenda for consideration.   - Publicize adoption of policy to internal and external stakeholders.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
• Board of Education • Superintendent	• Sample policies • News releases	• Communications Director	• Time for research • Time for meeting with Board committee • Time for developing policy • Time for evaluation • Time for publicizing adoption of policy	• Three months for implementation • Evaluation after one year

EVALUATION
• Policy will be reviewed by Board, Superintendent and Communications Director for effectiveness.

GOALS ADDRESSED

1. Ensure that all Communication Department activities and services reflect the school system beliefs, mission and credo.
2. Align all Communication Department activities and services to support the school system's guiding principles, standards and goals.
3. Meet the communication needs and expectations of internal and external stakeholders.
4. Engage internal and external stakeholders to take positive action on behalf of students and education.

OBJECTIVE 1.2 (15)
The Communication Department will be staffed to carry out recommendations in the Communication Audit Report and tactics/ activities of the strategic communication plan, and meet the needs of the school system and the expectations of its audiences.
(Recommendation 15: Examine staffing to implement recommendations of Communication Audit Report.)

TACTICS/ACTIVITIES
- Examine and review staffing needs and evaluate budgetary implications.   - Serve in advisory capacity with Superintendent and Board of Education members.   - Address recommendations of Communication Audit Report — two Communication Specialists and one Web/Multi-media Specialist.   - Given administrative and Board approval, determine process for identification and assessment of candidates, and selection of personnel.   - Develop criteria to measure qualifications and questions to be used in interviews.   - Select best qualified candidate(s) for position(s).   - Develop and carry out plan for orientation and mentoring/training of new personnel.   - Consider "outsourcing" to meet immediate demands until department can be staffed as per Communication Audit Report recommendations.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
• Board of Education • Superintendent • Communications Director	• Communication Audit Report • Strategic communication plan	• Superintendent • Communications Director • Human Resources Director	• Costs for salaries and benefits • Costs for supplies and equipment such as desks, computers, etc. • Time for research and selection, hiring process • Time for development of plan for orientation and mentoring • Time for mentoring and training • Time for evaluation	• Three-six months-for implementation • Preliminary evaluation six months after hiring • Annual formal evaluation in following years • Ongoing informal evaluation of performance • Ongoing mentoring and training

EVALUATION

- Effectiveness of new positions will be evaluated after six months, one year and two years.
- Modifications will be made in job assignments and responsibilities as needed.
- New staff will be evaluated for performance after six months of employment and on annual basis.
- Electronic or paper survey of school system department leaders — after one year, 80 percent will have positive assessment.
- Services provided to external audiences will be assessed, based on results of evaluations of stakeholders.

GOALS ADDRESSED
1. Ensure that all Communication Department activities and services reflect the school system beliefs, mission and credo.
2. Align all Communication Department activities and services to support the school system's guiding principles, standards and goals.
3. Meet the communication needs and expectations of internal and external stakeholders.
4. Engage internal and external stakeholders to take positive action on behalf of students and education.

OBJECTIVE 1.3 (14)
All members of Communication Department staff will have job descriptions that note actual duties and responsibilities.
(Recommendation 14: Develop job descriptions for Communication Department staff.)

TACTICS/ACTIVITIES
- Analyze and assess duties and responsibilities for current personnel.   - Assign duties for proposed new personnel and develop job descriptions to match.   - Revise Administrative Assistant job description to dedicate entire workday to assignments for the Communication Department.   - Conduct research to find sample job descriptions that can be used as models.   - Include requirement for membership in professional association(s) such as NSPRA and Public Relations Society of America (PRSA) to keep staff apprised of current developments in the profession.   - Work with Human Resources director to complete the process and write final documents.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
- Superintendent - Communication Department personnel	Sample job descriptions	- Communications Director - Human Resources Director	- Time for research - Time for developing job descriptions - Time for evaluation	- Three months for implementation - Evaluation after one year - Review and modification ongoing

EVALUATION
Job descriptions will be reviewed for effectiveness after one year by Superintendent, Communications Director, other Communication Department personnel and Human Resources Director.

GOALS ADDRESSED
1. Ensure that all Communication Department activities and services reflect the school system beliefs, mission and credo.
2. Align all Communication Department activities and services to support the school system's guiding principles, standards and goals.
3. Meet the communication needs and expectations of internal and external stakeholders.
4. Engage internal and external stakeholders to take positive action on behalf of students and education.

OBJECTIVE 1.4 (2)
Communication issues and implications will be anticipated and explored when decisions are made at the executive cabinet level.
(Recommendation 2: Develop a culture of communication.)

TACTIC/ACTIVITY
• Include protocol questions (see Recommendation 2, Communication Audit Report) in discussions of all major decisions.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
School system administrative leaders	• Copies of questions to relevant staff • Introduction/ orientation to concept for school system leaders	• Superintendent • Communications Director	• Minimal costs for duplicating protocol questions • Time for discussion • Time for orientation to process • Time for development of survey • Time for evaluation and assessment of results	• Three months for implemen-tation • Survey after one year

EVALUATION
• Communication planning becomes a routine part of decision-making. • Paper or electronic survey of administrative leaders* — after one year, majority will express satisfaction with process. • Informal, ongoing evaluation through discussions with/comments from administrative leaders.*   * Activity will be used to evaluate more than one objective.

GOALS ADDRESSED
2. Align all Communication Department activities and services to support the school system's guiding principles, standards and goals.
3. Meet the communication needs and expectations of internal and external stakeholders.

OBJECTIVE 1.5 (2)
Communication about Board decisions will be planned and carried out strategically.
(Recommendation 2: Develop a culture of communication.)

TACTICS/ACTIVITIES
- Add "How will this be communicated" section to Board agendas.   - Include information about significant issues and decisions when electronic communication activities are initiated to internal and external stakeholders.   - Convey reasons and justification for decisions to stakeholders.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
- Board of Education members - Administrative leaders	Orient administrative leaders and Board members to consider communication implications of decisions.	- Superintendent - Communications Director	- Time for orientation - Added time for discussion - Time for writing newsletter items - Time for developing surveys - Time for surveys and assessment of results - Materials and personnel for telephone survey	- Three months for implementation - E-communication to internal stakeholders initiated after six months - E-communication to external stakeholders initiated in second year - Surveys after one year - Telephone survey after two years

EVALUATION

- Communication discussion will become routine part of agenda preparation and consideration of issues and decisions.
- Electronic survey of employees via e-newsletter* — after one year, 80 percent will have understanding of issues and why decisions are made.
- Electronic or paper survey of key stakeholders* — after one year, 70 percent will have understanding of issues and why decisions are made.
- Scientific telephone survey of community members — after two years, 50 percent will have understanding of issues and reasons why decisions are made.
- Informal research through discussion with/comments from members of Key Communicators' Network and Communication Council, and from school system leaders* — majority will have positive comments.

* Activity will be used to evaluate more than one objective.

GOALS ADDRESSED
1. Ensure that all Communication Department activities and services reflect the school system beliefs, mission and credo.
3. Meet the communication needs and expectations of internal and external stakeholders.

OBJECTIVE 1.6 (5)
The school system will become the first source of information for **employees**.
(Recommendation 5: Enhance communication with internal stakeholders.)

TACTICS/ACTIVITIES
- Attend/monitor Board meetings and work sessions and promptly report on proceedings to staff.   - Supply information to school system personnel before disseminating it externally.   - Develop standards and expectations for employee communication. Messages to be transmitted: - Rationale behind decisions.   - System vision and direction.   - Information about important meetings.   "Nuts and bolts" of operations.   - Produce and distribute a weekly electronic newsletter. Contents should include: - Key messages and "big picture" issues.   - Topics of interest and need.   - Provide more information on issues affecting the school system. Methods could include: - Interaction between supervisors and staff.   - Special section in internal electronic newsletter.   - Special section on web site.   - Improve communication at the building and supervisory level. Methods could include: - Training for administrative leaders, principals and supervisors.   - Develop and conduct a survey of teachers regarding their communication needs.   - Involve employees in decisions that impact them.   - Celebrate employee contributions and efforts.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
- Administrative leaders - Supervisory personnel - All employees	- Software for electronic newsletter - Possible training in developing effective electronic communications - Orient administrative leaders and supervisors to process of sharing information with employees - Orient supervisors in methods for informal staff recognition	- Superintendent - Communications Director - Communication Specialist - Web/multi-media Specialist - IT Services Director - Administrative leaders - Supervisors	- Software - Time for training in electronic newsletters - Time for developing standards and newsletter - Time for orientation/ training of supervisory employees - Time for supervisors to celebrate employee contributions - Time for developing surveys - Time for evaluation and assessment of results	- Six months-one year for imple-mentation - Survey after one and two years

EVALUATION

- Sharing of information on key issues will become routine part of interpersonal communication between employees and supervisors.*
- Electronic survey of employees via e-newsletter* — after one and two years ...
  - 60 and 80 percent will have understanding of issues and reasons for decisions.
  - 60 and 80 percent will react positively to internal newsletter.
  - 60 and 80 percent will cite school system official channels as source for information on key issues.
- Survey of supervisory staff will provide opportunity for input and to determine problems or concerns about new standards for information sharing.
- Informal research through discussions with/comments from school system leaders* — majority will express positive comments.

*Activity will be used to evaluate more than one objective.

GOALS ADDRESSED
3. Meet the communication needs and expectations of internal and external stakeholders.
4. Engage internal and external stakeholders to take positive action on behalf of students and education.

OBJECTIVE 1.7 (10)
The Communication Department will be consulted by all school system personnel for production of any publication, development of mass and group communiques, release of information to or contact with news media, and use of the school system logo.
(Recommendation 10: Build a Strong Identity for Baldwin County Schools as a family-friendly school system.)

TACTICS/ACTIVITIES
- Develop and institute guidelines for the following processes: - Development and production of school system publications.   - Release of information to or contact with news media.   - Development of mass and group communiques for internal and external audiences.   - Use of the school system logo.   - Explain guidelines to administrative and supervisory staff.   - Post guidelines in e-newsletter for employees.   - Use strategy of Communication Department as a service provider for other departments, offices and schools.   - Use communication vehicles being proposed in other objectives.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
• All employees	• Orientation to guidelines for administrative leaders, supervisors and principals	• Superintendent (in advisory role) • Communications Director • Communication Specialist • Web-multi-media Specialist	• Time for developing guidelines • Time for orientation of administrative leaders, supervisors and principals • Time for posting in e-newsletter • Time for evaluating process • Time for developing evaluation form • Time for evaluation and assessment of results	• Six months for imple-mentation • Evaluation after one and two years

EVALUATION

- Ongoing evaluation of effectiveness of processes by Communication Department staff.
- Electronic evaluation of administrative leaders, supervisors and principals for questions and concerns — after one year, 70 percent, and after two years, 90 percent, will understand service role of Communication Department.
- Informal research through discussion with/comments from school system leaders* — majority will have positive comments.

  * Activity will be used to evaluate more than one objective.

GOALS ADDRESSED
1. Ensure that all Communication Department activities and services reflect the school system beliefs, mission and credo.
2. Align all Communication Department activities and services to support the school system's guiding principles, standards and goals.
3. Meet the communication needs and expectations of internal and external stakeholders.

OBJECTIVE 1.8 (2)
Current activities that strengthen the Communication Department position as a vital resource and service provider for internal and external audiences will be continued and enhanced.
(Recommendation 2: Develop a culture of communication.)

TACTICS/ACTIVITIES
- Continue programs such as Teacher of the Year, Partners in Education, College and Career Fair and United Way campaign coordination for employees.   - Look for opportunities to identify the Communication Department as a service to other school system departments and offices.   - Note that these activities are "sponsored" or "coordinated" by the Baldwin County Schools' Communication Department.   - Begin to track call volume to Board of Education office and inquiry type.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
- School system administrative leaders - School system personnel - Parents - Students - Community and business leaders	Informational materials	- Communications Director - Communication Administrative Assistant - Communication Specialist	- Production of informational materials - Time for planning - Time for development of survey - Time for evaluation and assessment of results	- Ongoing - Survey after one year

EVALUATION
- Paper or electronic survey of administrative leaders* — after one year, majority will express satisfaction with programs and appreciation of the role played by Communication Department.   - Informal, ongoing evaluation through discussions with/comments from administrative leaders.*   *Activity will be used to evaluate more than one objective.*

GOALS ADDRESSED
2. Align all Communication Department activities and services to support the school system's guiding principles, standards and goals.
3. Meet the communication needs and expectations of internal and external stakeholders.

OBJECTIVE 1.9 (5, 6)
Communication vehicles currently in use or in development will become regular tactics/activities serving the school system and individual schools, and minimum communication standards will be identified for each school.
(Recommendations 5 and 6: Enhance communication to internal stakeholders. Enhance communication to external stakeholders.)

TACTICS/ACTIVITIES
- Continue development and enhancement of electronic communication and newsletters, web site, podcast/radio show.   - As directed by the Superintendent, work with school building and administrative leaders to develop "minimum communication standards" for each school, and make use of the following: "Notify me" mass email.   - Regular building web site updates.   - Regular system updates to all employees.   - Routine contacts with the Communication Department regarding any mass communiques.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
• All internal audiences • All external audiences	• Reminder cards and informational handouts • Orient administrative leaders and principals to the need for communication standards • Orient all employees	• Superintendent • Communications Director • Communication Specialist • Web/multi-media Specialist • IT Services Director	• Time for orientation of supervisory personnel • Time for development of standards • Time for orientation of all employees • Time for posting on web site and producing electronic communication • Time for developing surveys • Time for evaluation and assessment of results	• Six months to one year for implemen- tation • Survey after one year

EVALUATION
• Electronic survey of employees via e-newsletter* — after one year, 80 percent will have understanding of issues and why decisions are made, and 50 percent will have understanding of importance of communication. • Electronic survey of administrative leaders and supervisory personnel — after one year, 80 percent will have appreciation of Communication Department as a service provider. • Informal research through discussion with/comments from administrative leaders and supervisory personnel.   * Activity will be used to evaluate more than one objective.

GOALS ADDRESSED

2. Align all Communication Department activities and services to support the school system's guiding principles, standards and goals.
3. Meet the communication needs and expectations of internal and external stakeholders.

OBJECTIVE 1.10 (3)
More information about key issues facing the school system will be provided to **key stakeholders** via mass communication.
(Recommendation 3: Communicate and update employees and community on key issues.)

TACTICS/ACTIVITIES
- Develop fact sheets about key issues (based on "Issue at a Glance" model, page 20, Communication Audit Report).   - Post fact sheets on the school system web site.   - Link fact sheets to electronic communication to internal and external stakeholders.   - Use podcast, web site and cable television channel.   - Develop fact sheets based on "Issue at a Glance" as routine process of superintendent's staff meetings.   - Develop fact sheets based on "Issue at a Glance" process and post on school system web site.   - Develop fact sheets based on "Issue at a Glance" process and include as part of electronic communication to stakeholders.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
• Administrative leaders	• Orient administrative leaders to process of developing "Issue at a Glance" sheet • Orient leaders to process of collaborating with Communication Department staff	• Communications Director • Communication Specialist • Web/multi-media Specialist • IT Services Director	• Fact sheets • Time for orientation • Time for development of fact sheets • Time for posting on web site and linking to electronic communication • Time for developing surveys • Time for evaluation and assessment of results • Materials and personnel for telephone survey	• Six months for imple-mentation • Surveys after one year • Telephone survey after two years

- Electronic survey of employees via e-newsletter* — after one year, 80 percent will have understanding of issues and why decisions are made.
- Electronic or paper survey of key stakeholders* — after one year, 70 percent will have understanding of issues and why decisions are made.
- Scientific telephone survey of community members* — after two years, 50 percent will have understanding of issues and reasons why decisions were made.
- Informal research through discussion with/comments from members of Key Communicators' Network and Communication Council, and from school system leaders* — majority will have positive comments.

* Activity will be used to evaluate more than one objective.

GOALS ADDRESSED

2. Align all Communication Department activities and services to support the school system's guiding principles, standards and goals.
3. Meet the communication needs and expectations of internal and external stakeholders.

OBJECTIVE 1.11 (3)
More information about key issues facing the school system will be provided to **employees** via interpersonal communication.
(Recommendation 3: Communicate and update employees and community on key issues.)

TACTIC/ACTIVITY
• Share more information about key issues with employees through interpersonal communication via supervisory personnel and leaders — cabinet members, principals, system supervisors, etc.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
• Administrative leaders • Supervisors	• Fact sheets for leaders and supervisors • Orient administrative leaders and supervisors to process of sharing information with employees	• Communications Director • Communication Specialist • All supervisors	• Fact sheets • Time for orientation/ training of supervisory employees • Time for development of fact sheets • Time for development of survey • Time for evaluation and assessment of results	• Six months for implementation • Ongoing • Survey after one year

EVALUATION
• Sharing of information on key issues will become routine part of interpersonal communication between employees and supervisors. • Electronic survey of employees via e-newsletter* — after one year, 80 percent will have understanding of issues and reasons why decisions were made. • Informal research from school system leaders* — majority will have positive comments.   * Activity will be used to evaluate more than one objective.

GOALS ADDRESSED
2. Align all Communication Department activities and services to support the school system's guiding principles, standards and goals.
3. Meet the communication needs and expectations of internal and external stakeholders.

OBJECTIVE 1.12 (4)
Key external stakeholders will have a better understanding of current construction plans and growth issues via mass communication activities.
(Recommendation 4: Develop a specific plan for communicating about school construction and growth issues.)

TACTICS/ACTIVITIES
- Highly publicize information about enrollment projections and construction plans. The following methods could be used: - News releases.   - Podcast, cable television channel, "notify me" mass email   - Meetings/discussions with news media contacts.   - Stories in electronic communication to employees and key external stakeholders (when initiated).   - Section on school system web site devoted to construction plans and growth issues.   - Stories in building-level newsletters.   - Communicate that the construction process is changing to include more community input.   - Regularly report on construction progress so parents and other key stakeholders understand what is happening.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
- News media - Parents - Foundation and booster club members - City Council members - Town clerks - County Commission members - Other local elected officials - Communication Council - Key Communicators - Business partners - Regional community leaders - Realtors - Economic Development Authority members - Senior citizens	- News releases - Fact sheets about enrollment projections and construction plans	- Communication Specialist - Key administrative leaders	- Production of fact sheets and handouts - Production of news releases - Time for development of fact sheets and stories for web site and newsletters - Time for discussions with news media - Time for evaluation of web site and newsletters - Time for development of survey - Time for evaluation and assessment of results - Materials and personnel for telephone survey	- Six months for imple-mentation - Survey after one and two years - E-communi-cation to external audiences initiated in second year - Telephone survey after second year

EVALUATION

- Number of references to construction plans and growth issues on school system web site will have increased by 50 percent.
- Number of hits on school system web site will have increased.
- Number of news media stories about construction plans and growth issues will have increased by 50 percent.
- Stories about construction plans and growth issues will appear in electronic and building-level newsletters.
- Electronic or paper survey of external stakeholders* — after one year, 40 percent, and after two years , 60 percent will be more knowledgeable of construction plans.
- Scientific telephone survey of community members* — after two years, 50 percent will have understanding of issues and reasons why decisions were made.
- Informal research through discussions with/comments from members of Key Communicators' Network and Communication Council, and from school system leaders* — majority will have positive comments.

  * Activity will be used to evaluate more than one objective.

GOALS ADDRESSED
1. Ensure that all Communication Department activities and services reflect the school system beliefs, mission and credo.
2. Align all Communication Department activities and services to support the school system's guiding principles, standards and goals.
3. Meet the communication needs and expectations of internal and external stakeholders.
4. Engage internal and external stakeholders to take positive action on behalf of students and education.

OBJECTIVE 1.13 (6)
The school system will become the primary source of school and system information for key external stakeholders.
(Recommendation 6: Enhance communication with external stakeholders.)

TACTICS/ACTIVITIES
- Create a Key Communicators' Network.   - Maintain relationships with the news media.   - Continue current outreach activities: "Take 5" podcast   - Cable television channel   - Partners in Education.   "PR Pro" program in schools.   "7:20 Bell" radio program.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
- Parents - PTA/PTO leaders - Booster club - Foundation members - Fine arts committee - City Council members - County Commission members - Other local elected officials - Town clerks - Communication Council - Regional community leaders - Realtors - Economic Develop-ment Authority members - Retired staff - Senior citizens - News media	- Invitations, fact sheets and other "handouts" for Key Communicators - Materials for Partners in Education and PR Pros - Orientation in facilitating Key Communicators' Network - Orientation for specialist in news media relations	- Superintendent - Communications Director - Communication Specialist - Communication Administrative Assistant	- Time for orientation - Costs for development of invitations, fact sheets and handouts - Time for development of fact sheets and other handouts - Time for current outreach activities - Time for development of surveys - Time for evaluation and assessment of results	- One year for implementation - Survey after one and two years - Current activities are ongoing

<table>
<tr><td align="center">EVALUATION</td></tr>
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- Paper or electronic evaluation of Key Communicators' Network meetings and process — after first six months majority will have positive comments.
- Include the importance of communication in Principal Leadership Academy.
- Electronic or paper survey of key stakeholders* — after one year, 80 percent will have understanding of issues and why decisions are made.
- Scientific telephone survey of community members* — after two years, 50 percent will have understanding of issues and reasons why decisions were made.
- Informal research through discussion with/comments from members of Key Communicators' Network and Communication Council, and from school system leaders* — majority will have positive comments.

        * Activity will be used to evaluate more than one objective.

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GOALS ADDRESSED

3. Meet the communication needs and expectations of internal and external stakeholders.
4. Engage internal and external stakeholders to take positive action on behalf of students and education.

OBJECTIVE 1.14 (4, 7)
Stakeholders will be engaged in the process of planning and constructing new schools.
(Recommendation 4 and 7: Develop a specific plan for communicating about school construction and growth
issues. Develop a process for engaging stakeholders in decision-making.)

TACTICS/ACTIVITIES
- Develop an engagement schedule to connect with key stakeholders, such as area parents and city officials.   - Hold community forums/town meetings in each region.   - Hold follow-up study circles.   - Make presentations to parent groups in each region.   - Begin conversations with key community members well before the start of construction.   - Begin presentations to parent groups in each region.   - Keep a log of contacts — conversations and presentations — with community members by the Communication Department and the Superintendent.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
- Parents - Foundation and booster club members - City Council members - Town clerks - County Commission members - Other local elected officials - Communication Council - Key Communicators - Business partners - Regional community leaders - Realtors - Economic Development Authority members - Senior citizens	- Fact sheets and other "handouts" for engagement sessions and conversations - Power Point presentations for sessions - Orient administrative leaders to process of engaging stakeholders	- Superintendent - Communications Director - Communication Specialist - Key administrative leaders	- Time for development of engagement schedule - Time for development of fact sheets and handouts - Creation of presentations and PowerPoint for meetings - Time for conversations and discussions - Time for development of evaluation forms and survey - Time for evaluation and assessment of results - Materials and personnel for telephone survey	- One year for imple-mentation - Survey after one and two years - Telephone survey after two years

EVALUATION

- Conversations will have been held with key community members.*
- Meetings and conversations will have been held with local government officials.*
- Electronic or paper survey of external stakeholders* — after one year, 40 percent, and after two years, 60 percent will have knowledgeable of construction plans.
- Scientific telephone survey of community members* — after two years, 50 percent will have understanding of issues and reasons why decisions were made.
- Informal research through discussions with/comments from members of Key Communicators' Network and Communication Council, and from school system leaders* — majority will have positive comments.

* Activity will be used to evaluate more than one objective.

GOALS ADDRESSED
1. Ensure that all Communication Department activities and services reflect the school system beliefs, mission and credo.
2. Align all Communication Department activities and services to support the school system's guiding principles, standards and goals.
3. Meet the communication needs and expectations of internal and external stakeholders.
4. Engage internal and external stakeholders to take positive action on behalf of students and education.

OBJECTIVE 1.15 (7)
School system leaders will demonstrate their commitment to those who support the schools and engage key community members by sharing information and soliciting feedback.
(Recommendation 7: Develop a process for engaging stakeholders in decision-making.)

TACTICS/ACTIVITIES
• Encourage principals and system administrators to become more active in local civic and service organizations.   • Provide service to administrative leaders by preparing materials for distribution and presentations.   • Use electronic media (cable television channel, web site) to increase visibility.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
• Administrative leaders • Key external stakeholders	• Fact sheets for leaders and supervisors • Other handouts about the school system • PowerPoint presentation(s) about individual schools or the system • Orient administrative leaders to process of sharing information with key community leaders	• Superintendent • Communications Director • Communication Specialist • Web/multi-media Specialist • Administrative leaders • IT Services Director	• Development of fact sheets an other "handouts" • Development of PowerPoint presentations • Time for orientation/ training of administrative leaders • Time for development of surveys • Time for evaluation and assessment of results	• One year for implemen-tation • Survey staff after one year • Survey external stakeholders after one and two years

EVALUATION
• Electronic survey of administrative leaders to determine concerns and opinions, and to gauge participation level* — after one year, majority will have positive comments and 50 percent will participate.   • Electronic survey of key external stakeholders* — after one year, 40 percent, and after two years, 60 percent, will have knowledge about schools and/or school system and issues.   • Informal research from school system leaders* — majority will have positive comments.   * Activity will be used to evaluate more than one objective.

GOALS ADDRESSED

3. Meet the communication needs and expectations of internal and external stakeholders.
4. Engage internal and external stakeholders to take positive action on behalf of students and education.

OBJECTIVE 1.16 (5)
The commitment to visible leadership will be increased by school system leaders.
(Recommendation 5: Enhance communication with internal stakeholders.)

TACTICS/ACTIVITIES
- Continue opportunities for face-to-face communication and personal interaction between leaders and employees.   - Develop a schedule and implement regular, brief visits by the superintendent to all schools for chats with instructional and support staff.   - Encourage other central office administrators to visit schools periodically and chat with instructional and support staff.   - Propose that this vital communication activity be introduced as a responsibility for school system leaders.   - Maintain log of visits by administrative leaders and supervisors.   - Use electronic media (cable television channel, internet) to increase visibility.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
• All employees	• Orient administra-tive leaders and supervisors to value of "meet and greet" visits for employees	• Superintendent • Communications Director • Communication Specialist • Communication Administrative Assistant • Central office administrative staff • Human Resources Director • IT Services Director	• Time for developing schedules • Time for orientation • Time for visits • Time for developing surveys • Time for evaluation and assessment of results	• One year for implemen-tation • Two years for completion of visits to all schools • Survey after one and two years

EVALUATION
- Electronic survey of administrative leaders and supervisors to determine concerns and opinions of initiative and to gauge participation level — after one year, majority will have positive comments and 80 percent will participate.   - Electronic survey of employees via e-newsletter* — after one year, 60 percent, and after two years, 80 percent, will express positive comments about visits.   - Informal research through discussions with/comments from school system leaders* — majority will express positive comments.   *Activity will be used to evaluate more than one objective.*

GOALS ADDRESSED

3. Meet the communication needs and expectations of internal and external stakeholders.
4. Engage internal and external stakeholders to take positive action on behalf of students and education.

OBJECTIVE 1.17 (2, 5)
New employees will understand the importance of communication and their roles as school system ambassadors.
(Recommendations 2 and 5: Develop a culture of communication. Enhance communication with internal stakeholders.)

TACTICS/ACTIVITIES
- Discuss the importance of communication during new employee orientation.   - Use new employee orientation to emphasize the role of personnel as ambassadors for the system.   - Use in-service programs to send a clear message to employees that communication is part of their jobs.   - Include messages about ambassadorship in employee electronic newsletter.   - Provide handouts on school system facts and information to help employees with role as ambassadors.   - Provide suggestions and tips to demonstrate how employees can serve as ambassadors.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
• New employees • Administrative leaders • Supervisors	• Pocket folders for orientation • Tip sheets and information sheets • Orient supervisors re: follow-up discussion • Train supervisors in effective two-way communication, to seek employee input	• Communications Director • Communication Specialist • All supervisors • Human Resources director	• Materials and handouts for employee orientation • Time for orientation of administrative leaders and supervisors • Time for development of evaluation forms and survey • Time for evaluation and assessment of results	• One year for imple-mentation • Survey new employees after one year

EVALUATION
- Paper evaluation of orientation sessions — majority will have positive comments.   - Electronic surveys of employees via e-newsletter* — after one year, 80 percent of new employees will understand their role as school system ambassadors.   - Follow-up discussions between supervisory personnel and employees* — 90 percent of supervisory personnel will understand the value employee ambassadorship.   - Examples of ambassadorial acts solicited from new employees* — 30 percent response.   - Informal research from school system leaders* — majority will have positive comments.   * Activity will be used to evaluate more than one objective.

GOALS ADDRESSED

3. Meet the communication needs and expectations of internal and external stakeholders.
4. Engage internal and external stakeholders to take positive action on behalf of students and education.

OBJECTIVE 1.18 (6)
Baldwin County Schools will have a plan for use of the community access television channel.
(Recommendation 6: Enhance communication with external stakeholders.)

TACTICS/ACTIVITIES
- Research possible use of channel.   - Research possible use of high school video production classes to program channel.   - Research possible community partners to assist with programming channel.   - Use the Communication Council in planning possible uses and guidelines for use of channel.   - Identify possible programming.   - Develop timeline and budget.   - Develop plan for implementation of this initiative.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
• Internal and external stakeholders	• Materials for research and development of plan	• Communications Director • Communication Specialist	• Time for research and development of plan	• Research implemented during first six months • Plan developed by end of first year

EVALUATION
Analysis and assessment of plan for television channel use by Communications Director, Superintendent, other administrative leaders and Communication Council.

GOALS ADDRESSED
1. Ensure that all Communication Department activities and services reflect the school system beliefs, mission and credo.
2. Align all Communication Department activities and services to support the school system guiding principles, standards and goals.
3. Meet the communication needs and expectations of internal and external stakeholders.
4. Engage internal and external stakeholders to take action on behalf of students and education.

OBJECTIVES

SECOND YEAR

PLEASE NOTE: Objectives are numbered in chronological order, as suggested for implementation. They reflect the recommendations in the Communication Audit Report, as noted by the numbers in parentheses.

OBJECTIVE 2.1 (15)
New Communication Department personnel will continue to demonstrate professional growth and an enhanced level of skills needed for their work, and earn favorable performance evaluations.
(Recommendation 15: Examine staffing to implement recommendations of Communication Audit Report.)

TACTIC/ACTIVITY
• Continue to mentor and train new personnel.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
• Communication and Web/multi-media Specialists	• Strategic communication plan • Employee evaluations	• Communications Director • Superintendent (as resource and confidante) • Human Resources Director (as resource and confidante)	• Time for mentoring • Time for evaluation • Additional professional development training as needed • Time for development of survey • Time for survey and assessment of results	• Ongoing evaluation • Ongoing mentoring and training • Formal evaluation annually

EVALUATION
• New staff will be evaluated annually according to school system procedure. • Modifications will be made in job assignments and responsibilities as needed. • Electronic or paper survey of school system department leaders* — after second year of plan, 80 percent will have positive assessment. • Services provided to internal and external audiences will be assessed, based on results of evaluations of stakeholders.   * Activity will be used to evaluate more than one objective.

GOALS ADDRESSED

1. Ensure that all Communication Department activities and services reflect the school system beliefs, mission and credo.
2. Align all Communication Department activities and services to support the school system guiding principles, standards and goals.
3. Meet the communication needs and expectations of internal and external stakeholders.
4. Engage internal and external stakeholders to take action on behalf of students and education.

OBJECTIVE 2.2 (9)
The Communication Department will have an advisory group to assist with strategic communication planning.
(Recommendation 9: Create a Communication Council.)

TACTICS/ACTIVITIES
- Create a Communication Council.   - Seek council advice regarding: - Additional activities to address recommendations in the Communication Audit Report and goals of the communication plan.   - Ways to promote the school system's public engagement efforts.   - Tactics/activities and timelines of the communication plan.   - Assessing progress made in addressing goals and objectives of this plan.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
- School system administrative, instructional and support personnel - Other public relations professionals in Baldwin County and Mobile metropolitan area - Parents - Students - Community and business leaders - Senior citizens	- Invitations for membership - Agendas and handouts for meetings	- Communications Director - Communication Specialist - Communication Administrative Assistant - IT Services Director	- Invitations - Materials for handouts - Time for collecting information (Communication Department) - Time for invitations - Mailing costs - Time for developing agendas - Time for holding meetings	- Three months for implementation - Survey after second year of plan

EVALUATION
- Paper survey of council members — after second year of plan, 90 percent will have understanding of school system issues and why decisions are made.   - Informal research through discussion with council members.

GOALS ADDRESSED

2. Align all Communication Department activities and services to support the school system guiding principles, standards and goals.
3. Meet the communication needs and expectations of internal and external stakeholders.
4. Engage internal and external stakeholders to take action on behalf of students and education.

OBJECTIVE 2.3 (6)
Key external stakeholders will find the school system's electronic communication to be informative and effective.
(Recommendation 6: Enhance communication with external stakeholders.)

TACTICS/ACTIVITIES
- Establish an electronic outreach system for external audiences. Content information should include items such as: - Reports from Board of Education meetings.   - News of student, employee and school system accomplishments.   - Reports of campus incidents to ensure accurate information is delivered quickly to head off rumors.   - Information on "big picture" issues.   - Improve content of the school system's web site. Changes could include the following: "What's Right with Baldwin County Schools" column.   - More information on "big picture" issues.   - Question and Answer section (with responses to questions posted).   - Identified sections for target audiences, such as parents, business partners, new families.   - Regular assessment for ease of navigation.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
- Parents - New families to the county - PTA/PTO leaders - Booster club - Foundation members - Fine arts committee - City Council members - County Commission members - Other local elected officials - Town clerks - Communication Council - Key Communicators' Network members - Regional community leaders - Realtors - Economic Development Authority members - Retired staff - Senior citizens - News media	- Software for electronic newsletter - Possible training in developing effective electronic communications	- Web/multi-media Specialist - IT Services Director	- Software - Time for developing and updating web site - Time for developing survey - Time for evaluation and assessment of results	- Three months for imple-mentation - Survey after second year of plan

EVALUATION
• Electronic or paper survey of key stakeholders* — after second year of plan, 80 percent will have better understanding of issues and why decisions are made. • Informal research through discussion with/comments from members of Key Communicators' Network and Communication Council, and from school system leaders* — majority will have positive comments.   * Activity will be used to evaluate more than one objective.

GOALS ADDRESSED
3. Meet the communication needs and expectations of internal and external stakeholders.
4. Engage internal and external stakeholders to take action on behalf of students and education.

OBJECTIVE 2.4 (4, 7)
External stakeholders will be engaged in the process of planning and constructing new schools.
(Recommendations 4 and 7: Develop a specific plan for communicating about school construction and growth issues. Develop a process for engaging stakeholders in decision-making.)

TACTICS/ACTIVITIES
- Continue to communicate that the construction process is changing to include more community input.   - Continue to publicize current construction plans and enrollment projections. Use: – "Notify me" mass email.   – Cable television channel.   – Individual school newsletters.   - Develop a video update for cable television channel.   - Implement the engagement schedule (developed in first year) to connect with key stakeholders, such as parents and city officials. Included will be: – Community forums/town meetings in each region.   – Follow-up study circles.   - Continue presentations to parent groups in each region.   - Provide opportunities for the public to have input without attending a meeting: – "Communicards."   – Suggestion box on web site.   - Continue conversations with key community members.   - Continue regular reports on construction progress.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
- Parents - Foundation and boosters - City Council members - Town clerks - County Commission members - Other local elected officials - Communication Council - Key Communicators - Business partners - Regional community leaders - Realtors - Economic Development Authority members - Senior citizens	- News releases - Finalize fact sheets and other "hand-outs" for engagement sessions and conversations - Finalize Power-Point presentations for sessions	- Superintendent - Communications Director - Communication Specialist - Key administrative leaders	- Production of fact sheets and handouts - Production of news releases - Creation of PowerPoint presentations - Time for development of fact sheets - Time for development of presentations - Time for conversations and discussions - Time for development of evaluation form and surveys - Time for evaluation and assessment of results. - Materials and personnel	- Three months for imple-mentation - Survey after second year of plan - Telephone survey after second year of plan

				for telephone survey	
• News media					

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- At least one engagement session will have been held in each feeder pattern area of the county (serving all communities) during first year of implementation (second year of plan).*
- Study circles will have been held in each feeder pattern area, as necessary.*
- At least one presentation will have been made to parent groups in each feeder pattern area (during second year of plan).*
- Conversations will have been held with key community members.*
- Meetings and conversations will have been held with local government officials.*
- Paper evaluation of participants in forums and study circles — majority will have positive comments.
- Electronic or paper survey of external stakeholders* — after second year of plan, 60 percent will feel more involved and knowledgeable about construction plans.
- Scientific telephone survey of community members* — after second year of plan, 50 percent will have understanding of issues and reasons why decisions are made.
- Informal research through discussions with/comments from members of Key Communicators' Network and Communication Council, and from school system leaders* — majority will have positive comments.

    * Activity will be used to evaluate more than one objective.

GOALS ADDRESSED
3. Meet the communication needs and expectations of internal and external stakeholders.
4. Engage internal and external stakeholders to take action on behalf of students and education.

OBJECTIVE 2.5 (7)
External stakeholders will be engaged in understanding all operations of the school system.
(Recommendations 7: Develop a process for engaging stakeholders in decision-making.)

TACTICS/ACTIVITIES
- Implement the engagement schedule (developed in first year) to connect with key stakeholders, such as parents and city officials. Included will be: - Community forums/town meetings in each region.   - Follow-up study circles.   - Continue presentations to parent groups in each feeder pattern area.   - Use podcast, cable television channel and internet video streaming to cover key issues.   - Provide opportunities for the public to have input without attending a meeting: "Communicards."   - Suggestion box on web site.   - Continue conversations with key community members.   - Focus on: - Soliciting suggestions about issues (in addition to construction process) well before decisions are made.   - Providing rationales and explanations for decisions at the administrative and Board level.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
- Parents - Foundation and boosters - Elected officials - Communication Council - Key Communicators - Business partners - Regional community leaders - Realtors - Economic Development Authority members - Senior citizens	- Finalize fact sheets and other "handouts" for engagement sessions and conversations - Finalize Power-Point presentations for sessions	- Superintendent - Communications Director - Communication Specialist - IT Services Director - Key administrative leaders	- Production of fact sheets and handouts - Creation of PowerPoint presentations - Time for development of fact sheets - Time for development of presentations - Time for conversations and discussions - Time for discussions with news media - Time for development of evaluation form and surveys - Time for evaluation and assessment of results. - Materials and personnel for telephone survey	- Three months for implementation - Survey after second year of plan - Telephone survey after second year of plan

EVALUATION

- At least one engagement session will have been held in each feeder pattern area of the county (serving all communities) during first year of implementation (second year of plan).*
- Study circles will have been held in each feeder pattern area.*
- At least one presentation will have been made to parent groups in each feeder pattern area (during second year of plan).*
- Conversations will have been held with key community members.*
- Paper evaluation of participants in forums and study circles — majority will have positive comments.
- Electronic or paper survey of external stakeholders* — after second year of plan, 60 percent will feel more involved and knowledgeable about school system issues and decisions.
- Scientific telephone survey of community members* — after two years, 50 percent will have understanding of issues and reasons why decisions are made.
- Informal research through discussions with/comments from members of Key Communicators 'Network and Communication Council, and from school system leaders* — majority will have positive comments.

Activity will be used to evaluate more than one objecctive.

GOALS ADDRESSED
3. Meet the communication needs and expectations of internal and external stakeholders.
4. Engage internal and external stakeholders to take action on behalf of students and education.

OBJECTIVE 2.6 (8)
Key elected officials will be more engaged with the school system.
(Recommendation 8: Build relationships with elected officials.)

TACTICS/ACTIVITIES
- Create a Government Advisory Committee, comprised of local officials.   - Conduct regular meetings of this committee.   - Conduct an "Education Leadership" program for newly elected officeholders — sharing basic information on the school system and education in general.   - Share relevant information with these officials, such as: - News on "big picture" issues.   - How the system is managing funds to obtain maximum benefit for students.   - Updates on construction projects.   - Reasons for policy and curriculum decisions.   - Other Board of Education action.   - Create an Adopt-an-Official program for schools.   - Provide opportunities for committee members to share information with the superintendent and other administrators.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
- County Commission members - Mayors - City Council members - City managers or planners - Local government office staff members - One or two representatives from each municipality - Clerks or other personnel in government offices	Materials for invitations and any printed "handouts"	- Superintendent - Communications Director - Communication Specialist - Communication Administrative Assistant	- Materials for invitations and handouts - Time for collecting information (Communication Department) - Time for developing membership list - Time for invitations - Time for planning meetings and developing agendas - Time for development of paper evaluation - Time for evaluation and assessment of results	- Three months for imple- mentation - Survey after second year of plan

EVALUATION
- Paper survey of Government Advisory Committee members* — after second year of plan, 90 percent will have better understanding of school system issues and why decisions are made.   - Informal research through discussion with committee members.*   * Activity will be used to evaluate more than one objective.

GOALS ADDRESSED
3. Meet the communication needs and expectations of internal and external stakeholders.
4. Engage internal and external stakeholders to take action on behalf of students and education.

OBJECTIVE 2.7 (8)
Elected officials will have a better understanding of school system operations and issues.
(Recommendation 8: Build relationships with elected officials.)

TACTICS/ACTIVITIES
- Send school system publications to all elected officials.   - Offer student artwork for government offices.   - Recognize elected officials who make contributions to education.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
- State and federal legislators - County Commission members - Mayors - City Council members - City managers or planners - Local government office staff members	- Handouts for officials visits to schools - Recognition plaques or certificates	- Communications Director - Communication Specialist - Communication Administrative Assistant - Administrative leaders - Principals	- Materials for handouts - Time for collecting information (Communication Department) - Time for invitations - Mailing costs - Recognition plaques or certificates - Time for development of evaluation form - Time for evaluation and assessment of results	- Three months for imple-mentation - Survey after second year of plan

EVALUATION
- Paper evaluation of Government Advisory Committee members* — after second year of plan, 90 percent will have better understanding of school system issues and why decisions are made.   - Informal research through discussion with committee members.*   * Activity will be used to evaluate more than one objective.

GOALS ADDRESSED
3. Meet the communication needs and expectations of internal and external stakeholders.
4. Engage internal and external stakeholders to take action on behalf of students and education.

OBJECTIVE 2.8 (12)
Administrative and supervisory personnel will have greater awareness of the importance of effective communication in building relationships with other staff members, and employees will place greater value on personal interaction with supervisors as a means for information exchange.
(Recommendation 12: Provide professional development opportunities for staff in effective communication.)

TACTICS/ACTIVITIES
- Work with the Human Resources Director to develop a series of one-hour professional development training sessions for supervisory staff, to be offered monthly.   - Focus on strategies for effective communication with employees for the introductory session(s).   - Seek input from supervisory personnel and identify other topics of relevance for future sessions.   - Use guest presenters from local businesses, agencies, school system advisory groups, building on public engagement opportunities.   - Introduce education endorsement initiative, encouraging all employees to seek opportunities to deliver positive messages about schools.   - Use training sessions to develop messages about system-side and individual school success stories for use in education endorsement campaign. (This part of session could be led by Communications Director.)

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
• Administrators/ department directors • Supervisors • Principals	• Announcements for professional development sessions • Agendas and handouts, other materials for sessions.	• Communications Director • Communication Administrative Assistant • Human Resources Director • Guest presenters	• Invitations • Agendas • Materials for handouts • Time for planning and developing materials • Time for identifying and inviting presenters • Time for conducting workshops • Time for developing evaluation form and survey • Time for survey and assessment of results	• Six months for imple-mentation • Ongoing evaluation • Surveys after second and third years of plan

EVALUATION
- Evaluation at close of professional development sessions — 90 percent rate favorably.   - Electronic survey of employees via e-newsletter* — after second year, 60 percent, and after third year, 80 percent, place greater value on the role of supervisors as sources for information about school system issues.   - Informal research through discussion with/comments from school system leaders* — majority will have positive comments.   *Activity will be used to evaluate more than one objective.*

GOALS ADDRESSED

2. Align all Communication Department activities and services to support the school system guiding principles, standards and goals.
3. Meet the communication needs and expectations of internal and external stakeholders.
4. Engage internal and external stakeholders to take action on behalf of students and education.

OBJECTIVE 2.9 (12)
Employees will understand and demonstrate effective communication strategies and tactics, and they will have an understanding of their roles as ambassadors for the school system.
(Recommendation 12: Provide professional development opportunities for staff in effective communication.)

TACTICS/ACTIVITIES
- Design one-hour workshop on communication awareness training for instructional and support staff.   - Design one-hour workshop on conducting effective parent-teacher conferences, open house programs for principals and instruction staff.   - Conduct professional development sessions on communication awareness for all groups of support staff.   - Conduct professional development sessions on communication awareness for instructional staff at all schools.   - Initiate education endorsement initiative and (as part of workshop agenda) encourage all employees to seek opportunities to deliver positive messages about schools.   - Develop messages about school system and success stories in individual schools for use in education endorsement campaign.   - Consider Communications Director and specialists as presenters.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
• All employees	• Announcements for professional development sessions • Agendas and handouts, other materials for sessions.	• Communications Director • Communication Specialists • Communication Administrative Assistant	• Invitations • Agendas • Materials • Time for planning and development of materials • Time for conducting workshops • Time for developing evaluation forms and survey • Time for survey and assessment of results	• Six months for implementation • Ongoing evaluation • Survey after second and third years of plan

EVALUATION
- Evaluation at close of professional development workshops — 90 percent will rate favorably.   - Electronic survey of employees via e-newsletter* — after second year, 60 percent, and after third year, 80 percent, understand role as ambassadors.   - Evaluation at parent-teacher conferences and open houses — 70 percent of parents and guests rate favorably.   - Electronic or paper survey of parents and key stakeholders* — after third year of plan, 50 percent will cite evidence of staff ambassadorship and 70 percent will have favorable comments about parent-teacher conferences and open house programs.   - Examples of ambassadorial acts solicited from employees — 30 percent response.   - Informal research through discussion with/comments from Communication Council and school system leaders* — majority will have positive comments.   * Activity will be used to evaluate more than one objective.

GOALS ADDRESSED
2. Align all Communication Department activities and services to support the school system guiding principles, standards and goals.
3. Meet the communication needs and expectations of internal and external stakeholders.
4. Engage internal and external stakeholders to take action on behalf of students and education.

OBJECTIVE 2.10 (5)
The school system web site will be an expanded resource of needed and useful information for employees, as well as another means to promote ambassadorship.
(Recommendation 5: Enhance communication with internal stakeholders.)

TACTICS/ACTIVITIES
- Create an Intranet for school system employees. Content should include items such as: - Demographic information about school system and county.   - Personnel information, such as whom to contact at the Board of Education office.   - Employee directory.   - Frequently asked questions.   - Other information shared with new employees during orientation.   - Forms.   - Policy information.   - Contact information for state relevant state agencies, such as Department of Education.   - Information about benefits.   - Information about training sessions and professional development opportunities.   - Include messages about the school system to reinforce the value of employees becoming ambassadors. Information could include items such as: - Customer service tips.   - Effective communication tips.   - How to respond to frequently asked questions about the school system.   - Suggestion box.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
- Administrative leaders - Supervisors - All employees	- Software for electronic newsletter - Possible training in developing effective electronic communications	- Web/multi-media Specialist - IT Services Director	- Software - Time for developing and updating web site - Time for developing survey - Time for evaluation and assessment of results	- Six months for implementation - Survey after second and third years of plan

EVALUATION
- Electronic survey of employees via e-newsletter* — after second year of plan, 60 percent, and after third year, 80 percent, will find the Intranet useful.   - Informal research through discussions with/comments from school system leaders* — majority will have positive comments.   * Activity will be used to evaluate more than one objective.

GOALS ADDRESSED

3. Meet the communication needs and expectations of internal and external stakeholders.
4. Engage internal and external stakeholders to take action on behalf of students and education.

OBJECTIVE 2.11 (10)
The school system web site will be a resource for school information for families new to Baldwin County.
(Recommendation 10: Build a Strong Identity for Baldwin County Schools as a family-friendly school system.)

TACTICS/ACTIVITIES

- Provide welcome packets of informational materials about the school system to families new to Baldwin County.
- Create a "Moving to Baldwin County" section on the school system's web site. Content information could include the following:
  - Overview of the school system.
  - Demographics for the system.
  - Listings of schools and programs.
  - Services offered students.
  - Innovative programs.
  - Sampling of achievements and success stories.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
• Parents and students new to the county • Families moving to or considering a move to the county	• Software • Welcome packets for new families • Publications and other handouts for new families	• Communication Specialist • Web/multi-media Specialist • IT Services Director	• Packets and materials • Time for collecting information • Time for revisions to web site • Time for creation of packets and materials • Time for development of survey • Time for survey and assessment of results	• Six months for imple-mentation • Survey after second and third years of plan

EVALUATION

- Electronic or paper survey of key stakeholders* — after second year, 50 percent, and after third year, 70 percent, of new families will have appreciation for school system achievements.
- Informal research through discussion with/comments from members of Key Communicators' Network and Communication Council, and from school system leaders* — majority will have positive comments.

* Activity will be used to evaluate more than one objective.

GOALS ADDRESSED

2. Align all Communication Department activities and services to support the school system guiding principles, standards and goals.
3. Meet the communication needs and expectations of internal and external stakeholders.

OBJECTIVE 2.12 (6)
Parents and other key external stakeholders will find "Notify me" newsletters to be sources of important information about the school system.
(Recommendation 6: Enhance communication with external stakeholders.)

TACTICS/ACTIVITIES
- Include school system news and key messages in individual school newsletters. Content information should include items such as: - News of student, employee and school system accomplishments.   - Information on "big picture" issues.   - How the system is managing funds to obtain maximum benefit for students.   - Updates on construction projects.   - Reasons for policy and curriculum decisions.   - Other Board of Education actions.   "What's Right with Baldwin County Schools" column.   - Question and Answer section (and post responses to questions).   - Information used on "7:20 Bell" radio program.   - Tips about information that can be found on the school system web site.   - Prepare and send short paragraphs to schools by email that can be copied and included in newsletters.   - Introduce a section in newsletters titled "School System News."

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
• Parents • PTA/PTO leaders • Booster club • Foundation members • Development Authority • Retired staff • Building level staff and students	• Orientation for principals and building-level staff responsible for newsletters	• Communication Specialist • Principals • Other building-level staff responsible for newsletters	• Time for collecting information (Communication Department) • Time of orientation • Time for changes to newsletters (building level) • Time for development of survey • Time for evaluation and assessment of results	• Six months for implementation • Survey after second and third years of plan

EVALUATION
- Electronic or paper survey of key stakeholders* — after second year, 60 percent, and after third year, 80 percent, will have better understanding of school system success stories and issues.   - Informal research through discussion with/comments from members of Key Communicators' Network and Communication Council, and from school system leaders* — majority will have positive comments.   - Informal research by principals at the building level, through discussion with parents and staff.   * Activity will be used to evaluate more than one objective.

GOALS ADDRESSED
3. Meet the communication needs and expectations of internal and external stakeholders.
4. Engage internal and external stakeholders to take action on behalf of students and education.

OBJECTIVE 2.13 (12)
Employees with responsibilities for communication activities will enhance their skills.
(Recommendation 12: Provide professional development opportunities for staff in effective communication.)

TACTICS/ACTIVITIES
- Design and conduct two one-hour workshops on media training for administrative leaders and principals.   - Design and conduct two one-hour workshops on newsletter design and content for principals and other staff who have responsibilities for school newsletters.   - Design and conduct two one-hour workshops on developing communication plans.   - Consider Communication Director and specialists as presenters.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
- Administrators/ department directors - Supervisors - Principals	- Announcements for professional development sessions - Agendas and handouts, other materials for sessions.	- Communications Director - Communication Specialists - Communication Administrative Assistant	- Invitations - Agendas - Materials for handouts - Time for planning - Time for conducting workshops - Time for developing evaluation forms and survey - Time for survey and assessment of results	- Six months for imple-mentation - Survey after third year - Evaluations after third year

EVALUATION
- Evaluation at close of professional development sessions —90 percent will rate favorably.   - Electronic survey of participants — after third year of plan, 80 percent will have favorable comments about training and cite application in their work.   - Evaluation of school newsletters — after third year of plan, all will show improvement in content and design.   - Evaluation of news media reports — after third year of plan, staff will show evidence of skills acquired from professional development sessions.   - Evaluation of building-level communication plans.   - Informal research through follow-up discussions with administrators and principals.   - Informal research through follow-up discussions with news media representatives.

* Activity will be used to evaluate more than one objective.

GOALS ADDRESSED

2. Align all Communication Department activities and services to support the school system guiding principles, standards and goals.
3. Meet the communication needs and expectations of internal and external stakeholders.
4. Engage internal and external stakeholders to take action on behalf of students and education.

OBJECTIVES

THIRD YEAR

PLEASE NOTE: Objectives are numbered in chronological order, as suggested for implementation. They reflect the recommendations in the Communication Audit Report, as noted by the numbers in parentheses.

OBJECTIVE 3.1 (5, 6)
Communications Department staff will strategically plan for all internal and external communication efforts. (Recommendations 5 and 6: Enhance communication with internal stakeholders. Enhance communication with external stakeholders.)

TACTICS/ACTIVITIES
• Upgrade the telephone response system and processes. • Create a "call center" with database of general information for first-level inquiries.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
• All internal and external audiences	• Hardware and software to upgrade phone system • Training of clerical support staff	• Communications Director • IT Services Director • Supervisor of clerical/support staff • Central office clerical/support staff	• Hardware and software • Time for training of personnel • Time for development of survey • Time for survey and assessment of results • Time for assessment of evaluations	• Three months for implemen-tation • Evaluation after six months

EVALUATION
• Evaluation by central office clerical/support personnel — after three months, majority will have positive assessment of new system. • Electronic survey of employees — after six months, majority will have positive comments about new call center. • Electronic survey of key internal and external constituents* — after third year of plan, majority will have positive comments about new call center.

GOAL ADDRESSED
3. Meet the communication needs and expectations of internal and external stakeholders.

OBJECTIVE 3.2 (7)
Key external stakeholders will be more engaged with the school system and feel that they are more involved in planning and the decision-making process.
(Recommendation 7: Develop a process for engaging stakeholders in decision-making.)

TACTIC/ACTIVITY
• Review, assess and revise (as needed) the format for community forums/town meetings and study circles.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
• Key external stakeholders	• Materials for evaluations	• Superintendent • Communications Director	• Evaluation forms • Time for review and assessment • Time for development of evaluations and survey • Time for survey and assessment of results • Time for assessment of evaluations	• Three months for implemen-tation • Survey after third year

EVALUATION
• Paper evaluation of participants in forums/meetings an study circles — majority will have positive comments. • Electronic survey of key external stakeholders* — after third year, 70 percent will have increased knowledge about schools and/or school system, issues, decision-making and feel more involved. • Informal research from school system leaders and key external stakeholders* — majority will have positive comments.   * Activity will be used to evaluate more than one objective.

GOALS ADDRESSED
3. Meet the communication needs and expectations of internal and external stakeholders.
4. Engage internal and external stakeholders to take action on behalf of students and education.

OBJECTIVE 3.3 (10)
The Communication Department will work with the Human Resources Office to include effective communication and marketing strategies and tactics in the staff recruitment process.
(Recommendation 10: Build a Strong Identity for Baldwin County Schools as a family-friendly school system.)

TACTICS/ACTIVITIES
- Create a teacher/employee recruitment section on the school system's web site. Content information could include the following: - Overview of the school system.   - Demographics for the system.   - Listings of schools and programs.   - Innovative programs.   - Sampling of achievements and success stories.   - Question-and-answer section relevant to potential employees.   - Benefits of working in Baldwin County Schools ("marketing" messages).   - Human resources contact information.   - Identify "marketing" messages to recruit potential teachers and other employees.   - Include the Communications Director in teacher recruitment.   - Provide welcome packets to new and potential employees.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
- Potential employees - Recent college graduates in education - College placement officers	- Software - Welcome packets for new families - Publications and other handouts for new families and recruitment	- Communications Director - Communication Specialist - Web/multi-media Specialist - IT Services Director - Human Resources Director	- Packets and materials - Time for collecting information - Time for revisions to web site - Time for creating packets and materials - Time for development of evaluation form and assessment of results	- Six months for imple-mentation - Ongoing evaluation

EVALUATION
Paper entrance survey of new employees to track relevance of recruitment activities and gauge effectiveness— 50 percent will have found recruitment activities helpful; majority of those will give favorable evaluation to recruitment activities.

* Activity will be used to evaluate more than one objective.

GOALS ADDRESSED
2. Align all Communication Department activities and services to support the school system guiding principles, standards and goals.
3. Meet the communication needs and expectations of internal and external stakeholders.

OBJECTIVE 3.4 (8)
Key elected officials will become more engaged with the school system and express an appreciation for the daily work of school system employees and for student achievements.
(Recommendation 8: Build relationships with elected officials.)

TACTICS/ACTIVITIES
- Invite government officials to meet and visit with student leaders.   - Develop guidelines and schedule for the process.   - Identify student leaders.   - Conduct orientation for students and teacher facilitators.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
- County Commission members - Mayors - City Council members - City managers or planners - Local government office staff members - One or two representatives from each municipality - Clerks or other personnel in government offices	- Materials for invitations and any printed "handouts" - Materials for students to prepare	- Communication Specialist - Communication Administrative Assistant	- Materials for invitations and handouts - Evaluation forms - Time for identifying student leaders - Time for invitations - Time for planning meetings and orienting students and teachers - Time for assessment of evaluations	- Three months for imple- mentation - Survey at end of third year of plan

EVALUATION
- Paper evaluation of participants — after third year of plan, majority will have positive comments about the activity and 90 percent will have better understanding of and appreciation for work of teachers and achievements of students.   - Informal research through discussion with Government Advisory Committee members.*   * Activity will be used to evaluate more than one objective.

GOALS ADDRESSED
3. Meet the communication needs and expectations of internal and external stakeholders.

4. Engage internal and external stakeholders to take action on behalf of students and education.

OBJECTIVE 3.5 (10)

A greater number of families moving to the region will be aware of the advantages of living in Baldwin County and sending their children to Baldwin County Schools.

(Recommendation 10: Build a Strong Identity for Baldwin County Schools as a family-friendly school system.)

TACTICS/ACTIVITIES
- Develop and enhance connections with large employers in the area through the following: - Make connections with leaders through relationship building via Chamber of Commerce and United Way, and through their membership on Key Communicators' Network and Communication Council.   - Provide welcome packets to large employers.   - Meet with human resources directors to request they provide new staff with school system information.   - Recognize cooperating employers as business partners.   - Conduct appreciation program for human resources directors and CEOs.   - Offer an information seminar for real estate agents.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
- Parents and students new to the county - Families moving to or considering a move to the county - Human resources staff of area businesses and industries - Executives of area businesses and industries	- Welcome packets for new families - Informational materials and other handouts for new families - Information packets for Realtors - PowerPoint for Realtors' session - Invitations to recognition program	- Superintendent - Communications Director - Communication Specialist - Communication Administrative Assistant - Human Resources Director	- Packets - Informational materials and handouts - Evaluation forms - Invitations - Recognition awards/certificates - Recognition event - Time for planning and conducting sessions for Realtors - Time for planning and conducting recognition event - Time for development of evaluations and survey - Time for survey and assessment of results - Time for assessment of evaluations	- Six months for imple-mentation - Survey after third year of plan

EVALUATION

- Paper or electronic evaluation of partnerships with businesses and industries — majority will have favorable comments.
- Paper evaluation of session for Realtors — majority will have favorable comments.
- Paper or electronic evaluation of recognition event for business partners — majority will have favorable comments.
- Electronic or paper survey of key stakeholders* — after third year of plan, 70 percent of new families will have appreciation for school system achievements and good understanding of issues and why decisions are made.
- Informal research through discussion with/comments from members of Key Communicators' Network and Communication Council, and from school system leaders* — majority will have positive comments.

* Activity will be used to evaluate more than one objective.

GOALS ADDRESSED
2. Align all Communication Department activities and services to support the school system guiding principles, standards and goals.
3. Meet the communication needs and expectations of internal and external stakeholders.
4. Engage internal and external stakeholders to take action on behalf of students and education.

OBJECTIVE 3.6 (10)
Baldwin County Schools will be welcoming to a large number of new families and students.
(Recommendation 10: Build a Strong Identity for Baldwin County Schools as a family-friendly school system.)

TACTICS/ACTIVITIES

- Evaluate first impressions at schools through the following:
  - Visit schools and assess exteriors and interiors for welcoming atmosphere.
- Develop guidelines for offering school tours.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
• Parents and students new to the county • Families moving to or considering a move to the county	• Welcome packets for new families • Information packets for Realtors • Informational materials and other handouts for new families • Packets/handouts for people taking school tours • Forms for school "first impression" evaluations • Training for conducting "first impression" evaluations • Training students and/or personnel for conducting school tours	• Communications Director • Communication Specialist • Human Resources Director	• Packets • Informational materials and handouts • Time for planning and conducting school tours • Time for training personnel to conduct school tours • Time for development of evaluations and survey • Time for assessment of evaluations • Time for survey and assessment of results	• Six months for imple-mentation • Survey after third year of plan

EVALUATION

- Schools will have addressed concerns from initial "first impression" reviews after one month.
- Paper evaluation of personnel and/or students serving as hosts for school tours — majority will have favorable comments.
- Paper evaluation of recognition event for business partners — majority will have favorable comments.
- Electronic or paper survey of key stakeholders* — after third year of plan, 70 percent will express positive comments about welcoming atmosphere of schools.

<div align="right">* Activity will be used to evaluate more than one objective.</div>

GOALS ADDRESSED
2. Align all Communication Department activities and services to support the school system guiding principles, standards and goals.
3. Meet the communication needs and expectations of internal and external stakeholders.
4. Engage internal and external stakeholders to take action on behalf of students and education.

OBJECTIVE 3.7 (12)
Employees will demonstrate enhanced skills in customer service and crisis communication.
(Recommendation 12: Provide professional development opportunities for staff in effective communication.)

TACTICS/ACTIVITIES
- Design and conduct two one-hour workshops on customer service for personnel who routinely interact with guests to schools and offices.   - Design and conduct two one-hour workshops on crisis communication for personnel with crisis response assignments.   - Consider Communication Director and specialists as presenters for customer service sessions.

AUDIENCE	MATERIALS/ TRAINING	RESPONSIBILITY	COSTS	TIMELINE
- Clerical and support staff - Administrative leaders and principals - School safety officers - School nurses - Communication Department staff - Other personnel with crisis response duties	- Announcements for professional development sessions - Agendas and handouts, other materials for sessions	- Communications Director - Communication Specialists - Communications Administrative Assistant - Guest presenter for crisis communication session	- Invitations - Agendas - Materials for handouts - Evaluation forms - Time for planning - Time for conducting workshops - Time for developing evaluations and survey - Time for reviewing and assessing evaluations - Time for evaluation and assessment of results	- Six months for imple-mentation - Survey after third year - Ongoing evaluations

EVALUATION
- Paper questionnaire at close of professional development sessions — 90 percent will rate favorably.   - Electronic survey of participants — after third year of plan, 80 percent will have favorable comments about training and cite application in their work.   - Ongoing paper evaluation of customer service by guests in schools and offices.   - Electronic or paper survey of key stakeholders* — after third year, 70 percent will have favorable comments about customer service in schools and offices.   - Informal research through follow-up discussions with administrators and principals.   * Activity will be used to evaluate more than one objective.

GOALS ADDRESSED

2. Align all Communication Department activities and services to support the school system guiding principles, standards and goals.
3. Meet the communication needs and expectations of internal and external stakeholders.
4. Engage internal and external stakeholders to take action on behalf of students and education.