

STEAMBOAT SPRINGS SCHOOL DISTRICT RE-2
District Wide Strategic Plan 2004 – 2007
District Implementation Plan – IV. Community Relations and Communication Systems – External and Internal Communication Systems

DISTRICT GOAL: School district distributes information to stakeholders using a variety of internal and external communication systems.

MEASURABLE DISTRICT GOAL: Implement communication system strategies as recommended by NSPRA that will result in improved communication with all stakeholders.

CRITICAL ANALYSIS: (Describes the status of a school organization)

The National School Public Relations Association (NSPRA) conducted a Communication Audit of the Steamboat Springs School District in April of 2003 and reported its findings in August of that year. The research was completed through a series of 16 focus groups representing a variety of the district's internal and external publics. A key finding was that communication, both internally and externally, needed improvement (page 5). Word-of-mouth seems to be the most-used information system in the district and community. These face-to-face, individual communications may have functioned to some extent in the past, but as the district has become more complex, such an informal network is no longer accurate, reliable, or productive. Staff, parents, and community members state that they would like clear and consistent communication about the role, function and responsibilities of the board of education, the facts involved in issues, the rationale behind decisions, and the outcomes of committee work. The district must find effective methods for dealing with these communication concerns.

ASSUMPTIONS: (Forecasts what the future will look like)

Several recommendations of the communication audit will be implemented to improve internal and external communication. To answer concerns about policy governance, the role of the board vs. the role of the superintendent will be clearly defined, explained and communicated. A strategic communication plan will be developed so there is a managed distribution system for delivering school information. The plan will include a variety of strategies to improve internal and external communications. The effectiveness of these strategies will be monitored and evaluated to guide future planning and actions. Finally, because the manner in which a district communicates about a crisis can create either positive or negative, but usually long lasting, impressions, the district will create and use a detailed crisis communication manual. More formal and effective communication, both internally and externally should build unity among all stakeholders and, in turn, that unity will become a solid foundation for student success.

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STEAMBOAT SPRINGS SCHOOL DISTRICT RE-2

District Wide Strategic Plan 2004 – 2007

District Implementation Plan – IV. Community Relations and Communication Systems – External and Internal Communication Systems

DISTRICT GOAL B. External and Internal Communication Systems	School district distributes information to stakeholders using a variety of internal and external communication systems.			
Measurable District Goal	Implement communication system strategies as recommended by NSPRA that will result in improved communication with all stakeholders.			
Success Indicators (Measures, assessment tools)	Internal and external communication strategies that are implemented at the district level. Internal and external communication strategies that are implemented at the building level.			
Annual Targets (3 years)	<p align="center">Baseline</p> <ul style="list-style-type: none"> NSPRA Audit recommendations and a draft of District Communication Plan exist. 	<p align="center">2004-05</p> <ul style="list-style-type: none"> Prioritize recommendations Create an action plan Implement first year strategies 	<p align="center">2005-06</p> <ul style="list-style-type: none"> Evaluate effectiveness of first year strategies implemented. Modify first year strategies as needed. Implement second year strategies 	<p align="center">2006-07</p> <ul style="list-style-type: none"> Evaluate effectiveness of second year strategies implemented. Modify second year strategies as needed. Implement third year strategies

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STEAMBOAT SPRINGS SCHOOL DISTRICT RE-2
District Wide Strategic Plan 2004 – 2007
District Implementation Plan – IV. Communication Systems

<u>Strategy</u> In what general ways can you move key elements of the problem in order to achieve the goal?	<u>Activities (Action Plan)</u> What will occur in order to accomplish the strategy and reach the goal?	<u>Success Indicator(s)</u> What measure(s) will be used to determine the success of this strategy?	<u>Timeline Start/End Date</u> What is the time frame for implementation of the key action?	<u>Person Responsible</u> Who is primarily responsible for coordinating the key action?	<u>Professional Development</u> What do staff or families need to know and be able to do to ensure the achievement of this goal?	<u>Cost / Resources</u> What existing resources can be redirected? What “new” resources are needed? How will they be acquired?
1. Develop specific communication vehicles for delivering district/school information.	<ul style="list-style-type: none"> • Expand school newsletters • Produce Back-to-School Calendar • Revise format for Annual Report • Publish master school-year calendar • E-mail Talking Points • Include Spotlight on Success at board of education meetings 	<p>Publications created and distributed.</p> <p>Board presentation</p>	<p>As needed 8/05 Ongoing Ongoing Ongoing</p> <p>Monthly</p>	<p>Principals Assistant to Superintendent</p> <p>Superintendent Principals</p>	<p>Clarity and understanding of modified and new communication documents</p> <p>Periodic review of communication documents</p>	<p>TBD</p> <p>Time for student/staff preparation</p>
2. Clearly communicate role, function and responsibilities of the Board of Education.	<ul style="list-style-type: none"> • Provide information for board of education, staff and community regarding policy governance • Amend board of education policies • Board of education brochure • Board Highlights 	<p>Information provided to clarify misunderstandings regarding policy governance</p> <p>Amended policies adopted by board of education</p> <p>Brochure available for distribution</p> <p>Highlights emailed to staff after each board of education meeting</p>	<p>Ongoing Ongoing</p> <p>10/04</p> <p>Ongoing 9/04 and ongoing</p>	<p>Superintendent Board</p> <p>Administrative Team and Superintendent</p>	<p>All staff in-service regarding new policies and procedures</p> <p>Policies are reviewed at the building level</p>	<p>Time for discussion CASB fee Cost of public</p> <p>Superintendent time</p>

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3. Improve communication with employees.	<ul style="list-style-type: none"> Weekly update to board of education and administrative team Evaluate and maximize use of email. Evaluate and maximize use of voicemail Increase opportunities for face-to-face communication with board of education, administrators and employees Schedule regular meetings with district office staff Celebrate staff contributions and efforts Standardize parent/staff perceptions surveys 	<p>Sent weekly</p> <p>Staff proficiency with Email system. Increased use of Voicemail system based on survey. Meetings scheduled</p> <p>Perception surveys revised and used throughout the district</p>	<p>Ongoing</p> <p>Fall/04 and ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Spring/05</p>	<p>Assistant to Superintendent Technology Director Technology, Data Management and Program Planning & Evaluation Director Administrative Team</p>	<p>Reminders to contributors Annual training offered for email and voicemail.</p>	<p>Time to create and distribute info. Staff time and in-house training.</p>
4. Develop a district-wide Crisis Communication Management Manual.	<ul style="list-style-type: none"> Review NSPRA's "The Complete Crisis Communication Management Manual for Schools" Review and revise district/school crisis plans Develop a district-wide crisis management plan 	<p>Plan reviewed Plans reviewed and revisions made</p>	<p>1/05 1/05</p>	<p>Superintendent Crisis Mgmt. Team</p>	<p>Train staff in crisis response. Train staff on use of manual.</p>	<p>Time to create plan and train staff \$</p>
5. Base communication efforts on research.	<ul style="list-style-type: none"> Develop student, parent and staff exit surveys Develop consistent perception survey format for use within the district 	<p>Surveys developed Plan for implementation of surveys developed</p>	<p>5/05 and annual review of data</p>	<p>Communication Advisory Team</p>	<p>Faculty/staff awareness of survey results</p>	<p>Time for discussion at every level.</p>

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STEAMBOAT SPRINGS SCHOOL DISTRICT RE-2

District Wide Strategic Plan 2004 – 2007

District Implementation Plan – IV. Community Relations and Communications Systems – Community Relations

DISTRICT GOAL: Engages staff and public in a variety of activities to promote positive relations throughout the school community.

MEASURABLE DISTRICT GOAL: Implement activities as recommended by NSPRA to promote positive relations throughout the school community.

CRITICAL ANALYSIS: (Describes the status of a school organization)

The National School Public Relations Association (NSPRA) conducted a Communication Audit of the Steamboat Springs School District in April of 2003 that recommended district/school communication with the community be strengthened (page 12). According to the focus groups interviewed during the audit, parents, staff and community members receive most of their information about the district from either the local newspaper or word-of-mouth (page 13). “No single channel of communication reaches every member of the community. The challenge is making sure interesting and important information is regularly available in convenient formats and insuring people know where to find it” (page12).

ASSUMPTIONS: (Forecasts what the future will look like)

Strong districts use effective communication as a foundation for achieving success for students. Districts implementing change find it occurs most quickly and efficiently when strategic, planned communication is a primary component of the change process. The Steamboat Springs School District will seek to implement more strategic and planned communication to enhance student success through a variety of strategies recommended in the audit. Among those strategies is a commitment to visible leadership, which will allow the administrative team, superintendent, and board to connect the community to the schools and the schools to the community. A key communicators network will strengthen these efforts, as will communications training for staff. Different formats and opportunities for parent/community communication and involvement will also be provided so that important information is regularly available to the community in a variety of convenient formats.

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STEAMBOAT SPRINGS SCHOOL DISTRICT RE-2

District Wide Strategic Plan 2004 – 2007

District Implementation Plan – IV. Community Relations and Communications Systems – Community Relations

DISTRICT GOAL A. Community Relations	Engages staff and public in a variety of activities to promote positive relations throughout the school community.			
Measurable District Goal	Implement activities as recommended by NSPRA to promote positive relations throughout the school community.			
Success Indicators (Measures, assessment tools)	Implement school-based initiatives that promote quality public relations as defined in the NSPRA Audit. Implement district-based initiatives that promote quality public relations as defined in the NSPRA Audit.			
Annual Targets (3 years)	Baseline	2004-05	2005-06	2006-07
	<ul style="list-style-type: none"> • NSPRA Audit recommendations and a draft of District Communication Plan exist. 	<ul style="list-style-type: none"> • Prioritize NSPRA recommendations • Create an action plan • Implement first year strategies. 	<ul style="list-style-type: none"> • Evaluate effectiveness of first year strategies implemented. • Modify first year strategies as needed. • Implement second year recommendations. 	<ul style="list-style-type: none"> • Evaluate effectiveness of second year strategies implemented. • Modify second year strategies as needed. • Implement third year recommendations.

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STEAMBOAT SPRINGS SCHOOL DISTRICT RE-2
District Wide Strategic Plan 2004 – 2007
District Implementation Plan – IV. Community Relations

<u>Strategy</u> In what general ways can you move key elements of the problem in order to achieve the goal?	<u>Activities (Action Plan)</u> What will occur in order to accomplish the strategy and reach the goal?	<u>Success Indicator(s)</u> What measure(s) will be used to determine the success of this strategy?	<u>Timeline Start/End Date</u> What is the time frame for implementation of the key action?	<u>Person Responsible</u> Who is primarily responsible for coordinating the key action?	<u>Professional Development</u> What do staff or families need to know and be able to do to ensure the achievement of this goal?	<u>Cost / Resources</u> What existing resources can be redirected? What “new” resources are needed? How will they be acquired?
1. Make a commitment to visible leadership.	<ul style="list-style-type: none"> • Increase school visits by board of education and administrators • Increase administrators’ civic group participation • Newspaper column topics and content contributed by administrators 	Log visits Participation data Articles published	Ongoing Monthly	Superintendent, administrative team, and board of education Administrative team		Time
2. Prepare employees to be ambassadors for the district.	<ul style="list-style-type: none"> • Revise new employee orientation packet • Create community relations packet for all staff • Customer service training for staff • Utilize consistent format for newsletter design and content • Use parent-teacher conferences and open houses as opportunities for positive public relations • Provide media training and guidelines for staff responses 	Staff communicates school district information appropriately as measured by parent/staff perception surveys	August 2005	Administrative team	Training of administrators and staff in how to be an ambassador for the district	Staff time Trainer fee

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3. Provide increased opportunities for participation by Community entities.	<ul style="list-style-type: none"> • Research creating a Business Advisory Council • Create Key Communicators Network • Maintain good relationships with local news media • Initiate outreach efforts to ELL community • Engage community through a variety of activities such as forums, study circles and web-based comments 	Increase in participation by each entity as mentioned in activities	<p>May 2005</p> <p>May 2005</p> <p>Fall 2004 and ongoing</p> <p>Ongoing</p>	Superintendent	Communication of school issues	Time
4. Improve and update web.	<ul style="list-style-type: none"> • Create and implement district-wide web standards 	Web kept up-to-date	Standards May 2005 Ongoing	Director of Technology, Data Management and Program Planning & Evaluation	Train selected staff to update web Train all staff to utilize web	Time
5. Build relationships with state legislators.	<ul style="list-style-type: none"> • Schedule annual meetings with legislators • Present school district's viewpoint to CASB and CASE • Investigate parent advocacy group • Provide information to key legislator • Recognize legislators for contributions to school district 	Legislators support school initiatives	Schedule as needed	Superintendent and Board of Education		Time/Travel
6. Continue to engage staff as stakeholders in decision-making.	<ul style="list-style-type: none"> • Engage staff through a variety of activities such as forums, study circles, and web-based comments • Develop guidelines for administrators to disseminate important communication to staff. 	Process refined. Variety of engagement activities is in place Guidelines are implemented.	<p>Fall, 2004</p> <p>May 2005</p>	Superintendent	Discussions with administrative team	Time

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STEAMBOAT SPRINGS SCHOOL DISTRICT RE-2
District Wide Strategic Plan 2004 – 2007
District Implementation Plan – IV. Community Relations-Communication/Technology

DISTRICT GOAL: The District will create a comprehensive communication plan that uses technology to improve communication.

MEASURABLE DISTRICT GOAL: Communication tools using technology provide timely, relevant information to staff, students, parents and community.

CRITICAL ANALYSIS: (Describes the status of a school organization)

The communications audit completed in August 2003 for the Steamboat Springs School District by the National School Public Relations Association (NSPRA) included several statements about the status of communication in the district and the use of technology as a communications tool. The auditors found an inconsistency and lack of effectiveness of communication in the district, stating that communication tends to break down resulting in some audiences feeling left out (page 10). As a partial remedy to this situation, the auditors recommended that the use of e-mail be standardized, that voice mail be maximized for communicating critical messages, that the district web site be improved and updated as a communications tool, and that other communication tools be identified to meet the needs of the district (pages 16 and 23). In addition, the technology audit report of November 2004 recommended that goals and objectives as well as standards of performance for telecommunication systems be developed (page 15).

ASSUMPTIONS: (Forecasts what the future will look like)

Technology is a powerful tool for communication throughout a school community. The district will be better able to maximize the use of existing technological resources by establishing which communication tools are currently used and which methods of communication are preferred by various shareholders. The district can also implement new tools to more effectively communicate both internally and externally. When staff, parents and community feel they are receiving timely and accurate information in a user-friendly and easily accessible manner, student success should be positively impacted.

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District Wide Strategic Plan 2004 – 2007
District Implementation Plan – IV. Community Relations-Communication/Technology

DISTRICT GOAL C. Technology Communication	The District will create a comprehensive communication plan that uses technology to improve communication.			
Measurable District Goal	Communication tools using technology provide timely, relevant information to staff, students, parents and community.			
Success Indicators (Measures, assessment tools)	A web-based communication tool is implemented that serves the needs of the educational community.			
Annual Targets (3 years)	Baseline	2004-2005	2005-2006	2006-2007
	<ul style="list-style-type: none"> • District website provides some information to staff, students, parents and community • Staff utilizes Outlook/Entourage for internal communication • Document sharing is available in each school and district-wide to facilitate curriculum development 	<ul style="list-style-type: none"> • Needs analysis conducted to determine communication needs of staff/students/parents • Communication tool(s) identified to meet the communication needs of the district. • Online survey development and analysis tool is implemented 	<ul style="list-style-type: none"> • Web based communication tool is implemented • Training is provided for staff in the use of the new communication tool 	<ul style="list-style-type: none"> • Communication tools provide timely relevant information to staff, students and parents

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District Implementation Plan – IV. Community Relations-Communication/Technology

<u>Strategy</u> In what general ways can you move key elements of the problem in order to achieve the goal?	<u>Activities (Action Plan)</u> What will occur in order to accomplish the strategy and reach the goal?	<u>Success Indicator(s)</u> What measure(s) will be used to determine the success of this strategy?	<u>Timeline Start/End Date</u> What is the time frame for implementation of the key action?	<u>Person Responsible</u> Who is primarily responsible for coordinating the key action?	<u>Professional Development</u> What do staff or families need to know and be able to do to ensure the achievement of this goal?	<u>Cost / Resources</u> What existing resources can be redirected? What “new” resources are needed? How will they be acquired?
1. Create a culture of electronic communication and document sharing.	<ul style="list-style-type: none"> • Research, implement and use new communication tool (1st Class, GroupWise etc.) • Research the capability of the current telephone/email systems to provide unified messaging capability. • Implement a new communication tool that creates a culture of electronic communication and document sharing 	New communication tool is implemented	FY 05	Director of Technology, Data Management and program Planning & Evaluation	Staff training using new communication tool	Cost varies depending upon solution
2. Solicit input from staff/students/community on a regular basis.	<ul style="list-style-type: none"> • Implement a web based survey tool such as Zoomerang to deliver and analyze survey results 	A web-based tool is used to conduct surveys	FY 05	Director of Technology, Data Management and program Planning & Evaluation	Training in survey development and analysis	\$350/annum plus time to develop and analyze surveys Clerical support

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	<ul style="list-style-type: none"> Survey parents/community to determine most effective/preferred method of communication with District 					
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