



*Jefferson City Public Schools*  
**School-Community Relations &  
Communications Plan  
2013-2018**

Jefferson City Public Schools  
Office of School-Community Relations  
315 East Dunklin Street  
Jefferson City, Missouri 65101  
Phone: (573) 659-3018  
Fax: (573) 659-3044  
Email: [david.luther@jcschools.us](mailto:david.luther@jcschools.us)  
Internet: [www.jcschools.us](http://www.jcschools.us)

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# Strategic Communications Plan

## Background

The Jefferson City Public Schools, under the leadership of the Board of Education and the Superintendent, has made an ongoing effort to provide information and two-way communication with the community and staff. Quality communications and public relations have always been an important component of the Jefferson City Public Schools and have been included in all District Comprehensive School Improvement Plans as well as Board Policy.

In 2005 the district underwent a comprehensive Communication Audit to determine the strengths and concerns the community and staff have regarding all forms of communication. The National School Public Relations Association (NSPRA) was enlisted to study the communication processes of the district, report their findings, and make recommendations for improvements.

The communication audit, while noting the many strengths of the district, also provided a number of recommendations for improving communications at all levels: district, building, and staff. Primary among these suggestions was the development of a comprehensive communication plan. While the Office of School-Community Relations has always had a general plan, and it develops yearly goals and objectives, the comprehensive communication plan provides a clear vision for public relations and communication for the district as it seeks to create stronger relationships with its many and diverse audiences.

The changing face of communications, especially the growth of the Internet, social media and wireless devices, calls for ongoing evaluations of how best to reach our various audiences.

The Office of School-Community Relations works with the Communication Advisory Team (CAT) and other key district personnel to review, discuss and evaluate communication and public relations/engagement processes.

# Reaching Key Audiences

The Jefferson City Public Schools are committed to improving communications within the schools and the community. The three goals presented later in this plan are based on meeting the communication needs of three primary audiences.

## **Internal**

Teachers  
Principals  
Administrators  
Board of Education  
Library Media Specialists  
Counselors  
Food Service Employees  
Substitute Teachers  
Custodians  
Administrative Assistants  
English as a Second Language (ESL) Instructors  
Parents as Teachers Instructors  
Para-professionals  
Facilitators & Interpreters  
Mentors & Volunteers  
Special Education Specialists (Therapists,  
Psychological Examiners, etc.)  
Bus Drivers  
Students  
Social Workers  
School Resource Officers  
Juvenile Center Employees

## **External**

Community Leaders  
Chamber of Commerce and Businesses  
Government Officials (State and Local)  
Civic Organizations  
Religious Organizations  
Parochial, Private and Home-School  
Organizations and Institutions  
Higher Learning Institutions (colleges,  
technical schools, etc.)  
Home-School Parents  
Senior Citizens  
Parochial and Private School Parents  
Non-English Speaking Families  
Illiterate Members of the Community  
Media  
Law Enforcement Agencies

## **Parents & Students**

Students  
PTA/PTO Groups  
Highly Motivated Parents  
Parents of Special Needs Students  
Grandparents and Other Non-Parent Relatives of  
Non-English Speaking Parents  
Economically Disadvantaged Parents & Students  
Parents of Preschool Students  
Prospective Parents  
Parent Volunteers  
Parents who are not literate

# Communication Advisory Team

**2013-2014**

Good internal and external communication planning can only be achieved when district personnel work together with community members, The Office of School – Community Relations enlists fourteen (14) community and staff members to act as a Communication Advisory Team (CAT). The team provides invaluable assistance in developing good communication strategies for the district. The team, which rotates membership every two years, serves to provide guidance and insights to the Office of School-Community Relations and serve as a “sounding board” for communication and public relations efforts.

## **Communication Advisory Team 2013-2014**

### **Community Members**

Heather Feeler  
Nancy Hill  
Diana Neiheisel  
Joni Runyon  
Lisa Delk  
Michelle Jansen  
Ryan Toebben  
Dr. Dennis Nickelson (Board of Education)

### **School District Members**

Scott Salmons  
Erin Carl  
Emily Vallandingham  
Emily Edger  
Debra Runzi  
Audria Roettgen  
Nicole Langston  
David Luther  
Dr. Gretchen Guitard (Ad Hoc member)

# Philosophy & Guiding Principles

## Philosophy

The Office of School - Community Relations is committed to improving the lines of communication both internally and with the community at large. It is the philosophy of this office that we must use all means possible to improve and maintain communications and to engage with our many and diverse publics. By continuing to build relationships with our internal and external audiences, and to keep them informed of all aspects of the school system, we believe that district stakeholders and district staff will support the good work that takes place in our schools.

## Guiding Principles

The following principles guided the formation of the strategic public relations goals.

We believe that...

- Effective public engagement is essential to creating an environment in which students, staff, families, and community members participate and contribute.
- Communication is a primary function of leadership and a responsibility of all employees.
- Well-informed employees and citizens are effective ambassadors for developing broad community support.
- Open, ongoing two-way communication is critical to maintaining our public relationships.
- Accurate, understandable, and timely communication is essential to the decision-making processes of the school system.
- Using a variety of sources and strategies enhances the school system's ability to communicate effectively and thoroughly.
- Public relations and communications strategies must be explicitly linked to the mission and goals of the school system.

# Key Communication Areas

Based on the communication audit and other research, the following five areas are key to a successful ongoing communication program:

## **Develop & Maintain a Comprehensive Communication Plan**

This plan should be dynamic, flexible, and usable. The plan will reflect the Jefferson City Public Schools' Strategic Plan and Board Policies. All district communication programs will be derived from the Comprehensive Communication Plan.

## **Internal & External Audience District Satisfaction Survey**

The school district will perform culture and climate surveys of staff at least once every two years. The district will perform satisfaction of parents and students as part of the MSIP program. The district will perform community surveys every three years.

## **Ongoing Research & Engagement**

Ongoing research and engagement is important to understanding our changing and growing nation, state, and community. Research in the form of "town halls," focus groups, roundtable issue sharing, and other small group and one-on-one surveying will assist the district in learning the needs and concerns of its internal and external audiences. It is also recommended that the Office of School-Community Relations monitor national and state education polls and related discussions.

## **Maintain a Dedicated, Informed, and Professional Staff for the Office of School-Community Relations**

Staff of the Office of School-Community Relations will be dedicated to developing and executing communication programs that will strengthen the district by building support with internal and external audiences. Communications staff should be provided continuing educational opportunities and should be encouraged to be involved in their professional organizations. The Assistant to the Superintendent for School-Community Relations will report directly to the Superintendent.

## **Annual Communication Activities Evaluation**

A yearly communication plan will be created that includes the primary annual goals and selected objectives of the Comprehensive Communication Plan. Evaluation of the successes of this yearly plan will take place each year. The Office of School-Community Relations, the Communication Advisory Team, the Superintendent of Schools, and the Board of Education will perform evaluations of the Communication Plan annually.

# **Communication Goals**

## **GOAL 1:**

**The Jefferson City Public Schools will build and maintain positive relationships with all external district stakeholders through communications.**

## **GOAL 2:**

**The Jefferson City Public Schools will build and maintain positive relationships with all internal audiences through communications.**

## **GOAL 3:**

**The Jefferson City Public Schools will build and maintain positive relationships with parents and students of the school district through communications.**



**GOAL I: The Jefferson City Public Schools will build and maintain positive relationships with all external district stakeholders through communications.**

**Objective 1.1**

Increase opportunities for positive news coverage and decrease negative news coverage with local media outlets.

**Objective 1.2**

Increase opportunities to develop and maintain positive relationships with senior citizens.

**Objective 1.3**

Increase opportunities to develop and maintain positive relationships with community leaders and civic organizations.

**Objective 1.4**

Increase opportunities to develop and maintain positive relationships with Chamber of Commerce and business community.

**Objective 1.5**

Increase opportunities to develop and maintain positive relationships with State and Local Governmental Officials.

**Objective 1.6**

Increase opportunities to develop and maintain positive relationships with local law enforcement agencies.

**Objective 1.7**

Increase opportunities to develop and maintain positive relationships with faith-based organizations.

**Objective 1.8**

Increase opportunities to develop and maintain positive relationships with parochial, private, and home-school institutions and organizations.

**Objective 1.9**

Increase opportunities to develop and maintain positive relationships with institutes of higher learning (local colleges, technical schools, etc.)

**Objective 1.10**

Increase opportunities to develop and maintain positive relationships with non-English speaking or illiterate community members.

**Objective 1.11**

Increase opportunities to develop and maintain positive relationships with impoverished members of the community.

**Objective 1.12**

Provide opportunities for internal staff development in media and public relations.

**Objective 1.13**

Increase opportunities to develop and maintain positive relationships with real estate agents/agencies.

**See Appendix A for Strategies**

**See Appendix D for Measurement.**

## **GOAL 2: The Jefferson City Public Schools will build and maintain positive relationships with all internal audiences through communications.**

### **Objective 2.1**

Improve dissemination of timely, accurate, important information to all professional staff.

### **Objective 2.2**

Improve dissemination of timely, accurate, important information to all support staff.

### **Objective 2.3**

Improve opportunities for two-way communication among staff (administration – staff; principal – staff; staff – staff).

### **Objective 2.4**

Increase opportunities to enhance professional staff morale.

### **Objective 2.5**

Increase opportunities to enhance support staff morale.

### **Objective 2.6**

Provide timely, accurate important information to mentors and building volunteers.

### **Objective 2.7**

Provide opportunities to solicit staff opinions of district and district-related issues.

### **Objective 2.8**

Ensure opportunities for professional staff to receive training to use communication tools.

### **Objective 2.9**

Ensure opportunities for support staff to receive training to use communication tools.

### **Objective 2.10**

Increase opportunities to develop and maintain positive relationships with School Resource Officers.

### **Objective 2.11**

Schools will continue to develop a welcoming culture for parents and patrons.

**See Appendix B for Strategies.**

**See Appendix D for Measurement.**

**GOAL 3: The Jefferson City Public Schools will build and maintain positive relationships with parents and students of the school district through communications.**

**Objective 3.1**

Improve dissemination of timely, accurate, important school information to all district parents/guardians.

**Objective 3.2**

Improve dissemination of school information to non-English speaking/illiterate parents/guardians of preschool and school-aged children.

**Objective 3.3**

Improve dissemination of school information to prospective parents and/or parents of preschool-aged students.

**Objective 3.4**

Increase opportunities for ongoing two-way communication between parents and administrators/principals/staff.

**Objective 3.5**

Improve dissemination of school information to parents living under economically impoverished circumstances.

**Objective 3.6**

Improve dissemination of school information to parents of special needs students.

**Objective 3.7**

Provide opportunities to solicit parent opinions of schools and school-related issues.

**Objective 3.8**

Expand district and building-level programs for recruiting and developing parent leadership.

**See Appendix C for Strategies.**

**See Appendix D for Measurement.**

**Appendix A**  
**Strategies to Meet Goal 1:**  
**The Jefferson City Public Schools will build and maintain positive relationships with all external district stakeholders through communications.**

**Objective 1.1**

Increase opportunities for positive news coverage and decrease negative news coverage with local media outlets.

Strategy 1.1.1	Provide monthly Superintendent – Media briefings
Strategy 1.1.2	Provide quarterly media summits
Strategy 1.1.3	Provide weekly news release and tip sheets
Strategy 1.1.4	Include all media in “Key Communicator” mailing service
Strategy 1.1.5	Use Board of Education meetings to communicate strategic messages
Strategy 1.1.6	Enlist building-level public relation teams to provide information to media (through Office of School-Community Relations)
Strategy 1.1.7	Produce an “Education” insert (similar to “Senior Times”) to appear monthly or quarterly
Strategy 1.1.8	Approach newspaper to discuss submitting occasional “Op-Ed” educational pieces
Strategy 1.1.9	Approach local radio to discuss regular radio programming about public schools
Strategy 1.1.10	Approach local television and radio about regular feature on student or staff achievement
Strategy 1.1.11	Provide media with school employee and/or student shadowing opportunities

Other tactics include: Recording Board of Education meetings to be streamed via audio podcast or video presentation (this tactic addresses multiple goals and objectives).

**Objective 1.2**

Increase opportunities to develop and maintain positive relationships with senior citizens.

Strategy 1.2.1	Provide a senior citizen free Internet workshop (taught by students and staff)
Strategy 1.2.2	Provide Senior Citizen Matinee of operetta
Strategy 1.2.3	Promote program to encourage seniors to mentor/volunteer
Strategy 1.2.4	Outreach through JCPS talks and performances at senior centers (Speakers Bureau)
Strategy 1.2.5	Consider Senior Bus Tour Program

Other tactics include:

- Maintain ongoing contact with Cole County Retired Teacher Association
- Maintain relationship with Learning in Retirement group.

**Objective 1.3**

Increase opportunities to develop and maintain positive relationships with community leaders and Civic organizations.

- Strategy 1.3.1 Place community leaders on Key Communicator email service
- Strategy 1.3.2 Maintain a Speakers Bureau for various community leader groups

**Objective 1.4**

Increase opportunities to develop and maintain positive relationships with Chamber of Commerce and business community.

- Strategy 1.4.1 Encourage participation of staff members in Chamber Leadership Programs.
- Strategy 1.4.2 Have school representatives at all Chamber events
- Strategy 1.4.3 Have school representatives actively participate in Chamber committees
- Strategy 1.4.4 Recruit Chamber and business personnel into Partners in Education program
- Strategy 1.4.5 Recruit Chamber and business personnel as mentors, readers, and volunteers

**Objective 1.5**

Increase opportunities to develop and maintain positive relationships with State and Local Governmental Officials.

- Strategy 1.5.1 Host school level events and invite government leaders (with special invitations)

**Objective 1.6**

Increase opportunities to develop and maintain positive relationships with local law enforcement agencies

- Strategy 1.6.1 Place key law enforcement representatives on Key Communicator email service
- Strategy 1.6.2 Include School Resource Officers on communication committees.

**Objective 1.7**

Increase opportunities to develop and maintain positive relationships with religious organizations.

- Strategy 1.7.1 Include religious organizations in Speakers bureau
- Strategy 1.7.2 Encourage church members to volunteer/mentor
- Strategy 1.7.3 Invite religious organizations to visit schools
- Strategy 1.7.4 Invite religious organizations for special events

**Objective 1.8**

Increase opportunities to develop and maintain positive relationships with parochial, private, and home-school institutions and organizations.

- Strategy 1.8.1 Include parochial, private, and home-school institutions and organizations in career day and college nights.

**Objective 1.9**

Increase opportunities to develop and maintain positive relationships with institutions of higher learning (local colleges, technical schools, etc.)

- Strategy 1.9.1 Involve these groups in school level activities (as special speakers, guests, etc.)
- Strategy 1.9.2 Involve them as judges for “teacher of the year” program.
- Strategy 1.9.3 Work with institutions of higher learning to develop mentors.
- Strategy 1.9.4 Assist with minority recruiting visits.

**Objective 1.10**

Increase opportunities to develop and maintain positive relationships with non-English speaking or illiterate community members.

- Strategy 1.10.1 Provide program talks at various centers (El Puente, etc.)
- Strategy 1.10.2 Outreach through Parents as Teachers
- Strategy 1.10.3 Outreach through ESL program (and other adult education programs)
- Strategy 1.10.4 Produce key school information in Spanish (and other languages as needed)
- Strategy 1.10.5 Outreach to these groups through religious organizations
- Strategy 1.10.6 Seek out district ESL or bi/multilingual staff, volunteers, parents, etc. and enlist them to voluntarily meet with non-English speaking or illiterate community members to discuss their needs. This “team” may also assist with interpreting at PTO meetings and other similar school situations
- Strategy 1.10.7 Provide translation of key school documents.

Other tactics include:

- Develop a program in which advanced foreign language students would work with non-English speaking community.
- Add a "Spanish" link to the district website.

**Objective 1.11**

Increase opportunities to develop and maintain positive relationships with impoverished members of the community.

- Strategy 1.11.1 Outreach through Parents as Teachers
- Strategy 1.11.2 Outreach to these groups through religious organizations
- Strategy 1.11.3 Outreach through Samaritan Center, Salvation Army, etc.

Other tactics include:

- Consider taking registration and other important school events and programs out into the communities. (Work with Welcome Center.)
- Encourage staff and student participation in Adult Basic Education/ABLE program, Habitat for Humanity, Samaritan Center, etc.

**Objective 1.12**

Increase opportunities for internal staff development in media and public relations.

- |                 |  |
|-----------------|--|
| Strategy 1.12.1 | Provide key issue messaging information to all staff   |
| Strategy 1.12.2 | Provide workshops and other forums for professional development in telephone skills, media relations, newsletters development, and web development |
| Strategy 1.12.3 | Enlist staff members into building level communication teams   |
| Strategy 1.12.4 | Further develop district, building and staff level websites.   |

**Objective 1.13**

Increase opportunities to develop and maintain positive relationships with real estate agents/agencies.

- |                 |   |
|-----------------|---|
| Strategy 1.13.1 | Involve these groups in school level activities (as special speakers, guests, etc.) |
| Strategy 1.13.2 | Involve agents as judges for “teacher of the year” program                          |
| Strategy 1.13.3 | Develop “bus tour” and information campaign   |
| Strategy 1.13.4 | Provide student/staff/principal “shadowing”   |
| Strategy 1.13.5 | Speakers Bureau – go to agencies  |
| Strategy 1.13.6 | Provide JCPS video/DVD to agencies  |

Other tactics include:

- Establish working relationship with "newcomers" organization.
- Provide school maps to realtors.



**Appendix B**  
**GOAL 2: The Jefferson City Public Schools will build and maintain positive relationships with all internal audiences through communications.**

**Objective 2.1**

Improve dissemination of timely, accurate, important information to all professional staff.

- Strategy 2.1.1 Provide timely internal informational emails (weekly internal Key Communicator and other similar emails)
- Strategy 2.1.2 Provide monthly Board of Education meeting summaries
- Strategy 2.1.3 Provide "Issues At A Glance" fact sheets (Key issue messaging)
- Strategy 2.1.4 Assist principals with providing thorough and timely information to staff
- Strategy 2.1.5 Keep important staff information on District Internet sites.
- Strategy 2.1.6 Provide school information via SchoolMessenger calling system
- Strategy 2.1.6 Provide school information via TextJCPS

Other tactics include: Recording Board of Education meetings to be streamed via audio podcast of video presentation (this tactic addresses multiple goals and objectives).

**Objective 2.2**

Improve dissemination of timely, accurate, important information to all support staff.

- Strategy 2.2.1 Provide timely internal informational emails (where possible)
- Strategy 2.2.2 Provide monthly Board of Education meeting summaries
- Strategy 2.2.3 Provide "Issues At A Glance" fact sheets (Key issue messaging)
- Strategy 2.2.4 Assist principals with providing thorough and timely information to support staff
- Strategy 2.2.5 Keep important support staff information on district INTRANET and District Internet sites.
- Strategy 2.2.6 Provide school information via SchoolMessenger calling system
- Strategy 2.2.7 Provide school information via TextJCPS

### **Objective 2.3**

Improve opportunities for two-way communication among staff (administration/board – staff; principal – staff; staff – staff)

- |                |   |
|----------------|---|
| Strategy 2.3.1 | Set regular meetings for administrators to visit buildings  |
| Strategy 2.3.2 | After visiting buildings, administrators/board members will include a brief report as part of board agenda  |
| Strategy 2.3.3 | Develop building level communication plans that will address internal communications. Plans will include principal – staff emails, memorandums, newsletters; faculty meetings and discussion groups, etc. |
| Strategy 2.3.4 | Provide assistance with building and staff level web pages  |

### **Objective 2.4**

Increase opportunities to enhance professional staff morale.

- |                 |  |
|-----------------|--|
| Strategy 2.4.1  | Building level “socials” (including special recognitions)  |
| Strategy 2.4.2  | Highlight staff in news articles and special advertisements  |
| Strategy 2.4.3  | Recognize staff on JCTV programs, radio programs, building level mailings, PTA/PTO functions             |
| Strategy 2.4.4  | Recognize staff at parent teacher night events   |
| Strategy 2.4.5  | Recognize staff at music, drama and sporting events  |
| Strategy 2.4.6  | Recognize staff at parent teacher night events   |
| Strategy 2.4.7  | Recognize staff on district and building websites  |
| Strategy 2.4.8  | Continue Teacher Appreciation Banquet  |
| Strategy 2.4.9  | Provide district-hosted appreciation breakfasts for staff on a regular basis (5-6 per year)              |
| Strategy 2.4.10 | Recognize staff members for outstanding work that is exceptional beyond the classroom (“Starfish Award”) |

### **Objective 2.5**

Increase opportunities to enhance support staff morale.

- |                 |   |
|-----------------|---|
| Strategy 2.5.1  | Building level “socials” (including special recognitions)                                   |
| Strategy 2.5.2  | Highlight support staff in news articles and special advertisements                         |
| Strategy 2.5.3  | Recognize support staff on JCTV programs  |
| Strategy 2.5.4  | Recognize support staff on radio programs   |
| Strategy 2.5.5  | Recognize support staff in building level mailings  |
| Strategy 2.5.6  | Recognize support staff at PTA/PTO functions  |
| Strategy 2.5.7  | Recognize support staff at parent teacher night events                                      |
| Strategy 2.5.8  | Recognize staff at music, drama and sporting events   |
| Strategy 2.5.9  | Develop/enhance events to recognize support staff (dinners, receptions, BBQs, etc.)         |
| Strategy 2.5.10 | Recognize support staff on district and building websites                                   |
| Strategy 2.5.11 | Provide district-hosted appreciation breakfasts for staff on a regular basis (5-6 per year) |

Other tactics include:

- Assist with facilitator/paraprofessional, secretarial/clerk, maintenance/custodial events.

**Objective 2.6**

Provide timely, accurate important information to mentors and building volunteers.

- Strategy 2.6.1 Provide mentors and volunteers with building newsletters
- Strategy 2.6.2 Recognize mentors and volunteers in public/school forums
- Strategy 2.6.3 Recognize mentors at parent teacher night events
- Strategy 2.6.4 Recognize volunteers and mentors on district and building websites

**Objective 2.7**

Provide opportunities to solicit staff opinions of district and district-related issues.

- Strategy 2.7.1 Provide input survey opportunities (written/email/web)
- Strategy 2.7.2 Assist with faculty council and similar forums for staff input

**Objective 2.8**

Ensure opportunities for professional staff to receive training to use communication tools.

- Strategy 2.8.1 Offer in-service opportunities for professional staff/administrators in the use of email, web page development, etc.
- Strategy 2.8.2 Offer in-service opportunities for professional staff/administrators in the use internal memos and newsletters.
- Strategy 2.8.3 Provide SchoolMessenger calling system training to key staff members.
- Strategy 2.8.4 Provide TextJCPS training to key staff members.

**Objective 2.9**

Ensure opportunities for support staff to receive training to use communication tools.

- Strategy 2.9.1 Offer in-service opportunities for support staff to use email

**Objective 2.10**

Increase opportunities to develop and maintain positive relationships with School Resource Officers

- Strategy 2.10.1 Include School Resource Officers on communication committees.

**Objective 2.11**

Schools will continue to develop a welcoming culture for parents and patrons.

- Strategy 2.11.1 Schools will provide informational sessions in conjunction with other school events (such as parent-teacher

- Strategy 2.11.2      conferences) on such topics as curriculum, food service, transportation, post-high school preparation, etc. District will develop and provide professional development for "front line" staff (secretaries and receptionists) to assist them in better providing services for parents and community members.
- Strategy 2.11.3      Communications office will develop and implement a "warm and welcoming" campaign.

**Appendix C**  
**GOAL 3: The Jefferson City Public Schools will grow and maintain positive relationships with parents and students of the school district through communications.**

**Objective 3.1**

Improve dissemination of timely, accurate, important school information to all district parents/guardians.

- Strategy 3.1.1      Provide district updates through "Key Communicator" email service
- Strategy 3.1.2      Provide comprehensive district/building/teacher level information on district web page
- Strategy 3.1.3      Provide media with school information and engage them in helping keep parents informed.
- Strategy 3.1.4      Publish all Federal Education data for registration dates.
- Strategy 3.1.5      Place School Report Card on website
- Strategy 3.1.6      Implement/Execute SchoolMessenger phone system to contact families
- Strategy 3.1.7      Provide school information via TextJCPS
- Strategy 3.1.8      Provide vital student information via Infinite Campus
- Strategy 3.1.9      Provide district information via social media outlets

Other tactics include: Recording Board of Education meetings to be streamed via audio podcast or video presentation (this tactic addresses multiple goals and objectives).

**Objective 3.2**

Improve dissemination of school information to non-English speaking/illiterate parents/guardians of preschool and school-aged children.

- Strategy 3.2.1      Develop information exchange programs with local entities that work with non-English speaking parents including

- JCPS Adult Education Coordinator, El Puente, churches, Samaritan Center, etc.
- Strategy 3.2.2 Implement SchoolMessenger phone system to contact families in their native tongue when possible
- Strategy 3.2.3 Provide school information via TextJCPS

**Objective 3.3**

Improve dissemination of school information to prospective parents and/or parents of preschool-aged students.

- Strategy 3.3.1 Working with Southwest Early Childhood Center, publish and disseminate information about PAT, JCPS Preschool, and the public schools in general.
- Strategy 3.3.2 Place Parents as Teachers and other JCPS posters and other information at hospitals, clinics, daycare facilities, churches, and other businesses frequented by young parents (Birthright, Samaritan Center, Cole County Health Department, etc.)
- Strategy 3.3.3 Provide “speakers bureau” sessions for interested groups. Meet with local “birthing classes” and other young parent groups (including new father's group)
- Strategy 3.3.4 Work with major employers in the area to disseminate school information to their employees who are new parents.
- Strategy 3.3.5 Disseminate “new parent” information via district website.

Other tactics include:

- Provide school information to JCHS/JCAC parent support groups.

**Objective 3.4**

Increase opportunities for ongoing two-way communication between parents and administrators/principals/Board of Education/other parents.

- Strategy 3.4.1 Provide assistance to schools/principals in developing effective open house meetings (including developing PowerPoint presentations, evaluating the look and feel of the building and classrooms, etc.)
- Strategy 3.4.2 Provide open house and parent-teacher conference success tips to principals and teachers.
- Strategy 3.4.3 Encourage principals and staff to develop email communications with parents (similar to the Key Communicator), but on a smaller scale.
- Strategy 3.4.4 Encourage building and staff level web page development as a means of informing parents of school news.
- Strategy 3.4.5 Implement Connect-Ed phone system to contact parents/guardians.
- Strategy 3.4.6 Incorporate additional parent learning opportunities into parent-teacher nights (example: food service discussion, special programs offered, etc.)

Other tactics include:

- NSPRA “PR Principals” newsletter is valuable for this objective (document is provided to principals monthly)

### **Objective 3.5**

Improve dissemination of school information to parents living under economically impoverished circumstances. (See Objective 1.11 and Appendix A 1.11.)

- |                |   |
|----------------|---|
| Strategy 3.5.1 | Assist in providing information and training for staff in working with those in economically impoverished circumstances (assist in providing Ruby Payne’s “Framework for Understanding Poverty) |
| Strategy 3.5.2 | Disseminate school information via direct mail and placement at key centers in community (Samaritan Center, Salvation Army, etc.)   |
| Strategy 3.5.3 | Implement Connect-Ed phone system to contact parents/guardians.   |

Other tactics include:

- Include "poverty points" in a JCPS "Insider" email.

### **Objective 3.6**

Improve dissemination of school information to parents of special needs students.

- |                |   |
|----------------|---|
| Strategy 3.6.1 | Work with Special Services Office to gather information necessary to parents of special needs students. |
| Strategy 3.6.2 | Place appropriate information about special needs at hospitals, clinics, etc.                           |
| Strategy 3.6.3 | Develop Special Needs information on JCPS website.  |

### **Objective 3.7**

Increase opportunities to solicit parent opinions of schools and school-related issues.

- |                |   |
|----------------|---|
| Strategy 3.7.1 | Provide community satisfaction survey opportunity for parents and community members on a regular basis.   |
| Strategy 3.7.2 | Provide roundtable information gathering sessions for parents to attend (such as “Breakfast with the Superintendent” and other school/parent meetings). |
| Strategy 3.7.3 | Continue online surveys of parents.   |

### **Objective 3.8**

Expand district and building-level programs for recruiting and developing parent leadership.

- |                |   |
|----------------|---|
| Strategy 3.8.1 | Develop a leadership program for parents and district patrons to more fully engage them in the school system. |
| Strategy 3.8.2 | Assist in further developing communications with city-wide parent council.                                    |
| Strategy 3.8.3 | Actively seek out parent leaders to serve as recruiters for new parent leadership.                            |

## Appendix D Measurement

### GOAL 1:

The Jefferson City Public Schools will build and maintain positive relationships with all external district stakeholders through communications.

#### Measurement:

- Method 1: External stakeholders (community members) will take part in a \*district satisfaction survey every three years. Baseline data will be developed based on existing survey information.
- Method 2: Gather and measure linear data of district communication tools
- Method 3: Ongoing focus group and similar round-table studies.

### GOAL 2:

The Jefferson City Public Schools will build and maintain positive relationships with all internal audiences through communications.

#### Measurement:

- Method 1: Staff will take part in a district satisfaction survey every year. New baseline data will be set in the 2013-2014 school year.
- Method 2: Gather and measure linear data of district communication tools
- Method 3: Ongoing focus group and similar round-table studies.

### GOAL 3:

The Jefferson City Public Schools will build and maintain positive relationships with parents and students of the school district through communications.

#### Measurement:

- Method 1: Parents will take part in a district satisfaction survey every \*three years. Baseline data will be developed based on existing survey information.
- Method 2: Gather and measure linear data of district communication tools
- Method 3: Ongoing focus group and similar round-table studies.

\*Parent and Student data will be gathered through the MSIP questionnaire (currently every five years). Parent data may also come through telephone survey.

***\*Recommendation for gathering of community and parent data: telephone survey every three years.***