

FROM: Helen Lloyd

THROUGH: Alvin L. Crawley, Ed.D., Superintendent of Schools

TO: The Honorable Karen Graf, Chair, and
Members of the Alexandria City School Board

TOPIC: Strategic Communications Plan for school years 2016-18

SUMMARY:


This is a draft of the Strategic Communications Plan for the 2016-17 and 2017-18 school years. The plan focuses on building confidence, trust and engagement among four groups of stakeholders: ACPS external community, ACPS internal community, the wider Alexandria community and the Northern Virginia community.

It focuses the work of the Office of Communications around five goals. These goals are linked to every goal in the ACPS 2020 Strategic Plan and therefore support every goal area of ACPS. The success of these goals will be measured by a series of key performance indicators attached to each goal.

- **Goal A:** Ensure confidence in ACPS by providing stakeholders with access to information about key issues through consistent, inclusive, accessible, transparent, two-way, open and timely communication.
- **Goal B:** Ensure the ACPS community has timely access to the information and support needed for all students to succeed academically.
- **Goal C:** Foster strong relationships that promote high stakeholder engagement in public education in the community.
- **Goal D:** Ensure ACPS is viewed as an attractive place for teachers and families and maintains a positive reputation in the wider ACPS community/Northern Virginia community.
- **Goal E:** Ensure the effective use of resources to maximize efficiency in communication efforts.

Overall success of the plan is measured through clearly defined benchmarks. These measure:

- **Increased positive image and satisfaction with ACPS**
- **Increased trust and satisfaction with the timely, transparent and clear way that information is shared**
- **Increased community engagement**
- **Increased community engagement**
- **Increased sense of development and growth by the Communications Team**

Page 7 of the Strategic Communications Plan outlines the benchmarks used to measure this success. Each goal also benchmarks the success in achieving the strategies and tactics of that goal. All measures of success are indicated in the plan by the symbol .

The plan includes a full redesign of the current website; the expansion of school-based communications via the PR Liaisons program and school eNewsletters; expansion of translation services for everyday communications, crisis communications and social media; and increasing opportunities for training and professional development to bring the department into line with modern communication practices.

The Strategic Communications Plan has been developed by analyzing data from the communications data dashboard and aligning goals, strategies and tactics with what the data show. It includes a detailed timeline (page 18) to ensure completion of all tactics needed to fulfill strategies and goals by the end of the 2018 school year. The plan will be updated each year for the following two years so that it is always current, while focusing on mid-to long-term outcomes for the Office of Communications.

BACKGROUND:

In September 2015, the Office of Communications drafted a temporary plan intended to last a maximum of six months, while a full two-year plan was drawn up in conjunction with every member of the team. The goal is to have an approved two-year Strategic Communications Plan in effect at all times in the future.

ATTACHMENTS: Strategic Communications Plan for school years 2016-18

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