



Communication Audit Report Action Plan 2020-21 Through 2023-2024

Introduction

This Comprehensive Communications Plan serves as an overarching guide for Columbia Heights Public School District in the area of communication recommendations and strategies.

This plan was drafted by the District Administration and coordinated through key internal and external stakeholders throughout the District community.

This Comprehensive Communications Plan supports the school district by providing direction for improving internal and external communications. The objective of all communication strategies is to advance the Strategic Roadmap and to build, maintain and enhance public understanding and support for the Columbia Heights Public School District.

Internally, this Comprehensive Communications Plan provides recommendations to keep employees informed. Additionally, the plan provides methods for District internal stakeholders to be able to “Tell our Story” to internal and external publics.

Externally, this Comprehensive Communications Plan also provides recommendations, strategies and tactics to more effectively communicate and build relationships within the greater District community. Effective communications must be two-way and consistent, using a variety of tools, all with the primary goal of supporting the Strategic Roadmap.

This plan provides the structure for communications that support the District Strategic Roadmap, which includes Mission, Vision, Core Values and Strategic Directions. The plan provides measurable tactics so that objective analysis can determine the strengths and challenges needed to improve communications internally and externally within the District. This plan supports all employees and stakeholders in communicating the school District story.

The plan, while comprehensive, does not and cannot identify all variables. Should the District’s needs change significantly during this time period, the plan will be altered.

Strategic Roadmap

The Columbia Heights Public School District adopted a Strategic Roadmap (2019), which is made up of four key areas: District Mission, Vision, Core Values and Strategic Directions. This Comprehensive Communications Plan supports the Strategic Roadmap.

District Mission: Our Core Purpose

Creating worlds of opportunity for each and every learner. All belong, All succeed

District Vision: What we intend to create

Columbia Heights Public Schools is a vibrant learning community of:

- Academic excellence supporting the whole student through individual choices and rigorous learning
- Engaging and personalized learning, effective communication, and preparation for success in college, career and community
- Staff supporting, challenging, affirming and caring for all of our students
- Pride in, and by our students, schools, district and community
- A district and community culture of collaborative partnerships
- Safe and secure schools for all; physically and emotionally
- Irresistible employment and a great place to work and learn

District Core Values: What drives our work and actions

Community: Where we all belong and believe in ourselves and each other

Excellence: Being our best, expecting our best, every day

Collaboration: Working together for common goals

Integrity: Doing what is right, even when no one is watching

Respect: Celebrating who we are, honoring our differences, treating others well

Courage: Facing challenges with hope and persistence

Innovation: Finding new ways to excel and grow

Strategic Directions: Focus of our time and resources

- Improving Each Student's Experience and School Climate
- Improving Each Student's Academic Achievement and Career/College Readiness
- Improving Our Daily Interactions with Students, Families and Community
- Securing and Effectively Managing Our Resources; Human Resources, Financial, and Physical

Target Audiences

Internal	External
<input type="checkbox"/> All District employees	<input type="checkbox"/> District taxpayers
<input type="checkbox"/> School Board	<input type="checkbox"/> Prospective Parents
<input type="checkbox"/> Students	<input type="checkbox"/> Government and elected officials
<input type="checkbox"/> Unions/Associations	<input type="checkbox"/> Chambers and businesses
<input type="checkbox"/> Contractors	<input type="checkbox"/> Non-Profits
<input type="checkbox"/> Parents of current students	<input type="checkbox"/> Realtors
<input type="checkbox"/> Parent organizations	<input type="checkbox"/> News media
<input type="checkbox"/> Advisory Committees	<input type="checkbox"/> Senior citizens
<input type="checkbox"/> Retirees	<input type="checkbox"/> Adults without children in schools
<input type="checkbox"/> Alumni	<input type="checkbox"/> Faith-Based organizations
<input type="checkbox"/> Volunteers	<input type="checkbox"/> Diverse and ethnic communities
<input type="checkbox"/> Foundations	<input type="checkbox"/> Universities and colleges
	<input type="checkbox"/> Grant awarding agencies
	<input type="checkbox"/> Key Communicators
	<input type="checkbox"/> Boosters

Recommendations

Levels Defined:

- **Learning** means preparatory work, research, narrow the focus, come to consensus.
- **Implementation** means there is a set point at which the work will become standard. Goals with measurable steps.
- **Standard** means the actual practices and system are in use by staff and schools.

Recommendation 1: Ensure planned, proactive and consistent communications as a strategic priority				
Goal 1.1: Update and deploy the District’s strategic communication plan to guide and ensure effective district and school communications				
Performance Indicator 1.1: Present the communication plan to the Columbia Heights School Board and to stakeholders who play a role in its implementation				
	2020-2021	2021-2022	2022-2023	2023-2024
	Learning	Implementation	Implementation	Standard
Goal 1.2: Create a Communications Advisory Council to elicit input on district information and communication effectiveness				
Performance Indicator 1.2: Committee members, meeting dates, meeting minutes				
	2020-2021	2021-2022	2022-2023	2023-2024
	Learning	Implementation	Standard	Standard
Goal 1.3: Continue to evaluate all communication strategies, tactics and activities				
Performance Indicator 1.3: Annual informational presentation to the Columbia Heights School Board				
	2020-2021	2021-2022	2022-2023	2023-2024
	Implementation	Standard	Standard	Standard

Recommendation 2: Build stakeholder trust in district and school leadership through enhanced transparency and responsiveness				
Goal 2.1: With formal announcements, the “why” will be communicated				
Performance Indicator 2.1: Report the ideas considered, rationale for decision, steps taken and the outcomes				
	2020-2021	2021-2022	2022-2023	2023-2024
	Learning	Implementation	Implementation	Standard

Goal 2.2 Create a culture of customer service across school campuses and departments for both internal and external customers

Performance Indicator 2.2.1: Update customer service and guidelines.

	2020-2021	2021-2022	2022-2023	2023-2024
	Learning	Implementation	Standard	Standard

Performance Indicator 2.2.2: Provide customer updated service training.

	2020-2021	2021-2022	2022-2023	2023-2024
	Learning	Implementation	Standard	Standard

Recommendation 3: Take control of the narrative about CHPS and its schools

Goal 3.1: Maximize the use of key messages

Performance Indicator 3.1: Determine 3-4 Key messages tied to the mission, vision and strategic plan

	2020-2021	2021-2022	2022-2023	2023-2024
	Learning	Implement	Standard	Standard

Goal 3.2: Strengthen the key communicator network

Performance Indicator 3.2: Internal key communicators are identified and participate in committee meetings

	2020-2021	2021-2022	2022-2023	2023-2024
	Learning	Implement	Standard	Standard

Performance Indicator 3.3: External key communicators are identified and participate in committee meetings

	2020-2021	2021-2022	2022-2023	2023-2024
	Learning	Implement	Standard	Standard

Recommendation 4: Make internal communications and employee engagement a strategic priority				
Goal 4.1: Develop consistent and reliable systems for how key information is communicated throughout the organization				
Performance Indicator 4.1.1: Develop a communication responsibility grid				
	2020-2021	2021-2022	2022-2023	2023-2024
	Learning	Implement	Standard	Standard
Performance Indicator 4.1.2: Strengthen HeightsNET				
	2020-2021	2021-2022	2022-2023	2023-2024
	Implement	Standard	Standard	Standard
Performance Indicator 4.1.3: Identify and Organize internal ambassadors				
	2020-2021	2021-2022	2022-2023	2023-2024
	Learning	Implement	Standard	Standard

Recommendation 5: Strengthen and standardize parent communication				
Goal 5.1: Establish guidelines for how schools communicate to parents				
Performance Indicator 5.1: Gather input from parents and staff on preferred methods of communication. (i.e. language, paper, digital, phone.)				
	2020-2021	2021-2022	2022-2023	2023-2024
	Implementation	Standard	Standard	Standard
Goal 5.2: Increase parent awareness of the communication apps Seesaw and safety apps				
Performance Indicator 5.2: Review and communicate usage data for communication apps to school staff to monitor progress toward goal.				
	2020-2021	2021-2022	2022-2023	2023-2024
	Implementation	Standard	Standard	Standard
Goal 5.3: Increase translated communication to non-native English-speaking parents				
Performance Indicator 5.3: Number of documents translated				
	2020-2021	2021-2022	2022-2023	2023-2024
	Learning	Implement	Standard	Standard

Recommendation 6: Enhance and expand digital communication				
Goal 6.1: Improve the CHPS website for easier access to information				
Performance Indicator 6.1: Checklist of needed and completed updates				
	2020-2021	2021-2022	2022-2023	2023-2024
	Learning	Implement	Standard	Standard
Goal 6.2: Organize and maximize the district's use of social media				
Performance Indicator 6.2: Update content matrix with categorical content for social media.				
	2020-2021	2021-2022	2022-2023	2023-2024
	Learning	Implement	Standard	Standard

Recommendation 7: Completion of a crisis communication plan				
Goal 7.1 Finalize the District and Family Center Security Assessment with Rick Kaufman				
Performance Indicator 7.1: Date and meeting minutes of identified essential staff training				
	2020-2021	2021-2022	2022-2023	2023-2024
	Learning	Implement	Standard	Standard

Recommendation 8: Develop a comprehensive marketing plan to protect and attract CHPS enrollment and to solidify the brand.				
Goal 8.1: Promote points of Heights pride through the successes of students, staff and programs				
Performance Indicator 8.1 Number, type and frequency of promotions				
	2020-2021	2021-2022	2022-2023	2023-2024
	Learning	Implement	Standard	Standard
Goal 8.2: Utilize targeted marketing campaigns to raise the visibility of CHPS among different constituent groups				
Performance Indicator 8.2.1: Number, type and frequency of micro marketing campaigns				
	2020-2021	2021-2022	2022-2023	2023-2024
	Learning	Implement	Standard	Standard

Performance Indicator 8.2.2 : Develop an expanded school tour program for prospective families, community leaders and realtors

	2020-2021	2021-2022	2022-2023	2023-2024
	Learning	Implement	Standard	Standard