



2008 Construction Bond Communications Plan

Introduction

The purpose of this communication plan is to ensure Salem-Keizer Public Schools upholds its pledge to the community to provide transparency and accountability in the implementation of the 2008 school construction bond.

On November 4, 2008, voters in the Salem-Keizer Public Schools District approved a \$242.1 million construction bond to address key renovations, repairs and upgrades to schools to improve safety and provide an adequate learning environment for all students. The list of approved bond projects also includes the construction of three new elementary schools and one middle school to relieve overcrowding.

Ten years prior, In November 1998, our community approved a \$177.1 million construction bond. These funds, also collected from property taxes, paid for renovations and repairs at a majority of our schools and built 10 new schools, including West Salem High School. Through good fiscal management and the work of our community oversight committee, the 1998 bond projects were completed on time and under budget.

Goals

The goals of the 2008 Bond Construction Communications Plan are

- To facilitate two-way communication with our internal and external publics regarding bond measure implementation in such a way that our publics are proud of the completed projects and have the highest confidence in our ability to implement such projects in the future.
- To build the capacity of our key communicators to represent the operations of our school district in a productive manner.

Strategies

Three strategies will be emphasized in the 2008 Construction Bond Communications Plan:

- Empowering school and department-level administrators to maintain, improve and use their key communicator networks.
- Communicating as much as possible at the school or department levels.
- Distributing information and gathering feedback at the community level that is consistent with the communication occurring at the school and department levels.

Audiences

Salem-Keizer Public Schools has a diverse group of customers with a stake in our educational system. Each group has either a primary or secondary relationship with our district.

- PRIMARY: Parents, Students, Staff
- SECONDARY: Businesses, Elected Officials, Other Government Agencies, Non-Parents, Advocacy Groups, Media, Seniors

Tactics & Delivery

A district communications coordinator assigned to the bond will assist district employees with the implementation of the communications plan. The tactics used will be a mix of mass and interpersonal communications tactics including:

- Print and electronic communications at school, feeder area and district levels.
- Face-to-face communication from principals and district-level staff to parent and community groups, and key community leaders.

Appendix A outlines the specific tactics, audiences and vehicles for delivery of the communications plan.

Timelines

The 2008 Construction Bond Communications Plan covers the time period ending June 2010.

Timing of specific communications tactics will depend on the timelines contained in the bond construction implementation plan, in development through spring 2009.

District-wide messages and information regarding bond sales, key hires and planning of overall program will likely come first. School and feeder-area-specific communications will occur as projects are further developed and scheduled.

Message Content

Three primary key messages will be emphasized in bond communications:

- Salem-Keizer Public Schools is a careful steward of its stakeholders' investment in the construction bond, effectively planning projects and making efficient use of funds.
- Salem-Keizer Public Schools is consistent and transparent in communicating with the public about construction progress, providing timely updates to assure the public that bond work is being completed on budget and on schedule.
- The Salem-Keizer Public Schools 2008 Construction Bond is contributing to the overall health of the local economy by providing jobs and generating additional spending within the community.

Evaluation

Measurement of staff, parent and general community understanding will be sought through bond citizen advisory committee meetings and existing feedback channels which may include electronic surveys, annual phone survey, speaking engagements, School Talk summit, district leadership meetings and key communicator networks.

Construction bond website traffic will be tracked and analyzed as will media coverage.

Appendix

Appendix A – Communications Matrix

Appendix B - Tactics & Delivery Action Plans

Appendix C - Community Organizations Directory

Appendix D - Local Media Directory

Appendix A: Communications Matrix

FREQUENCIES	COMMUNICATIONS MECHANISMS	COMMUNICATION AUDIENCES											
		Message purpose			Comm./Facilities Team	District –level Leaders	Principals	All Employees	Parents	Students	Community Leaders	Voters & General Public	Media
		A	C	F									
Continuous	E-mail	x		x	o	o	o	o	o	o	o	o	o
	Web Site	x		x	o	o	o	o	o	o	o	o	o
	FAQs	x			o	o	o	o	o	o	o	o	o
	News and Announcements	x	x		o	o	o	o	o	o	o	o	o
	Construction site signage	X			o	o	o	o	o	o	o	o	o
Weekly	Facilities/Communications Dept. Status Meetings	x	x	x	o								
	Construction updates		x		o	o	o	o	o	o	o	o	o
Monthly	Leadership status reports	x	x	x		o	o						
Quarterly	Citizens Oversight Committee	x	x	x	o	o	o	o	o	o	o	o	o
	Newsletter	x	x		o	o	o	o	o	o	o	o	o
	Staff status reports	x	x	x	o	o	o	o					
	Parent group/key communicator status reports	x	x	x					o		o	o	
Annually	Stakeholder's report	x	x		o	o	o	o	o	o	o	o	o
	Speaking tour	x	x	x	o	o	o				o	o	
	Back-to-School Night/Open House presentations	x	x				o	o	o	o			
	Editorial Board meetings	x	x	x		o							o
	Video	x	x		o	o	o	o	o	o	o	o	o
	Communications Plan evaluation			x	o	o							
Event-driven	Media requests	x			o	o							o
	Special events for construction milestones	x	x		o	o	o	o	o	o	o	o	o
	Public records requests	x			o								
	A = General Awareness/ C = Construction Status Reports/ F = Feedback												

Appendix B: Tactics & Delivery Action Plan

Tactic Category: Print and electronic communications/informational resources (mass communications)

Tactic	Audience	Delivery Method Description	Delivery Frequency	Responsible	Complete
2008 construction bond website	All	Archive pre-election website; build new bond website in Druple. Draft of new site ready by March 30; launch in mid-April. Website will be primary source of bond information. Other communications efforts (newsletters, presentations, etc.) will be used to drive traffic to website.	Launch in March 09 Updates: Continuous		
School website links to bond website	All	Require each school with bond projects to include on their homepages a link to the district's bond website.	One-time; March 09		
News & announcements	All	Use existing communications mechanisms (E-updates; Achievement, Inside 24J, Snapshot of SK, Budget Guide, district website, media) to share news and announcements as they occur.	Continuous (See Comm. Opportunities List from Christy for Spring months).		
Construction updates	All	Provide weekly construction updates by project via the bond website.	Continuous (Begins as construction work does; May 09?)		
Newsletter	All	Create a two-page, black-and-white bond newsletter to be posted on bond website and shared or promoted as broadly as possible (school parent groups, school key communicators, Chamber, neighborhood associations)	Quarterly in Sept., Nov., Feb. and May 09 and 10; Annual Report in November can take place of quarterly newsletter		

Tactic	Audience	Delivery Method Description	Delivery Frequency	Responsible	Complete
Annual Report to stakeholders	All	Produce annual report to the community and distribute broadly (direct mail, insert into Statesman Journal?) Attempt to find sponsor.	Annual in November 09 and 10		
Communication & presentation tools for principals & district leadership	District- and site-level leadership	Provide principals with a bond communications checklist of activities to complete quarterly. Provide principals with a communications toolkit each quarter that includes a customizable PPT presentation and handouts they can opt to share with staff, parent groups and key communicators. For each principal, the ppt may include a district overview, site specifics and photos. Similar kit for district-level leadership to be developed for consistency purposes.	Three times per year: Sept. (focus on work done in summer), Feb. (mid-year progress report) and May (focus on work scheduled for summer break)		
Individualized communications plans for construction and opening of new schools	All with emphasis on families affected by boundary changes.	TBA	Event-driven (date estimates will be possible after Bond Project Mang. Team completes timeline)		
Video	All	Create brief video to be used in presentations and posted on website.	Annual (Taping May- July; finalized in Aug. for use in community presentations and Back-to-School presentations)		
School posters	Staff, students, parents	Create small, laminated posters for high-traffic areas of schools (lobbies, mp rooms, etc.) thanking voters and listing the projects to be done in the schools.	One-time by May 09 to be distributed with spring update		

Tactic	Audience	Delivery Method Description	Delivery Frequency	Responsible	Complete
Construction site signage	All	Build into bid process the need for construction or architectural firms to provide signs to be placed on school campuses where construction is taking place. Signs should have a standard design and district should have final content approval for each sign.	One-time; specs and design template done by May 09 and provided to Construction Services	Comm. Dept for specs and design; Bruce Lathers for inclusion in bid process	

Tactic Category: Face-to-face communications (interpersonal communications)

Tactic	Audience	Delivery Method Description	Delivery Frequency	Responsible	Complete
Citizen Oversight Committee	All	Committee meetings will provide opportunities to share information and collect feedback. A committee webpage where a description, list of members, agendas and minutes can be found will be included in the bond website.	Continuous, beginning in March 09	Comm. Dept., Mary Paulson, chief of staff	
Board listening session on bond	All	Board to dedicate one listening session on bond construction progress.	Annual – starting with 09-10 school year; can it be combined with citizen oversight committee report to School Board?		
Leadership briefings/agenda management	District-level and school leaders	Provide brief updates on bond progress during standing operational meetings with district and site leaders.	Monthly beginning with March 09		
School /Department employee updates	Employees	Equip district and school leaders to provide bond progress updates during standing meetings.	Quarterly beginning with May 09		
Parent organization updates	Parents	Equip school leaders to provide bond progress updates during standing meetings.	Quarterly beginning with May 09		

Tactic	Audience	Delivery Method Description	Delivery Frequency	Responsible	Complete
Student updates	Students	Will be infrequent. Focus may be best at high school level using high school media. Consider middle and elementary schools through student announcements and special events.	Pitch fall and late spring coverage in high school media; include in regular media news pitches		
Back-to-School Night and Open House presentations	Parents	Equip principals with standard presentation materials that can be customized and included in their Back-to-School Night and open house presentations. Provide handouts upon request.	Annual; Ready by start of school		
School Talk Summit	All	Provide information, including video, to be included in School Talk Summit presentation and handouts.	Annual in Oct.; provide video, slides, active link to website to showcase updates page		
Speaking tour	Community Leaders and Voters/General Public	Create presentation to be delivered by district leaders to key community organizations. Schedule and coordinate visits.	Annual; Late summer and/or early fall		
Special events to celebrate construction milestones	All	Create district-level special events to mark major milestones in repairs; generate ideas for principals to celebrate at the school site level; coordinate new	Event-driven (dates TBA)		

Tactic	Audience	Delivery Method Description	Delivery Frequency	Responsible	Complete
		school groundbreaking or other special events.			

Tactic Category: Media relations

Tactic	Audience	Delivery Method Description	Delivery Frequency	Responsible	Complete
Involve high school print and electronic media to open communications channel to students	Students	Make targeted effort to involve high school media in covering bond projects at their schools and across district; involve as would mainstream, professional media.	Continuous		
Establish media protocols, including spokespersons, for bond inquiries	Media	Establishing clear protocols and spokespersons will increase responsiveness and ensure message accuracy and consistency.	Continuous		
Regular media outreach, including reporter tours at construction milestones	Media & All	News releases, reporter briefings, tours.	Continuous		
Editorial board meetings	Media & All	Schedule editorial board meetings at least once a year, preferably as the stakeholder's report is published, to seek third-party endorsement of district's efforts to date.	Annual in November		
KBZY 1490 AM Radio monthly SKPS broadcast	All	Schedule bond as topic for at least one regular monthly radio broadcast on KBZY. Seek additional opportunities or consider posting similar podcast on bond website.	Annual		

Tactic	Audience	Delivery Method Description	Delivery Frequency	Responsible	Complete
CCTV	All	Broadcast video at CCTV. Explore opportunities to use high school TV news production students.	Annual		

Appendix C: Community Organizations Directory

The organizations listed below received informational presentations about the construction bond in fall 2008. Salem-Keizer Public Schools would request an opportunity to visit again in summer or fall 2009 to provide a progress report.

Community Service Organizations

- Keizer Rotary
- Salem City Club
- Salem Rotary
- South Salem Lions Club
- South Salem Rotary
- West Salem Lions Club

Neighborhood Associations

- Croisan-Illahe Neighborhood Association
- East Lancaster Neighborhood Association
- Fay Wright Neighborhood Association
- Grant Neighborhood Association
- Highland Neighborhood Association
- Lansing Neighborhood Association
- Morningside Neighborhood Association
- NE Neighborhood Association
- North Lancaster Neighborhood Association
- Northgate Neighborhood Association
- South Central Neighborhood Association
- South East Salem Neighborhood Association
- South Salem Neighborhood Association
- Southeast Mill Creek Association
- Sunnyslope Neighborhood Association
- West Keizer Neighborhood Association
- West Salem Neighborhood Association

Other

- Strategic Economic Development Corporation (SEDCOR) – private, non-profit composed of 500 business and community leaders in the Mid-Willamette Valley.
- Salem-Keizer Coalition for Equality – community organization promoting equality for families in education and community.

Appendix D: Local Media Directory

High School Media

- McKay High School – *The Highlander* newspaper
- McNary High School – *The Piper* newspaper
- North High School – *The Clarion* newspaper and North News Network video production program
- South High School – *The Clypian* online newspaper and podcasts
- Sprague High School – *The GAMBIT* newspaper
- West High School – *The Promethean* newspaper and Titan News Television

Newspaper

- *Statesman Journal* (AM daily)
- *Keizer Times* (weekly on Fridays)
- *Salem Monthly* (alternative monthly)

Online

- Salem-News.com
- WillametteLive.com (affiliated with Salem Monthly)

Radio

- KBZY 1490 AM*
- KPJC 1220 AM
- KEX 1190 AM
- KSND 95.1 FM
- KXL 750 AM
- KYKN 1430 AM
- KKRZ 100.3 FM
- KRSK 105.1 FM
- KOPB 91.5 FM
- KISN 97.1 FM
- KMUZ 1230 AM (Español)
- KWBY 940/KSND 95.1 LaPantera (Español)
- KWIP 880 (Español)

Television

- CCTV – Ch. 22 (public-access cable television)
- KATU–Ch. 2 (ABC)
- KOIN–Ch. 6 (CBS)
- KGW –Ch. 8 (NBC)
- KPTV –Ch. 12 (FOX)

**District has a standing broadcast the first Wednesday of every month at 8:40 a.m. for 20 minutes.*