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The Rockwood School District is committed to open, honest and ongoing communication with our school community. We understand that maintaining a two-way conversation with parents and community members is essential for building relationships. These relationships are the foundation for a strong school system.

The award-winning Rockwood Communications team is responsible for telling the district’s stories, while also providing clear, current and effective communication with all Rockwood employees, parents, students and members of the community.

We tell the story of our district and our 20,000+ pre-K-12 students and 3,600+ employees through a variety of publications, electronic communications, broadcasts and events. We also work with news media to deliver timely and accurate information about our Rockwood school community.

This comprehensive plan is a working document that is reviewed annually by the Communications Department. It is used as a basis for the district’s accountability, as well as for providing a framework for future resources and budgetary consideration.

The Comprehensive Communications Plan is intended to do the following:

1. Implement a communications program that directly helps achieve our goals.
2. Foster strong relationships with community members.
3. Provide focus and direction for messages/methods to support the district.
4. Enable the district to present itself accurately to audiences.
As a school community, this profile of a Rockwood learner reflects the hopes, dreams and aspirations we hold for every child. Our vision is that every child loves life and finds success.

- **Thinks creatively and critically**
  - Innovates for an ever-changing world
  - Problem solves for real-world situations
  - Masters and applies academics for college and career success

- **Engages thoughtfully and respectfully**
  - Builds positive and productive relationships
  - Communicates skillfully and with confidence
  - Demonstrates civility and empathy

- **Develops strong character**
  - Maintains wellness and mindfulness in life
  - Accepts responsibility for personal actions
  - Embraces challenges with motivation and grit

- **Collaborates with others**
  - Contributes to the community
  - Enriches the learning of self and others
  - Interacts with a team and values individual contributions

- **Explores our world**
  - Exhibits limitless curiosity
  - Employs responsible use of digital media and technology
  - Advocates for self, others and the global community

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Goal Areas

**Student Academic Learning**
Develop meaningful student learning experiences that encompass higher level thinking, creativity and content mastery.

**Universal Equity, Opportunity, Access**
Provide all students access to a broad range of high-quality educational opportunities from early childhood to graduation.

**Character and Well-Being**
Establish a multi-tiered system of support that provides for the emotional, social, behavioral and physical needs of each student.

**Community Networks**
Build community, business and university partnerships to expand innovative, experiential and real-world learning and mobilize community resources.

**Efficiency and Effectiveness**
Cultivate an environment of efficient and effective business operations, school facilities management, programming and fiscal responsibility.

**Staff, Teachers and Learners**
Recruit, attract, develop and retain outstanding staff to provide the best instruction and educational opportunities for all students.

**Strong Leadership**
Advance the mission, vision, core values and goals that define, connect and guide the Rockwood School District.
Goals

The Department of Communications provides leadership, counsel and training in order to accomplish the following communication goals. Goals are listed in no particular order of priority and should be recognized as integrated activities for achieving long-term success.

• Define goals and execute plans that results in an integrated communications plan aligned to Rockwood’s Comprehensive School Improvement Plan.
• Coordinate strategies that deliver clear, timely and accurate information so our communities understand and support Rockwood public education.
• Improve two-way communication and employee engagement.
• Produce professional quality videos that tell Rockwood’s story.
• Ensure our schools have the support to communicate effectively with their community.
• Develop and maintain an online presence that connects many parts of the Rockwood community.
• Administer all web-based services for Rockwood Communications.
• Manage print production schedules and ensure a high satisfaction rate of district print services.
Rockwood Communications is responsible for planning and executing the district’s communication and public relations efforts. We work closely with the Board of Education, Superintendent and all RSD departments and schools to support the district’s mission, vision and goals through effective communication strategies.

**Goal:** Define goals and execute plans that result in an integrated communications plan aligned to Rockwood’s Comprehensive School Improvement Plan.

**Strategy:** Create an environment that promotes meaningful communication and innovation of messaging and resources through these five steps.

1) Research: Provide data that will lead to insights, as well as an understanding of opportunities and challenges.
2) Analysis: Translate research (quantitative and qualitative) into creative content while guiding real-time, tactical shifts in each channel.
3) Measurement: Identify benchmarks, return-on-investment results and potential for opportunities.
4) Teamwork: Empower the talents and skills of RSD communication professionals to meet the needs of our students, staff, parents and community – according to their area of expertise.
5) Efficiency: Ensure the efficient use of department resources and budget to meet the communication needs of the Rockwood school community.

**Strategy:** Achieve integrated communications for emergency and crisis management.

- Maintain safety communication resources (print and online) to be updated with key messaging and crisis management information.
- Host crisis workshop with emergency officials in the STL area.
- Develop strategy plans and messaging maps for potential crisis management and consistency in emergency communication.
- Ensure the automatic notification system has updated groups and messaging is prepared for key situations.
- Work with department leaders to coordinate the sharing of information about crisis and health issues with the community.
Strategy: Involve parents and community members in schools and education.
- Facilitate connections among community groups and district administrators: religious leaders, business groups, private/parochial schools and area legislators.
- Engage the community with Superintendent Town Hall meetings.
- Expand on external key communication initiatives and share information to promote education with the Rockwood residents who may not have children in our schools.
- Facilitate PTO Presidents’ Forum leadership and dialogue sessions.

Strategy: Provide strong communication channels for all members of the Rockwood school community.
- Analyze the usage reports and measurements to recommend best practices for principals to use systems and channels effectively.
- Maintain active email lists of key communicator groups for an external reach.
- Promote Board of Education meetings through BoardDocs, Board Focus and YouTube.

Strategy: Ensure consistency in RSD brand and identity by providing ongoing professional development for Rockwood leadership.
- Consult with district leaders to provide best practices in communication planning - committees, culture, initiatives, and programs.
- Provide communication training for Rockwood administration.
- Prepare talking points and other communication materials for staff members and Board of Education.
- Approve communication for district-wide dissemination.
- Serve on the following committees: COPE, Strategic Planning process and implementation.

Measurement: Develop communication plans that define the approach the district will use to communicate with communities. The Executive Director will ensure systematic information sharing and two-way communication based upon research to address key aspects:
1. Identify the district objectives.
2. Choose our target audiences.
3. Design key messages.
4. Select your communication methods.
5. Plan for two-way communication.
6. Establish your time frame.
7. Draft a budget.
8. Implement the plan.
9. Monitor the results and look for ways to improve.

Each communication plan will include an evaluation method to determine success and next steps to meet the needs of our community.
Communications Coordinator

Communications Coordinator works to build trust and support between our school district and the public we serve through a quality communication program. The Coordinator will develop and implement a systematic effort to communicate with the public through strong content and effective mediums.

**Goal:** Coordinate strategies that deliver clear, timely and accurate information so our publics understand and support Rockwood public education.

**Strategies:**
- Research, analyze, orchestrate and evaluate communication to align with the strategic plan of the Rockwood School District.
- Review and determine needs, define goals, and recommend plans needed to carry out a coordinated communications program consisting of print, broadcast and electronic communications.
- Generate, edit, publish and share daily content that builds meaningful connections with Rockwood audiences through web content, enewsletters and print newsletters.
- Develop a departmental editorial calendar integrating content from communication team members, school news and district information.
- Maintain a positive media relations program to enhance the district’s reputation on local, state and national levels.
- Build and implement a social media strategy based upon competitive research, messaging and audience identification.
- Prepare and disseminate materials and coordinate interaction with members of the news media, department, school district staff and general public in presenting information.
- Demonstrate continuous effort to improve operations, accelerate news release turnaround times, streamline processes and work cooperatively and jointly to provide quality, seamless customer service.

**Measurements:** Quarterly review social media analytics, website page views and unique visitors and media placements.
Web Services Coordinator

Web Services maintains the security and integrity of websites and e-systems utilized by the school district, schools and departments. The Web Services Coordinator provides supervision and leadership in the planning, development and operation of Rockwood’s communication channels.

Goal: Administer all web-based services for Rockwood Communications

Strategies:
- Manage Rockwood server updates, DataWise site and server backup, Technology Department liaison.
- Safeguard and develop internal and public websites, including: One Rockwood, external websites, staff directory, web content archive, website accessibility, curriculum website, strategic planning website, et. al.
- Provide technical solutions to facilitate communication, including survey management, social media channels and broadcast monitoring.
- Implement and manage third-party communication applications: BlackBoard Mobile App, SchoolMessenger Classroom Messaging, Peachjar, Meltwater, et. al.
- Provide technical solutions to expedite data collection and facilitate distribution of data to meet student, school and departmental goals: Guardian student sign-in, curriculum website, electronic forms, school visitor logs, technology requests and process workflows.
- Interact and collaborate with administrators to facilitate form management and workflow, including: travel requests, Who To Call For What - external.

Measurements: Each Web Services plan will have objectives that can be measured and evaluated. In addition, quarterly reports will be provided on Web Services channels: Blackboard and SchoolMessenger, as well as microsites.
Internal Communications Specialist

Internal Communication provides clear, concise and consistent messages for Rockwood employees through a variety of staff channels. The Internal Communications Specialist focuses on creating opportunities for staff engagement through electronic, print and personal communication.

Goal: Improve two-way communication and employee engagement in the Rockwood School District.

Strategies:
• Develop the weekly editorial calendar and prepare content for One Rockwood.
• Research, write and edit newsworthy articles for the weekly staff eNewsletter: 5 Things You Need To Know.
• Maintain and update web content on One Rockwood in cooperation with department content managers.
• Manage the One Rockwood Twitter account.
• Manage the ROSE and Cornerstone Awards programs to increase recognition in our school community.
• Collaborate with Rockwood department leaders to ensure consistency and clear communication at all levels.
• Schedule opportunities for staff engagement with district leadership.
• Serve on the Calendar Committee and develop communication planning for committee news and information.

Measurements: Provide quarterly reports on usage: One Rockwood, 5 Things You Need to Know, as well as surveys - both staff and evaluations of recognition events/programs.
Digital Communications Specialist

The Digital Communications Specialist builds the district’s reputation through an integrated video/social media program that highlights student learning, school climate, effective teachers, fiscal responsibility and strong leadership. The Specialist uses artistic and journalistic skills in broadcast production and social media content involving the input and combined resources of students and staff.

**Goal:** Produce professional quality videos and social media content that tells Rockwood’s story.

**Strategies:**
- Produce, record and edit video projects to be featured on Rockwood digital channels and websites.
- Develop social media content for Facebook, Twitter, LinkedIn, YouTube, Instagram and emerging platforms.
- Create and update the editorial calendar for social media to support key messages.
- Strategically evaluate need for emerging digital communications channels and make ongoing recommendations for improvement.
- Create, implement and evaluate social media guidelines and provide training/support to schools and district departments.
- Provide consultation, advice and training on latest digital media trends and best practices for administrators, teachers and staff.
- Create resources for employees and students, including tutorials on video production.
- Acts as the district’s copyright advisor for schools and departments.

**Measurements:** Provide quarterly reports on usage for Rockwood’s social media channels.
School and Community Relations works collaboratively with staff and parents to improve school-to-home and home-to-school communication. The focus is to support schools in developing news and information that builds relationships and develops partnerships within the Rockwood community.

**Goal:** Coordinate strategies that deliver clear, timely and accurate information so our publics understand and support Rockwood public education.

**Strategies:**
- Manage and implement event planning for district events: Board of Education Awards Ceremonies, Presidents’ Forum Leadership Conference, Rockwood’s entry to the Eureka Days Parade, and special events.
- Manage the Peachjar eFlyer program, including content, approvals and training.
- Work with PTOs and Presidents’ Forum to assist with parent communication.
- Research and write accurate, timely and interesting content for school and district websites and communication channels.
- Collaborate with schools to develop content and maintain pages on school websites.
- Assist with website development training for Rockwood employees.
- Collaborate with local municipalities to enhance the district’s partnership at events, such as business expos and parades.
- Assist with content for Rockwood’s social media channels.
- Manage the Community Counts campaign.

**Measurements:** Provide quarterly reports on analytics from school websites, school’s automatic notification system and the school’s mobile app.
Web Communications creates and maintains five distinct websites that serve as hubs for information about the district, its schools, students and staff. Each is a repository of knowledge and narratives with a unique audience and focus. The Webmaster focuses on creating tools that allow others to communicate and supports their effective use.

**Goal:** Develop and maintain an online presence that connects the many parts of the Rockwood community.

**Strategies:**
- Develop a suite of websites used to communicate to staff, students, parents and the community.
- Support the growing use of smart phones and tablets through mobile-friendly designs and a Rockwood-branded mobile app.
- Collect and share website statistics with school and department leaders to guide opportunities for improvement.
- Provide training and instruction for staff to effectively use online tools to communicate.
- Improve web communication by staying current on trends, applying creative solutions, and implementing enhancements to improve the district’s electronic communication.

**Measurements:** Provide quarterly reports using Google analytics for websites.
Print Communication ensures that Rockwood has high-quality printed materials with a focus on servicing the needs of our customers. The Print Department Manager utilizes efficient and effective operations that includes all Rockwood schools, departments and parent support groups.

**Goal:** Manage print production schedules and ensure a high satisfaction rate of district print services.

**Strategies:**
- Contract with external vendor to provide management of the Rockwood Print Department.
- Communicate print procedures to Rockwood customers to ensure they are aware of processes, practices and procedures.
- Assist customers in the design of documents and brochures to align with Rockwood branding guidelines.
- Provide for district outsourcing of business cards and materials upon request.
- Oversee requests for bids, customer quotations, and purchase orders for vendors
- Use system to track print requests and monitor resources.

**Measurements:** Provide quarterly tracking statements for district/school/department usage, as well as click rates on copiers and an analysis of the paper supply budget.
Public school districts exist with the trust and permission of the school community. In Rockwood, every district initiative and project needs a communication plan in order to manage complex change and build awareness within our school community.

Communication is a management function in any organization. Rockwood Communications works with departments and schools to ensure a systematic flow of communication using a 10-step method that guides careful planning and alignment with the district’s strategic goals.
Communication Planning

Department of Communications
Communications Planning Worksheet

Strategic communications planning is essential for any initiative. This worksheet is used to ensure the various planning components are addressed. Online communication plans for all Rockwood schools are available on One Rockwood Communications: Schools site.

1) GOALS: (Broad statement of purpose – must be tied to district goal areas)
   1. Student Academic Learning
   2. Universal Equity, Opportunity, Access
   3. Character and Well-Being
   4. Community Networks
   5. Efficiency and Effectiveness
   6. Staff, Teachers and Learners
   7. Strong Leadership

2) OBJECTIVES: (Specific, Audience, Outcome, Measurement/Attainment Level (%) and Time Frame)

3) STRATEGY: (Approach to achieving the objectives)

4) AUDIENCES: Who needs to know?
   1. Internal
   2. External

5) MESSAGES: What do they need to know? Why?
   1. Why is this change/action/event taking place?
   2. What does this mean for me? What is the impact to me?
   3. What do I need to do? Is there an action required of me?
Messages to be communicated to _________________ (audience)
  1.
  2.
  3.

Messages to be communicated to _________________ (audience)
  1.
  2.
  3.

6) TIMELINE: When do they need to know?

7) TACTICS/ACTIVITIES: How will messages be communicated?
   - Internal
   - External

8) COMMUNICATION CHANNELS (See District page)

9) BUDGET CONSIDERATIONS

10) EVALUATION: How will we know the message has been received?
    
    R - Research
    A - Analyze
    C - Communicate
    E - Evaluate

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Audiences and Outcomes

Internal Audiences
- Certified Staff
- Principals
- Support Staff Employees
- Administrators
- Board of Education
- Professional Support Staff

External Audiences
- Students
- Parents
- Taxpayers of the district
- Senior citizens
- Business leaders
- Media
- Parent-teacher organizations
- Civic leaders
- Legislators
- Religious leaders
- Private and parochial schools in area
- Neighborhood groups
- New residents of the district
- Neighboring school districts
- Residents without children in district schools
- Metropolitan St. Louis area
- Prospective residents of the district

Desired Behaviors and Attitudes

Through plan implementation, the following desired behaviors and attitudes are the focus:

Internal Audiences
- Take pride and ownership in the district.
- Keep informed of key issues.
- Work as a high-performing organization whose employees respect and value customer feedback.
- Exhibit district values of caring, integrity and collaboration.

External Audiences
- Feel involved and engaged in their public schools.
- Exhibit community pride and trust in schools and the district.
- Support the Rockwood School District.
Communication Channels

The district can more effectively provide consistent and unified messages by identifying and managing all communication avenues. A multifaceted approach to overall communications helps ensure greater impact of messages. The following list details the internal and external communication channels Rockwood uses:

**Communication Vehicles: Electronic**
- One Rockwood
- 5 Things You Need to Know
- District website
- School websites
- Teacher websites
- Curriculum website
- Rockwood eNews
- Board Focus
- Peachjar
- Facebook
- Twitter
- Instagram
- YouTube
- Mobile App
- Rockwood Connect: Phone, Text and Email message
- Infinite Campus: bulletin boards
- Blogs: principals and leaders
- Key External Email Groups:

**Communication Vehicles: Media**
- Print newspapers: Post-Dispatch, WestNewsmagazine, Current, The Leader
- Broadcast stations
- St. Louis magazines
- Radio stations

**Communication Vehicles: Interpersonal**
- PTO Presidents’ Forum
- Administrative Council meetings
- Principal meetings
- District committees
- Town Hall: Engagement
- Chamber of Commerce events

**Communication Vehicles: Print**
- Rockwood News
- Annual Report to the Community
- Advertising: WestNews
- Chamber of Commerce Mailings
Key Messages

Key messages are the master narrative and essence of what Rockwood needs to communicate. They’re bite-size summations that articulate what we do, what we stand for and what value we bring to the Rockwood school community.

Communication cannot always be controlled; key messages can. Messaging helps a school district do the following:
• Prioritize and crystallize information.
• Ensure consistency, continuity and accuracy.
• Measure and track success.
• Stay focused when speaking with media or our school community.

Careful attention needs to be paid to key messaging.

• Concise: Optimally three key messages on one page; each statement only one to three sentences in length or under 30 seconds when spoken.
• Strategic: Define, differentiate and address benefits/value proposition.
• Relevant: Balance what needs to be communicated with what the audience needs to know.
• Compelling: Meaningful information designed to stimulate action.
• Simple: Easy-to-understand language; avoid jargon and acronyms.
• Memorable: Easy to recall and repeat; avoid run-on sentences.
• Tailored: Effectively communicates with different target audiences, adapting language and depth of information.
Alignment: Project Plans

The Rockwood School District is committed to open, honest and ongoing communication with our school community. We understand maintaining a two-way conversation with students, parents, teachers, staff and community members is essential for building relationships. These relationships are the foundation for a strong school system.

Research shows people support public schools that have an ongoing, everyday commitment to transparently and proactively communicating with their community about the important decisions in the district. Furthermore, increasing and improving communication between teachers and parents increases parent involvement and student achievement.

Rockwood Communication develops communication plans that align and support Rockwood’s Comprehensive School Improvement Plan (CSIP). Communication team members work with our school community to ensure that effective communication is a component of every district and school program and initiative.
Code of Ethics

Rockwood Communications is a member of the National School Public Relations Association and is guided by the hallmark of professionalism established by the organization’s Code of Ethics:

1) Be guided by the pursuit of the public interest through truth, accuracy, good taste and fairness; follow good judgment in releasing information; not intentionally disseminate misinformation or confidential data; avoid actions that lessen personal, professional or organizational reputation.

2) Give primary loyalty to the employing organization, insisting on the right to give advisory counsel in accordance with sound public relations ideas and practices; cooperate with other groups while avoiding conflicts with primary responsibilities; object to untenable policies or activities.

3) Be aware of personal influence, avoiding promises or granting of unprofessional advantages to others; refrain from accepting special considerations for influences on organizational decisions; avoid unauthorized use of organizational facilities, resources or professional services for personal gain or for promotion of the candidacy of aspirants to elected offices; forego derogatory acts or utterances against other professionals.

4) Recognize that effectiveness is dependent upon integrity and regard for ideals of the profession; not misrepresenting professional qualifications; give credit for ideas and words borrowed from others; cooperate with professional colleagues to uphold and enforce this Code.

Adopted July 1981.
Mission
We do whatever it takes to ensure all students realize their potential.

Vision
Every student loves life and finds success.