

# Baldwin County Public Schools Yes We Can Baldwin Co-owned Strategic Plan



YES WE CAN

Better Schools. Better Baldwin. Better Together.

## **BALDWIN COUNTY PUBLIC SCHOOLS & YES WE CAN BALDWIN CO-OWNED STRATEGIC PLAN – PHASE I DRAFT**

This Co-owned Strategic Plan is the product of a new level of partnership between the Baldwin County Public Schools and the citizens of our community. Based on input from Baldwin residents who met last year in 85 Community Conversations, the Baldwin County Education Coalition developed the Yes We Can Community Agreement and presented it to the Board of Education in December 2010. Since that time, the Agreement has been used as a guiding document for developing this blueprint for excellence for which citizens and educators will share ownership and responsibility.

The Yes We Can model for public engagement is a research-based process designed to reconnect community and schools. The overarching goal of the initiative is to create a shared vision for Baldwin County and a collective strategy for advancing public education as the best means of realizing our dreams for our children and community.

The five priorities for collaboration and improvement identified by the Yes We Can Community Agreement now constitute the major goals of this plan. The program of work detailed herein builds upon our current strengths and sets expectations and accountability measures for substantive progress – both within the school district and out among the wide range of community partners who will be needed to ensure its full implementation.

This unprecedented level of cooperation and support has the potential to transform our community and create untold opportunities for our graduates, our local economy and our collective prosperity.

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(Version 08/711)

	<b>BCPS Contact</b>	<b>Internal Co-Chair</b>	<b>External Co-Chair</b>
<b>STRATEGIC PLAN</b>	Suellen Brazil		
<p style="text-align: center;"><b>TARGET AREA 1: FUNDING TO MEET COMMUNITY EXPECTATIONS AND PROIRITIES</b></p> <p style="text-align: center;">Provide stable, fair and adequate funding to meet community expectations and priorities.</p>	Eddie Tyler	Bill Lawrence	Terry Burkle
<p style="text-align: center;"><b>TARGET AREA 2: DATA DRIVEN ACCOUNTABILITY</b></p> <p style="text-align: center;">Establish a data-driven accountability framework that supports quality teaching and learning.</p>	Pam Henson	Phyllis French	Ashley Hammond
<p style="text-align: center;"><b>TARGET AREA 3: LEADERSHIP AT ALL LEVELS</b></p> <p style="text-align: center;">Develop leaders who will transform education.</p>	Craig Ross	Suellen Brazil	Michelle Nelson
<p style="text-align: center;"><b>TARGET AREA 4: EVERY STUDENT COLLEGE / WORKFORCE READY</b></p> <p style="text-align: center;">Graduation for All: Ready for College, Work and Life</p>	Don Blanchard	Joe Roh	Miranda Schrubbe
<p style="text-align: center;"><b>TARGET AREA 5: COMMUNICATION TO INFORM, ENGAGE, AND CONNECT ALL CITIZENS AS SHAREHOLDERS OF THE PUBLIC SCHOOLS</b></p> <p style="text-align: center;">Inform, engage and connect all citizens in the successful implementation of this co-owned strategic plan.</p>	Terry Wilhite	Terry Wilhite	Denise D'Olivera

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## TARGET AREA 1:

### FUNDING TO MEET COMMUNITY EXPECTATIONS AND PRIORITIES

*Provide stable, fair and adequate funding to meet community expectations and priorities.*

**1. Formalize a county wide coalition/foundation to serve as the permanent mechanism for ensuring accountability and transparency.**

<i>Action Steps</i>	<i>Evidence</i>	<i>Responsibility of</i>	<i>Timeline</i>			
			<i>30</i>	<i>60</i>	<i>90</i>	<i>other</i>
A. Seat board of directors/adopt by-laws/apply for 501c3/hire staff	Written documentation	Community		X		
B. Begin seeking outside grants from government sources and private foundations	Grant proposals/ status reports	Community			X	
C. Monitor, assess and report progress under way in the BCPS to meet community expectations for accountability and transparency	Appropriate tactics and tools will be identified by comprehensive communications plan	Community			X	

**2. Establish a task force to explore long term funding solutions that meet community expectations and priorities.**

<i>Action Steps</i>	<i>Evidence</i>	<i>Responsibility of</i>	<i>Timeline</i>			
			<i>30</i>	<i>60</i>	<i>90</i>	<i>other</i>
A. Identify/recruit task force members to ensure representation from across county and from key stakeholder groups	Roster of confirmed task force members	BCPS Community		X		
B. Meet monthly/research options/explore relevant issues	Meeting minutes / beginning in July	Community (Coalition)			X	
C. Develop a priority list of funding needs based on the co-owned strategic plan.	Written documentation/ published/distributed	Community BCPS			X	

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<b>3. Educate and engage the entire community on school funding issues.</b>						
<i>Action Steps</i>	<i>Evidence</i>	<i>Responsibility of</i>	<i>Timeline</i>			
			30	60	90	<i>other</i>
A. Audit current financial efficiency.	Audit report	BCPS			X	
B. Promote effective use of existing sources of information about school system finances (system website/online budget, monthly financial reports, etc.)	Posted budget and finance data; regular feedback mechanisms; relevant tools; evaluation	BCPS Community				Ongoing
C. Educate citizens about school finance and engage the public around funding issues through ongoing learning opportunities (e.g. meetings with business community, neighborhood informational meetings, annual education summit featuring PARCA data, school tours, etc.)	Monthly and annual budget and financial reports to BOE and public using various media	BCPS Community			X	
D. Provide continuous financial updates that demonstrate (1) good stewardship (2) current fiscal status and future challenges (3) the public's return on investment.	Written communications plan (monthly financial reports to BOE and public; long range forecasts)	BCPS Community			X	
E. Work with the legislative delegation on local and state issues that affect education as identified in the Yes We Can Community Agreement.	Meeting notes	BCPS Community				Ongoing
<b>4. Provide equal access to needed resources.</b>						
<i>Action Steps</i>	<i>Evidence</i>	<i>Responsibility of</i>	<i>Timeline</i>			
			30	60	90	<i>other</i>
A. Audit funding, facilities, equipment, technology and human resources to determine access and fiscal responsibility.	Audit Report	BCPS				Jan. 2012
B. Establish priorities based on need for further action. (Example: Energy Management Plan, system	Report of Recommendations	BCPS Community				Jan. 2012

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standards for technology, maintenance, fixtures, furniture and equipment)					
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**TARGET AREA 2:  
DATA DRIVEN ACCOUNTABILITY**

***Establish a data-driven accountability framework that supports quality teaching, learning, and graduation for all.***

**5. Create a sustainable and consistent system for monitoring student progress and performance to guide improvement efforts.**

<i>Action Steps</i>	<i>Evidence</i>	<i>Responsibility of</i>	<i>Timeline</i>			
			<i>30</i>	<i>60</i>	<i>90</i>	<i>other</i>
A. Implement a comprehensive data warehouse system that includes assessment management, analysis and reporting, curriculum and learning management, and collaboration tools.	Adoption of data warehouse system; data and analysis reports	BCPS				2011-12
B. Develop and prepare data templates for each school to highlight system and school level data.	Template for each school	BCPS				Sept. 2011
C. Display relevant student achievement data at each school.	Data boards	BCPS				Sept. 2011

**6. Create a sustainable and consistent system for monitoring employees' effectiveness using findings to guide improvement efforts.**

<i>Action Steps</i>	<i>Evidence</i>	<i>Responsibility of</i>	<i>Timeline</i>			
			<i>30</i>	<i>60</i>	<i>90</i>	<i>other</i>
A. Create an accountability framework to monitor annual student learning at the classroom level.	Accountability Framework	Principals BCPS				2011-12
B. Implement the accountability benchmarks as identified in the framework, analyze results and determine an improvement plan.	Benchmarks, Results Analysis					2011-12
C. Implement a comprehensive data warehouse system that includes assessment management,	Utilization of data warehouse system	BCPS				2011-12

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analysis and reporting, curriculum and learning management, and collaboration tools.						
D. Provide ongoing professional development to professional and support personnel on student learning.	STI PD Report PD360 Reports	Principals, Instructional Support Staff				Ongoing

### 7. Create a sustainable and consistent system for fiscal and operational effectiveness using findings to guide improvement efforts.

<i>Action Steps</i>	<i>Evidence</i>	<i>Responsibility of</i>	<i>Timeline</i>			
			<i>30</i>	<i>60</i>	<i>90</i>	<i>Other</i>
A. Implement a comprehensive data warehouse system that includes assessment management, analysis and reporting, curriculum and learning management, and collaboration tools.	Utilization of data warehouse system	BCPS				2011-12
B. Use school website to provide information on all financial, academic, and student services activities.	Information on website	BCPS	X			Sept. 2011
C. Develop utilization plans for financial resources, personnel, technology and facilities based on audit findings.	Utilization plans	BCPS				Sept. 2011

### 8. Develop local school improvement plans to report progress, engage stakeholders, and monitor continuous school improvement.

<i>Action Steps</i>	<i>Evidence</i>	<i>Responsibility of</i>	<i>Timeline</i>			
			<i>30</i>	<i>60</i>	<i>90</i>	<i>Other</i>
A. Evaluate and strengthen the local school improvement planning process to include progress reporting, stakeholder engagement and quality teaching and learning.	Continuous Improvement Plan Needs Assessment	BCPS Principals School Leadership Team				Oct. 2011
B. Establish school improvement goals that align with strategic plan goals and objectives.	Continuous Improvement Plan	BCPS Principals				Oct. 2011
C. Develop school leadership teams focused on using data to identify learning gaps and to plan improved instruction for all subgroup	Leadership team meeting minutes, Continuous Improvement Plan	Executive Principals, Principals, Teachers, Parents				7 times per year

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achievement. [Ex: Data Meetings].						
D. Hold a public forum at each school to gain input on school improvement.	Meeting agenda	Principals				Oct. 2011
E. Utilize data boards and other information in local schools to communicate progress.	Data Boards	Principals				Oct. 2011

### TARGET AREA 3:

#### LEADERSHIP AT ALL LEVELS

*Develop leaders who will transform education.*

### 9. Align the mission of the Baldwin County Public Schools with priorities established by the Yes We Can Community Agreement.

<i>Action Steps</i>	<i>Evidence</i>	<i>Responsibility of</i>	<i>Timeline</i>			
			<i>30</i>	<i>60</i>	<i>90</i>	<i>Other</i>
A. Review the mission statement and revise as needed to align with the Yes We Can Community Agreement.	Mission Statement	BCPS		X		

### 10. Implement a systematic plan to develop teacher leaders.

<i>Action Steps</i>	<i>Evidence</i>	<i>Responsibility of</i>	<i>Timeline</i>			
			<i>30</i>	<i>60</i>	<i>90</i>	<i>Other</i>
A. Implement a school leadership team comprised of the administration and teacher leaders to promote a sense of community and academic press. (x7/year)	Leadership team minutes	BCPS Principals				Sept. 2011
B. Identify and implement best practices and professional development for developing teacher leaders.	Agendas, minutes, other communication	BCPS Principals				Dec 2011
C. Implement vertical teaming in feeder patterns to enhance networking and collaboration.	Agendas, minutes from vertical meetings	BCPS Principals				April 2012
D. Participate in community learning opportunities for informing and inspiring all leaders.	Agendas	Community BCPS				Ongoing



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E. Develop a local school organizational structure that demonstrates teacher leadership supported by the administration.	Organizational management chart	Principals				Sept. 2011
F. Implement a school wide teacher-to-teacher mentoring initiative, including classroom observations and collaboration.	Agendas, minutes, other communication	Lead Teachers Dept./Grade Chairs Principals				May 2012
G. Identify teacher leaders to serve as resident experts in areas of expertise.	Master list of resident experts	BCPS Principals, Teachers				May 2012

### 11. Implement a system to develop principal leaders.

Action Steps	Evidence	Responsibility of	Timeline			
			30	60	90	Other
A. Identify and implement best practices and professional development for developing principal leaders.	Agendas, minutes, other communication	BCPS Principals				March 2012
B. Implement Leadership Academies to train aspiring administrators.	Leadership Academy publication	BCPS Community				Aug. 2012
C. Provide learning opportunities for aspiring administrators to assist in administrative duties at their school.	Notes from learning opportunities	Principals Aspiring Administrator				May 2012
D. Provide customer service training	Training agendas	BCPS Community				Ongoing
E. Participate in community learning opportunities for informing and inspiring all leaders.	Agendas	Community BCPS				Ongoing

### 12. Implement a system to develop district leaders.

Action Steps	Evidence	Responsibility of	Timeline			
			30	60	90	Other
A. Develop a video library that demonstrates best practices of leadership at all levels.	Video library	BCPS Community				May 2012
B. Provide customer service training	Training agendas	BCPS Community				Ongoing
C. Participate in community learning opportunities for informing and inspiring all leaders	Agendas	Community BCPS				Ongoing

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<b>13. Implement a system to develop parent and community leaders.</b>						
<i>Action Steps</i>	<i>Evidence</i>	<i>Responsibility of</i>	<i>Timeline</i>			
			<i>30</i>	<i>60</i>	<i>90</i>	<i>Other</i>
A. Expand local school parent advisory boards to include community leaders.	Meeting minutes	Principals Community				Oct. 2011
B. Provide customer service training	Training agendas	BCPS Community				Ongoing
C. Participate in community learning opportunities for informing and inspiring all leaders.	Agendas	Community BCPS				Ongoing
<b>14. Implement a system to develop student leaders.</b>						
<i>Action Steps</i>	<i>Evidence</i>	<i>Responsibility of</i>	<i>Timeline</i>			
			<i>30</i>	<i>60</i>	<i>90</i>	<i>Other</i>
A. Implement a student advisory board.	Meeting minutes	Principals				Dec. 2011
B. Develop student activities/opportunities designed to develop student leadership, involvement and mentoring.	Description of activities Rosters Training materials	Principals BCPS Community				May 2012
C. Participate in community learning opportunities for informing and inspiring all leaders.	Agendas	Community BCPS				Ongoing
<b>15. Create a culture of customer service.</b>						
<i>Action Steps</i>	<i>Evidence</i>	<i>Responsibility of</i>	<i>Timeline</i>			
			<i>30</i>	<i>60</i>	<i>90</i>	<i>Other</i>
A. Identify respective customers (internal and external).	Lists of customers	BCPS Principals Community				Oct. 2011
B. Implement a customer service delivery plan to	Customer service plan	BCPS				Oct.

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provide consistent customer service excellence.		Community				2011
C. Communicate rationale for major decisions to internal/external customers.	Communication materials	BCPS Community				Ongoing

**16. Create a culture of community support and respect for educators.**

<i>Action Steps</i>	<i>Evidence</i>	<i>Responsibility of</i>	<i>Timeline</i>			
			30	60	90	Other
A. Establish an advisory committee comprised of district/local school leaders to collaborate with the community coalition.	Coalition Notes	Community BCPS				May 2012
B. Provide opportunities for teachers to report progress in community settings.	Meeting agendas, notes	Community BCPS				May 2012
C. Use data effectively to create greater community understanding of successes and challenges.	Data reports	Community BCPS				May 2012
D. Create opportunities for community members to visit schools.	Visit agendas	Community BCPS				May 2012
E. Engage area businesses/organizations to include educators in leadership training opportunities.	Meeting notes	Community BCPS				May 2012

**TARGET AREA 4:**

**EVERY STUDENT COLLEGE / WORKFORCE READY**

**Graduation for All: Ready to Succeed in College, Work and Life**

**17. Strengthen curriculum to improve access, rigor and relevance for all students.**

<i>Action Steps</i>	<i>Evidence</i>	<i>Responsibility of</i>	<i>Timeline</i>			
			30	60	90	Other
A. Conduct a curriculum audit to identify strengths and areas for improvement.	Audit report	BCPS (External Auditor)				May 2012

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B. Analyze audit results and develop comprehensive plan of action to address needs and ensure access, rigor and relevance for all students.	Analysis and comprehensive plan	BCPS				Aug. 2012
C. Embed the Common Core Standards and 21 <sup>st</sup> century learning skills into the revised curriculum plan.	Comprehensive plan	BCPS				Aug. 2012
D. Align curriculum with NAEP, ACT standards and Work Keys.	Aligned curriculum	BCPS				May 2012
E. Implement career pathways from the state approved career clusters that meet the needs of the community.	Expanded career pathways	BCPS Community				May 2012
F. Engage community industry experts in curriculum planning and development through advisory councils.	Advisory council agendas/minutes	BCPS Community				Nov. 2011

### 18. Create a culture in which all teachers use a variety of instructional strategies to increase student learning and academic press.

Action Steps	Evidence	Responsibility of	Timeline			
			30	60	90	Other
A. Deliver instruction based on best practices to increase student learning and include differentiated instruction, inquiry based (hands-on) learning, higher order thinking skills, and 21 <sup>st</sup> century learning skills.	Curriculum /Instruction Manual, Lesson Plans, Walk Through Forms	BCPS Principals				May 2012
B. Implement systemic literacy and numeracy best practices as included in ARI and AMSTI.	Curriculum/Instruction Manual, Lesson Plans, Walk Through Forms	BCPS Principals				Aug 2012
C. Develop a targeted professional development plan focused on improving instructional delivery (Examples: modeling, observations, coaching)	Professional development meeting agendas	BCPS Principals				May 2012

### 19. Develop and implement a comprehensive assessment plan aligned to the revised curriculum.

Action Steps	Evidence	Responsibility of	Timeline			
			30	60	90	Other
A. Audit current district and school assessment	Revised assessments	BCPS				May

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practices and develop common district wide assessments aligned to the revised curriculum.						2012
B. Analyze assessment results to plan for improved instructional effectiveness.	Analysis report	BCPS				Aug. 2012
<b>20. Establish a comprehensive support system to provide targeted intervention for students while building strong student/adult relationships.</b>						
<i>Action Steps</i>	<i>Evidence</i>	<i>Responsibility of</i>	<i>Timeline</i>			
			<i>30</i>	<i>60</i>	<i>90</i>	<i>Other</i>
A. Implement with fidelity the Response to Instruction (RTI) framework in each school.	RTI documentation	BCPS Principals Teachers				May 2012
B. Develop a local school intervention plan of action to include community collaboration.	Intervention plan	BCPS Principals				May 2012
<b>21. Increase number of graduates with credentials that meet entry level requirements for college and work.</b>						
<i>Action Steps</i>	<i>Evidence</i>	<i>Responsibility of</i>	<i>Timeline</i>			
			<i>30</i>	<i>60</i>	<i>90</i>	<i>Other</i>
A. Develop and implement an electronic K-12 early warning system for identifying at-risk youth with attendance, behavior or academic concerns.	Electronic system	BCPS				May 2012
B. Develop and implement non-traditional instructional delivery systems. (Examples: Credit recovery, ACCESS, alternative schools, etc)	Program descriptions	BCPS				Sept. 2011
C. Administer student and parent surveys to assess motivation/engagement and plan for improvement.	Survey results	BCPS Community				May 2012
D. Implement systematic K-12 vertical teaming across all feeder patterns	Agendas, minutes from vertical meetings	BCPS Principals				May 2012
E. Develop and utilize a K-12 best practice model in school counseling.	Professional development agendas Revised counseling plan	BCPS				May 2012
F. Administer Explore, Plan, ACT, and Work Keys	Administration schedule,	BCPS				May

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and analyze data to modify curriculum and instruction.	data analysis					2012
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**22. Engage parents to assume shared responsibility for student preparation for college and workforce.**

<i>Action Steps</i>	<i>Evidence</i>	<i>Responsibility of</i>	<i>Timeline</i>			
			<i>30</i>	<i>60</i>	<i>90</i>	<i>Other</i>
A. Identify and implement research and best practice models about parent involvement and responsibility for college and workforce readiness.	Parent involvement plan	Community				May 2012
B. Participate in community learning opportunities for informing and inspiring parents.	Agendas	Community BCPS				Ongoing

**TARGET AREA 5:**

**COMMUNICATION TO INFORM, ENGAGE, AND CONNECT ALL CITIZENS AS SHAREHOLDERS OF THE PUBLIC SCHOOLS**

*Inform, engage and connect all citizens in the successful implementation of this co-owned strategic plan.*

**23. Report progress in all five priority areas.**

<i>Action Steps</i>	<i>Evidence</i>	<i>Responsibility of</i>	<i>Timeline</i>			
			<i>30</i>	<i>60</i>	<i>90</i>	<i>other</i>
A. Establish Coalition as the community conduit for ensuring progress.	Coalition by-laws	Community				Dec. 2011
B. Develop the comprehensive co-owned communications plan.	Communications Plan	Community BCPS				Oct. 2011
C. Develop a reporting template for communicating progress and data in priority areas.	Template	Community BCPS				Oct. 2011
D. Hold an Annual Education Summit to report progress and to distribute annual progress report.	Annual report Summit agenda	Community BCPS				Nov. 2011
E. Communicate progress quarterly to internal and external audiences.	Quarterly communication document	Community BCPS				Ongoing

**24. Improve openness and responsiveness at the local school and district level.**

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<i>Action Steps</i>	<i>Evidence</i>	<i>Responsibility of</i>	<i>Timeline</i>			
			<i>30</i>	<i>60</i>	<i>90</i>	<i>other</i>
A. Establish district and school communications standards, supported by an annual internal calendar, to strengthen employee relations.	List of standards Calendar	BCPS Community				Oct. 2011
B. Establish district and school communications standards, supported by an annual calendar, to strengthen parent and community relations.	List of standards Calendar	BCPS Community				Oct. 2011
C. Provide training and resources to assist district and school staff in consistently implementing the school and district communication standards.	Training outline Training dates	BCPS Community				May 2012
D. Establish and train student teams in developing communications messages.	List of student groups Training outline	BCPS Community				Ongoing
E. Assess the needs of school "PR Pros" (teachers responsible for local school PR) and provide training/resources.	PR Pro Survey	BCPS Community				Oct. 2011

### 25. Improve parental communication and involvement in local schools.

<i>Action Steps</i>	<i>Evidence</i>	<i>Responsibility of</i>	<i>Timeline</i>			
			<i>30</i>	<i>60</i>	<i>90</i>	<i>other</i>
A. Conduct a parent survey to determine communications expectations.	Survey/questionnaire	Community BCPS			X	
B. Audit current effective communications tools and develop plan of action based on findings.	Audit Report	BCPS Community				Dec. 2011
C. Research and implement best practice models about parent involvement and communications.	Parent involvement and communication plan	Community BCPS				May 2012
D. Provide learning opportunities to expand parents' knowledge about student learning.	Workshop agendas	Community BCPS				May 2012
E. Use social media (i.e., Facebook, Twitter, You Tube) to connect with parents and the community at the school and district level.	List of social media pages for district and schools.	BCPS				May 2012
F. Develop a campaign to secure parent email addresses and current contact information.	Promotional material	BCPS				May 2012

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<b>26. Create a sense of ownership for public education and provide opportunities to be engaged in school reform.</b>							
<i>Action Steps</i>	<i>Evidence</i>	<i>Responsibility of</i>	<i>Timeline</i>				
			<i>30</i>	<i>60</i>	<i>90</i>	<i>other</i>	
A. Conduct baseline perception survey	Survey results	Community				Sept. 2011	
<b>B. Form local school/community success teams</b> that are supported by the Coalition.	List of team members	Community BCPS				Dec. 2011	
C. Expand the district's key communicator network and utilize its feedback and survey mechanism.	SchoolCast Report	BCPS				Dec. 2011	
<b>27. Improve district transparency to build public trust.</b>							
<i>Action Steps</i>	<i>Evidence</i>	<i>Responsibility of</i>	<i>Timeline</i>				
			<i>30</i>	<i>60</i>	<i>90</i>	<i>other</i>	
A. Conduct a progressive and aggressive media relations program, including positive news stories.	Compilation of stories	Community BCPS				May 2012	
B. Reconfigure the system website for easier accessibility of information.	Reconfigured website	BCPS				May 2012	
C. Train and equip employee crisis response teams (CRT) to mobilize for school emergencies.	Training outline/plan	BCPS Community				May 2012	