

## Reorganization Plan for the Public Information Division

June 3, 2010

Revised October 1, 2010

Revised May 23, 2011

### Introduction

Community or public engagement, as defined in *Public Engagement Today*, is a purposeful effort, starting in either the school system or the community, to build a collaborative constituency for change and improvement in schools.

This reorganization plan represents a shift in approach of the work of Public Information from a one-way communication model to a model that is more conversational and dialogue-based with key stakeholders and members of the public.

This model assumes that progress is greatest when those affected by decisions are involved in the decision-making process. Authentic engagement involves an explicit *promise to the public*<sup>1</sup> as to how their participation and input will impact a change or decision.

For purposes of reorganizing the current Public Information Division, both the Public Information and Media Production units will be identified as Community Engagement and Public Information.

Implementation of components of his plan began July 1, 2010. Staffing and budget changes will begin as of July 1, 2011. Per BOE budget amendment, Public Information will be reduced by 25% for 2011-12.

### Overall Goals

Re-frame and broaden MMSD's approach to communication to:

- Build and enhance relationships among internal and external stakeholders
- Increase community understanding, engagement and support of the MMSD
- Increase district understanding of community perceptions about the strengths and weaknesses of the MMSD
- Incorporate these perceptions into district efforts to improve student learning
- Provide substantive opportunities for stakeholder participation in planning and deliberation.

### Key Goals

1. Identify and assess areas of need with regard to communication and stakeholder relationships.

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<sup>1</sup> From the International Association on Public Participation, (IAP2). See attached "Spectrum of Engagement" pg. 7.

2. Increase, expand and improve communications strategies and engagement practices to align with Strategic Plan priorities.
3. Improve district understanding of community perceptions about the school district.
4. Develop tools and models for public participation in school and district functions and decision-making processes.

## **Objectives**

### **A. Functions**

The work of the Community Engagement and Public Information Division will support the MMSD Strategic Plan.

In the Strategic Plan, these are the Action Steps within the Communication Focus Area, which is part of the Organization/Systems Strategic Objective:

- Develop best practices for school – family communication that are sensitive to language, culture, and literacy differences.
- Develop a consistent, ongoing process for telling stakeholders what the district is doing, reporting progress, and seeking input and feedback.
- Build staff capacity to participate in the public communication process.

### **B. Design** (See accompanying diagram – page 6.)

1. The work of Community Engagement and Public Information, under the direction of the Superintendent, will be implemented and coordinated to address the specific goals of this redesigned division. The work of this division will also be aligned with the work of the Community Partnerships Office and the Equity and Family Involvement Office.
2. A cross-department Engagement Team has been formed to proactively foster support for the MMSD and encourage involvement in Madison's public schools by:
  - Developing processes and structures for community engagement and information dissemination,
  - Increasing staff capacity for communication
  - Integrating effective communication and engagement practices into all district functions
  - Developing lines of communication across stakeholder groups including the Leadership, Teacher and Parent Councils as well as school and community organizations.

## **C. Restructuring Responsibilities**

Based on the Goals, Functions and Design of this plan, as outlined above, the staff of Community Engagement and Public Information has begun to restructure their core job responsibilities. These new responsibilities – emphasizing strategic community relationship building, engagement and communication - are taking shape as new initiatives and priorities are taken on. New functions will require some older, less mission-critical functions, to be abandoned (See page 5.)

Staff has been actively researching and implementing models and best practices for community engagement.

The collective skill set possessed by staff (e.g., strong networks of community relationships, cross cultural experience,) continues to be assessed. Staff members' experience and training in community organizing and the use of grassroots media to engage the community are being utilized. Specific needs for professional development are being identified as new initiatives are piloted, (e.g. promotion of Online Enrollment, Community Conversation on Education, 4K, Web Info Session on the budget.)

As Community Engagement and Public Information staff members grow in their engagement efforts, they will, in turn, carry out professional development in community engagement for school and district staff members.

## **D. Engagement and Communication Methods**

As the Community Engagement and Public Information Division works with district programs and initiatives, and with district partnerships, the division will identify the key messages, stakeholders and strategies, and then seek and utilize feedback from community engagement activities. The Division will:

- Collect existing data and analyze to assess relationship, engagement and communication needs.
- Identify critical messages and content.
- Identify target stakeholders for each engagement and communication need.
  
- Identify appropriate strategies for informing and engaging target stakeholders .  
Examples include, but are not limited to (centralized and school-based):
  - Face-to-face small/large group meetings, forums, workshops, etc.
  - Mass media
  - Surveys
  - Print communications
  - Narrowcast media
  - Web
  - Social media
  - Focus groups and word of mouth
  - Grassroots / organizational networking.

- Integrate feedback from engagement sessions into division work projects.
- Create and maintain matrix of target stakeholders and track impact of strategies for communication and engagement.
- Define process for prioritization of communications and continuity of communications across sites and departments.
- Embed effective methodologies for public participation across district functions such as those outlined by IAP2 (International Association of Public Participation).

## **E. Resource Development**

1. Collaborate with school and department staffs to leverage skills, strengths and job duties that intersect with and enhance Community Engagement and Public Information initiatives.
2. Collaborate with volunteers, recruit and train community volunteers to expand engagement and improve communication within and across stakeholder communities.
3. Subsidize staffing costs by increasing revenue generated through media design and production work (i.e. work-for-hire, grants and program underwriting).

## **Realignment or Abandonment of Selected Functions**

Meeting the need for greater community engagement will require the division to:

- Discontinue audiovisual technical support in Doyle Building and schools
- Discontinue equipment lending service in Doyle Building
- Revise the level of media production services for professional development purposes
- Revise duties related to coordination of MMSD Recognition Awards Ceremony
- Revise the criteria for fulfilling requests for media production services from departments and schools

Public Information and Media Production staff will now directly serve Community Engagement and Public Information priorities and initiatives as they align to the Strategic Plan.

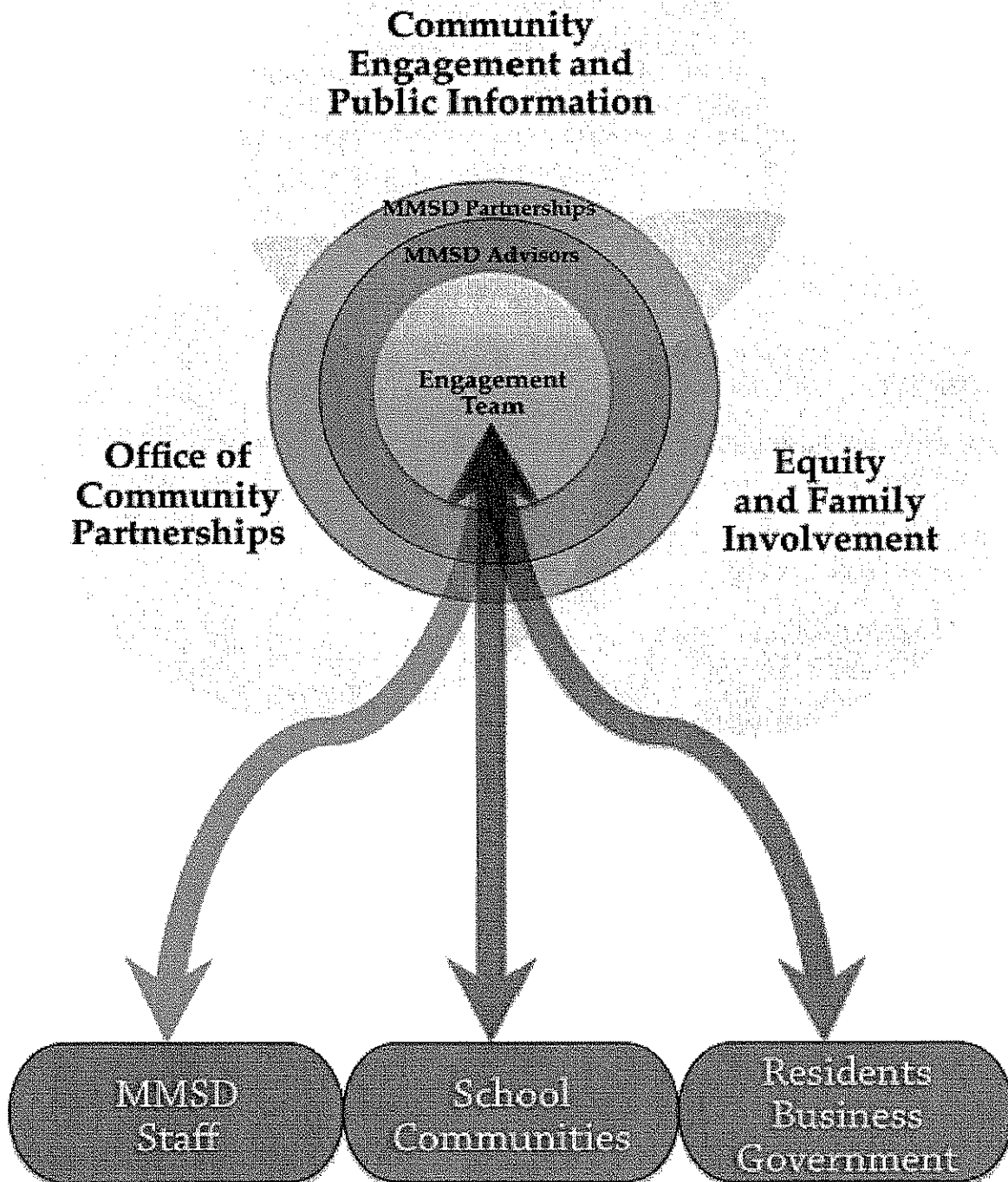
## Staffing and Budget

1. Reassign Marcia Standiford, current non-union professional grade 4, step 10 to non-union professional, grade 11, step 5. Marcia Standiford would assume leadership responsibilities for the department and continue to coordinate, on a day-to-day basis, the media productions aspects of the department.  
Additional Costs: \$17,429
2. Reassign Ken Syke, Administrator, grade 10, 12+2, to a non-union professional position, grade 8, step 10. In addition to responsibilities focusing on school and community engagement, Ken Syke's specialty focus would be news media communication and cultivation.  
Cost savings: \$24,771
3. Do not replace Legislative Liaison, grade 5 step 9.  
Cost Savings: \$122,728
4. Reduce .5 clerical/technical position.  
Cost Savings: \$35,508
5. Reduce .4 Producer/Director position (currently 2.4 FTE)  
Cost Savings: \$28,407
6. Non-permanent staffing and consumables.  
Cost Savings: \$25,000
7. Add funding for purchased services for lobbying.  
Revenue Generated \$20,000

Total Reduction: \$198,985 (79.6% of budget target)

# Design

(See related text on page 2)



# IAP2 Spectrum of Public Participation



**Inform                      Consult                      Involve                      Collaborate                      Empower**

## Public participation goal

To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

To obtain public feedback on analysis, alternatives and/or decisions.

To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.

To place final decision-making in the hands of the public.

## Promise to the public

We will keep you informed.

We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.

We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.

We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.

We will implement what you decide.

## Example techniques

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| <ul style="list-style-type: none"> <li>▪ Fact sheets</li> <li>▪ Web sites</li> <li>▪ Open houses</li> </ul> | <ul style="list-style-type: none"> <li>▪ Public comment</li> <li>▪ Focus groups</li> <li>▪ Surveys</li> <li>▪ Public meetings</li> </ul> | <ul style="list-style-type: none"> <li>▪ Workshops</li> <li>▪ Deliberative polling</li> </ul> | <ul style="list-style-type: none"> <li>▪ Citizen advisory committees</li> <li>▪ Consensus-building</li> <li>▪ Participatory decision-making</li> </ul> | <ul style="list-style-type: none"> <li>▪ Citizen juries</li> <li>▪ Ballots</li> <li>▪ Delegated decision</li> </ul> |
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