The Board Meeting Will Be Starting Soon

Thank you for your patience





Board of Education Meeting October 25, 2021



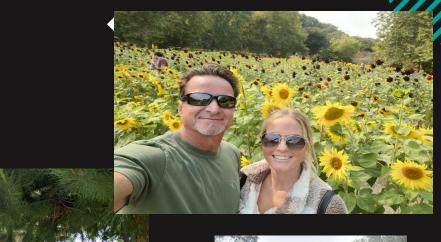
Welcome Scott Avenue Student-Soraya Rosales



ĈĘI EBBATE CELEBRATE

® Sentt Ave

Mrs. Ferreira









CELEBRATE CELEBRATE © Scott Ave

Mrs. Lewis





21-22 Opening Updates



EAST WHITTIER CITY SCHOOL DISTRICT

Our Objective for Today

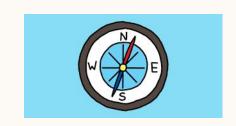
Provide our Board of Education and EWCSD Community an update on the 21-22 school year that have occurred since our Board Meeting on September 27, 2021.

Guiding Principles

Our plan development is grounded in these beliefs:

- A safe, nurturing environment is necessary for learning (based on LA County Public Health Order)
- The ability of children to learn is affected by social, health and economic conditions and other factors...
- Effective communication with all stakeholders helps build support...
- The process for developing comprehensive plans shall include broad participation of school and community representatives

Board Bylaw 0000 Vision
Board Bylaw 0100 Philosophy
Board Bylaw 0200 Goals for the School District
Board Bylaw 0400 Comprehensive Plans





Updates Since October 11, 2021

EWCSD <u>will not preemptively require students or staff to be</u> <u>vaccinated</u>. We will continue to work with staff and families to provide options as allowed.

November 4th is the predicted date for the 5-12 year old vaccine authorization.

Los Angeles County Department of Public Health has asked Districts to be prepared to offer 5-12 year old students opportunities to receive the vaccine as early as Thanksgiving Break.

Any clinics at this time would be a service to the community but not a requirement for in person attendance.





Partnership with Bright Plaza Pharmacy

Weekly COVID-19 Testing

- Mobile on-site testing for all school sites
- Servicing 215 EWCSD unvaccinated employees

Middle School COVID-19 Vaccine Clinics: Pfizer 1st/2nd/Booster vaccines

- Hillview Middle School: October 18th-15 vaccines
- Granada Middle School: October 21st-16 vaccines
- East Whittier Middle School: October 28th

Pediatric Vaccine Clinics (ages 5-12)

- 5 Vaccine clinics will be scheduled beginning November 15th
- Ceres, Evergreen, Laurel, Hillview, EWMS and Bright Pharmacy











EWCSD Health Office Protocols When to Keep your child home...



Too Sick for School?

As we continue to manage the Covid-19 pandemic with the flu season now upon us, EWCSD would like to remind parents when to keep their child home from school.

Please keep your child home and notify your school office:



If your child is experiencing:

- Fever over 100.4
- New cough
- Diarrhea
- Vomiting

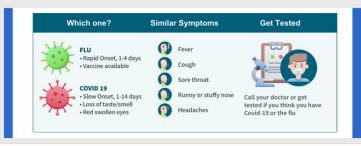
OR

Has been exposed to someone with a confirmed Covid-19 Diagnosis





Students will need to be cleared by either a medical doctor or a Covid-19 test before returning to school.





Next Steps

We are still assessing...

Modified Quarantine Option

LACDPH has added an option of modified quarantine for TK-12 students who have verified mask-to-mask exposure with a confirmed case at school during the exposure period. An asymptomatic student may be approved for modified quarantine if::

- The exposure occurred in a school setting
- The exposed student remains asymptomatic
- Verification of proper mask use during the exposure period is completed
- The exposed student is NOT part of an outbreak case
- The student must stay home outside of in-person instruction (no extra-curricular activities)
- The exposed student must wear a mask indoors/outdoors and must be at least 6 feet away from others while eating
- The exposed student must test twice a week

The parameters for our music programs

- Changes were made that allow for indoor play but the requirements prohibit us from implementing the option. (covers/masks/testing)

The ability of outside organizations to use our indoor spaces













EWCSD

Elementary and Secondary School Emergency Relief III

(ESSER III) Funds Board Presentation



Objectives for Today



Understand what are ESSER III Funds



Understand how ESSER III funds can be allocated



Share the stakeholder feedback



Share the Proposed ESSER III Plan

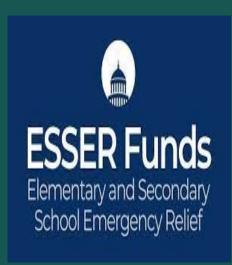


What are ESSER III Funds?

What are ESSER III Funds?

COVID-19 federal funding for LEAs from American Rescue Plan Act (ARP Act) Elementary and Secondary School Relief (ESSER) Fund.

This funding will provide Local Educational Agencies (LEAs) with emergency relief funds to address the impact COVID-19 has had, and continues to have, on elementary and secondary schools across the nation.



ESSER III Plan Sections



Other LEA Plans Referenced

- *Expanded Learning Opportunities Grant
- *Local Control and Accountability Plan



Summary of Planned ESSER III Expenditures



Community Engagement



Actions and Expenditures to Address Student Needs

Strategies for Continuous and Safe In-Person Learning Addressing the Impact of Lost Instructional Time Use of Any Remaining Funds



Ensuring Interventions are Addressing Student Needs



How can **ESSER III** funds be used?

BIG PICTURE

E.W.C.S.D.'s Allocation:

\$8,265,783

20% \$1,653,157

80% \$6,612,626







Allocation Uses of ESSER III

- Learning Loss (at least 20% of funds)
- Social Emotional Learning and Mental Health
- Reopening Schools (Safety/Facilities)



Stakeholder Feedback



Feedback Used for ESSER III

- \star Expanded Learning Opportunities Grant (ELOG) Input Data-2020-2021
- ★ Local Control and Accountability Plan (LCAP) Input Data-2020-2021
- ★ Elementary and Secondary Schools Emergency Relief (ESSER) III Survey Data- 2021-2022
 - Captured on the next three slides
- ★ Input Meetings/Feedback from specific groups: DELAC, Parent Advisory Committee, Community Meeting, EWEA, and CSEA- 2021-2022
 - Included in the actual ESSER III Plan



The Top 5 Responses-Academic Support

Staff











Students











Families & Community













The Top 5 Responses-Mental Health Support

Staff











Students











Families & Community













The Top 5 Responses-Reopening of Schools

Staff











Students











Families & Community













ESSER III Plan

Strategies for Continuous and Safe In-Person Learning

compliance, expenditures, and office management.

and, one (1) support secretary to assist with the extra complexity and

responsibility related all the new stimulus programs, including assistance with

Dedicate 0.25 FTE of Communication Coordinator to communicating updated

COVID information, including testing facility hours of operation, school COVID

crisis to the community and update the District website accordingly.

statistics, county health updates, and any other information related to the COVID

communication, assist

cleanliness of facilities

Provide better, and

more up-to-date

information to the

community on the

response and resources

District's COVID-19

in smoothing the

instruction, and improve the

N/A

return to in-person

\$29.287

Total	ESSER III funds being	g used to Continuous and Safe In-Person Learning \$489,773					
Plan Alignment (if applicable)	Action Title	Action Description	Planned ESSER III Funded Expenditures				
N/A	Classified support to: mitigate the impact of the COVID crisis, improve	Hiring of: One (1) Contact Tracing Clerk and three (3) Long Term Contact Tracing Subs, 0.75 FTE Communication Coordinator to improve the timeliness and accuracy of up-to-date information and a cohesive message to the community, two (2) groundskeepers to maintain the cleanliness of all facilities,	\$460,486				

Addressing the Impact of Lost Instructional Time Total ESSER III funds being used to address the academic impact of lost instructional time

Plan Alignment (if applicable)	Action Title	Action Description	Planned ESSER III Funded Expenditures
Local Control and Accountability Plan, Goal #2, Action #1	ELD Instructional Coach	The ELD Instructional Coach is slated to provide instructional support to classroom teachers in integrated and designated ELD classroom practices, provide coaching and modeling in classrooms, support in analyzing ELPAC results, provide support in designated and integrated lesson planning utilizing evidenced based and approved ELD curriculum, and provide professional development.	\$130,149
Local Control and Accountability Plan, Goal #2, Action #7	Learning Recovery and Instruction Program Specialist	The Program Specialist of Learning Recovery and Instruction is in response to Learning Loss Mitigation due to the COVID-19 pandemic. This Program Specialist will provide oversight and leadership on learning recovery programming, structures, and supports at the District and site level, including our revamped Independent Study program. Additionally, the Program Specialist will focus on ensuring access to instructional technology, supporting technology integration, and other assigned responsibilities.	\$131,897
Local Control and Accountability Plan, Goal #2, Action #10	Data Reflection-Roving Subs	Hire and train 5 roving subs that will provide our school sites with opportunities for data reflection, reflective learning walks, and other professional learning throughout the school year. [Each site will have up to 6 days with 5 full day subs]	\$75,000
Local Control and Accountability Plan, Goal #1, Action #2	Technology-Laptops	Provide technology for students in quarantine and/or Independent Study, Homeschool, or Virtual Learning Academy ensuring a continuous high quality, rigorous, standards-based learning experience.	\$55,000
Expanded Learning Opportunity Grant Plan, Planned Expenditure #3	In-Person Summer School	Provide students in grades K-8 with an opportunity for summer school intervention or acceleration instruction at school sites.	\$850,000
Expanded Learning Opportunity Grant Plan, Planned Expenditure #1	Online Summer School Instruction	Provide students in grades 1-8 with an opportunity for online reading or math bridging instruction with a contracted vendor.	\$411,111

Use of Any Remaining Funds

Total ESSER III funds being used to address additional actions

\$6,122,853

Plan Alignment (if applicable)	Action Title	Action Description	Planned ESSER III Funded Expenditures
Expanded Learning Opportunity Grant Plan, Planned Expenditure #2	Teachers on temporary contract-salary and benefits	Hiring of teachers on temporary contract to extend the implementation of instructional support to students with Intervention Specialists in math and Middle School TOSAs.	\$1,828,447
N/A	Improve the circulation and filtration of air in schools	Install modern up-to-date HVAC equipment with MERV filtration in a school cafeteria that currently has no filtration or air conditioning equipment.	\$550,000
LCAP and ELOG Services	Maintaining operations and continuity of service	Other educational activities that are necessary to maintain operations and continuity of services and continuing to employ existing staff.	\$3,744,406

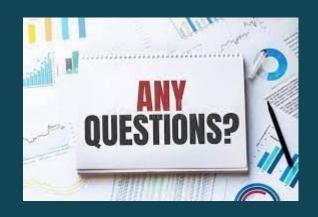
Additional Feedback

Some of the additional stakeholder suggestions and recommendations may be able to be supported with:

- Local Control and Accountability Plan
- Expanded Learning Opportunities Grant

IMPORTANT DATES

- □ Adopt at Public Board Meeting on or before October 29, 2021
- Send to County Office of Education (COE) for review and approval within 5 days of adoption
- □ COEs review and approve by December 17, 2021
- COEs submit list of approved plans to California Department of Education (CDE) by January 21, 2022



<u>Elee@ewcsd.org</u>, Assistant Superintendent of Business <u>Gtavitian@ewcsd.org</u>, Assistant Superintendent of ESS







Additional State and Federal monies have been allocated to personnel

- Support students academically
- Support students socially and emotionally

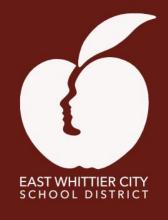
We have allocated these one-time monies for one-time expenses

We will need to reduce these expenditures as we enter 2023-2024

Our reserves are providing us time to respond to declining enrollment



Certificated New Positions		
Job Title	Sum of PRO ANN SA	Sum of TOTAL BEN
DUAL IMMERSION TEACHERS	155,713	68,764
HOME SCHOOL	43,254	9,062
INDEPENDENT STUDY TEACHER STUDENT SERV	240,384	104,381
TEACHER REDUCE CLASS SIZE	429,426	166,968
VIRTUAL LEARNING ACADEMY	104,892	31,994
COUNSELOR	147,005	58,600
INSTRUCTIONAL COACH MATH	75,119	34,832
TEMP. TEACHERS - ES & MS MATH & ELA INTERVENTION	1,012,178	400,139
VIRTUAL LEARNING ACADEMY	75,123	24,760
INDEPENDENT STUDY TEACHER SPECIAL ED	101,538	39,247
	2,384,632	938,747
		3,323,379



Classified New Positions		
Job Title	Sum of PRO_ANN_SA	Sum of TOTAL_BEN
COMMUNICATIONS COORDINATOR	74,412	42,735
CONTACT TRACING CLERK	49,680	39,616
CONTACT TRACING LT SUB	48,450	4,956
SECRETARY II	58,584	19,415
LICENSED VOCATIONAL NURSE	39,931	13,645
HEALTH CLERK	34,929	149,756
SCHOOL OFFICE ASSISTANT	64,234	22,467
CUSTODIAN	565,739	351,474
PARAPROFESSIONAL AIDES	208,508	105,207
GROUNDSKEEPER 1	44,340	32,624
GROUNDSKEEPER 2	44,340	32,624
	1,233,146	814,518
		2,047,664



Supplies, Tech & Services Paid out of Stimulus Funds

RESOURCE	(AII)			
Supplies/Services Related COVID Costs				
Sum of AMT	FY 🔻			
ITEM TYPE J	19-20	20-21	21-22	Grand Total
CELL PHONE ALLOWANCE		12,735.51		12,735.5
CHROMEBOOKS		1,635,041.25		1,635,041.2
FOOD DISTRIBUTION		167,732.15		167,732.1
HOTSPOTS		40,981.11	16,531.50	57,512.6
IPADS		44,076.55		44,076.5
LAPTOPS		243,241.72		243,241.7
OFFICE TECH		10,238.03		10,238.0
ONLINE SUBSCRIPTIONS		40,486.29	17,621.77	58,108.0
PE PROGRAM		188,657.50		188,657.50
PPE	27,342.61	1,019,285.60	52,390.80	1,099,019.0
SCHOOL REOPENING SUPPLIES		46,289.11	23,867.58	70,156.69
STORAGE CONTAINERS		17,689.50		17,689.50
HVAC AIR FILTRATION		37,907.24	50,267.88	88,175.13
TEACHING DOCUMENT CAMERAS		104,237.89		104,237.85
DISTANCE LEARNING PROGRAM- Boys & Girls club		200,000.00		200,000.0
Grand Total	27.342.61	3.808.599.45	160.679.53	3.996.621.5

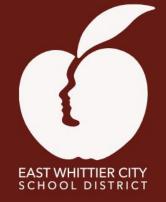
PPE & Tech paid out of Stimulus Funding



	M	lulti-Year	Projection	(No Perso	nnel Cuts	"QUALIFI	IED"		
		Projection		Projection 2022-23				Projection	
		2021-22						2023-24	
	Unrestricted	Restricted	Combined	Unrestricted	Restricted	Combined	Unrestricted	Restricted	Combined
Revenue									
General Purpose	83,152,005	0	83,152,005	82,322,429	0	82,322,429	84,805,239	0	84,805,239
Federal Revenue	0	17,659,498	17,659,498	0	3,663,081	3,663,081	0	3,663,081	3,663,081
State Revenue	1,514,002	2,021,100	3,535,102	1,514,002	1,357,978	2,871,980	1,514,002	1,357,978	2,871,980
Local Revenue	659,000	5,477,323	6,136,323	659,000	5,477,323	6,136,323	659,000	5,477,323	6,136,323
Total Revenue	85,325,007	25,157,921	110,482,928	84,495,431	10,498,382	94,993,813	86,978,241	10,498,382	97,476,623
Expenditures									
Certificated Salaries	32,579,308	16,006,294	48,585,602	38,049,049	11,571,769	49,620,818	38,884,071	11,766,614	50,650,685
Classified Salaries	7,834,919	7,775,396	15,610,315	7,853,797	8,096,892	15,950,689	7,948,043	8,185,750	16,133,793
Benefits	16,155,174	9,216,567	25,371,741	19,214,082	7,884,097	27,098,179	19,692,375	7,920,649	27,613,024
Books and Supplies	2,508,903	1,808,979	4,317,882	2,508,903	1,524,423	4,033,326	2,508,903	1,524,423	4,033,326
Prof.Svcs&Oper. Exp.s	7,757,196	7,811,165	15,568,361	7,913,696	3,471,759	11,385,455	8,019,696	3,471,759	11,491,455
Capital Outlay	35,412	550,000	585,412	0	0	0	0	0	0
Other Outgo 7xxx	0	0	0	0	0	0	0	0	0
Transfer Indirect 73xx	(456,033)	243,213	(212,820)	(371,310)	158,490	(212,820)	(371,310)	158,490	(212,820
Budget Reductions	0	0	0	0	0	0	0	0	
Total Expenditures	66,414,879	43,411,614	109,826,493	75,168,217	32,707,430	107,875,647	76,681,778	33,027,685	109,709,463
Deficit/Surplus	18,910,128	(18,253,693)	656,435	9,327,214	(22,209,048)	(12,881,834)	10,296,463	(22,529,303)	(12,232,840
Other Sources/(uses)	0	0	0	0	0	0	0	0	0
Transfers in/(out)	0	0	0	0	0	0	0	0	C
Contributns to Restrict.	(16,636,670)	16,636,670	0	(16,786,670)	16,786,670	0	(16,777,489)	16,777,489	C
Net increase (decrease) in									
Fund Balance	2,273,458	(1,617,023)	656,435	(7,459,456)	(5,422,378)	(12,881,834)	(6,481,026)	(5,751,814)	(12,232,840
Beginning Balance	19,509,474	5,095,323	24,604,797	21,782,932	3,478,300	25,261,232	14,323,476	(1,944,078)	12,379,398
Ending Balance	21,782,932	3,478,300	25,261,232	14,323,476	(1,944,078)	12,379,398	7,842,450	(7,695,892)	146,558
Total Fund Balance		3 - 3					(20)		
Revolv./Stores/Prepds	9,869		9,869	9,869		9,869	9,869		9,869
3% Resrv. Econ Uncert.	3,294,795		3,294,795	3,236,269		3,236,269	3,291,284		3,291,284
Restricted Programs	0	3,478,300	3,478,300	0	(1,944,078)		0	(7,695,892)	
Assigned		188	0			0		, , , , , , , ,	C
Unappropriated Fund Bal.	18,478,269	0	18,478,269	11,077,338	0	9,133,260	4,541,298	0	(3,154,594
Unappropriated Fund Bal. %	10,470,209	0	16.8%	11,077,556	U	8.5%	4,541,298	U	-2.9%

Adjusted MYP

Multi-Year Projection (With Personnel Cuts in FY23-24) "POSITIVE"											
		Projection			Projection		Projection - With Personnel Cuts				
		2021-22		2022-23			2023-24				
	Unrestricted	Restricted	Combined	Unrestricted	Restricted	Combined	Unrestricted	Restricted	Combined		
Revenue											
General Purpose	83,152,005	0	83,152,005	82,322,429	0	82,322,429	84,805,239	0	84,805,239		
Federal Revenue	0	17,659,498	17,659,498	0	3,663,081		0	3,663,081	3,663,081		
State Revenue	1,514,002	2,021,100	3,535,102	1,514,002	1,357,978	2,871,980	1,514,002	1,357,978	2,871,980		
Local Revenue	659,000	5,477,323	6,136,323	659,000	5,477,323		659,000	5,477,323	6,136,323		
Total Revenue	85,325,007	25,157,921	110,482,928	84,495,431	10,498,382	94,993,813	86,978,241	10,498,382	97,476,623		
Expenditures											
Certificated Salaries	32,579,308	16,006,294	48,585,602	38,049,049	11,571,769	The second secon	36,600,977	11,665,076	48,266,053		
Classified Salaries	7,834,919	7,775,396	15,610,315	7,853,797	8,096,892	15,950,689	7,577,823	7,322,824	14,900,647		
Benefits	16,155,174	9,216,567	25,371,741	19,214,082	7,884,097	27,098,179	18,500,285	7,359,474	25,859,760		
Books and Supplies	2,508,903	1,808,979	4,317,882	2,508,903	1,524,423	4,033,326	2,508,903	1,524,423	4,033,326		
Prof.Svcs&Oper. Exp.s	7,757,196	7,811,165	15,568,361	7,913,696	3,471,759	11,385,455	8,019,696	3,471,759	11,491,455		
Capital Outlay	35,412	550,000	585,412	0	0	0	0	0	0		
Other Outgo 7xxx	0	0	0	0	0		0	0	0		
Transfer Indirect 73xx	(456,033)	243,213	(212,820)	(371,310)	158,490	(212,820)	(371,310)	158,490	(212,820)		
Budget Reductions	0	0	0	0	0		0	0	0		
Total Expenditures	66,414,879	43,411,614	109,826,493	75,168,217	32,707,430	107,875,647	72,836,375	31,502,046	104,338,420		
Deficit/Surplus	18,910,128	(18,253,693)	656,435	9,327,214	(22,209,048)	(12,881,834)	14,141,867	(21,003,664)	(6,861,797)		
Other Sources/(uses)	0	0	0	0	0	0	0	0	0		
Transfers in/(out)	0	0	0	0	0	0	0	0	0		
Contributns to Restrict.	(16,636,670)	16,636,670	0	(16,786,670)	16,786,670	0	(16,777,489)	16,777,489	0		
Net increase (decrease) in Fund Balance	2,273,458	(1,617,023)	656,435	(7,459,456)	(5,422,378)) (12,881,834)	(2,635,623)	(4,226,175)	(6,861,797)		
Beginning Balance	19,509,474	5,095,323	24,604,797	21,782,932	3,478,300	25,261,232	14,323,476	(1,944,078)	12,379,398		
Ending Balance Total Fund Balance	21,782,932	3,478,300	25,261,232	14,323,476	(1,944,078)	12,379,398	11,687,854	(6,170,253)	5,517,601		
Revolv./Stores/Prepds	9,869		9,869	9,869		9,869	9,869		9,869		
3% Resrv. Econ Uncert.	3,294,795		3,294,795	3,236,269		3,236,269	3,130,153		3,130,153		
Restricted Programs	0	3,478,300	3,478,300	0	(1,944,078)	(1,944,078)	0	(6,170,253)	(6,170,253)		
Assigned			0			0			0		
Unappropriated Fund Ba	18,478,269	0	18,478,269	11,077,338	0	-,,	8,547,832	0	2,377,580		
appropriated Fund Bal. %			16.8%			8.5%			2.3%		

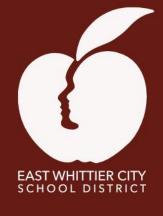






Our communications plan will be guided by the following objectives:

- 1) Maintain positive relationships with internal and external stakeholders through clear, informative and timely information.
- 2) Promote and celebrate the success and accomplishments of students, teachers, faculty, and staff through various distribution models.
- 3) Utilize new media and emerging platforms to effectively communicate with audiences.
- 4) Develop audience growth and brand awareness through paid, owned, and earned media.
- 5) Achieve partnerships with the institutions of Whittier and surrounding community.



Topics of Focus

- Social Media
- District Website
- Multimedia
- Community Relations and Outreach
- Parent and Family Engagement
- Student Engagement
- Crisis Management



Social Media

Goal: Use social media platforms as a tool to boost community engagement, increase brand awareness and grow our audience.

- 1. Create engaging posts
- 2. Maintain cohesive strategy across all District accounts
- 3. Create and distribute paid ads
- 4. Perform social listening procedures
- 5. Increase visibility through diversified posts
- 6. Leverage platforms to highlight events and accomplishments
- 7. Establish most important metrics and Key Performance Indicators (KPIs)



District Website

Goal: Provide all audiences with accurate, timely, and current information in an organized, functional, and user-friendly manner.

- 1. Establish distinguishable brand identity
- 2. Provide regular maintenance and updates.
- 3. Ensure website is optimized for mobile device viewing.
- 4. Implement Search Engine Optimization (SEO) best practices
- 5. Use of dynamic content



Multimedia

Goal: Create engaging, consumable content through the use of multimedia across all communication channels.

- 1. Produce long and short form video content
- 2. Use QR codes to supplement information
- 3. Establish YouTube presence.



Community Relations and Outreach

Goal: Maintain and cultivate relationships with all institutions of the Whittier community to enhance District reputation and develop new sources of support.

A. Build and Develop Community Partnerships

- Establish relationships with local businesses, organizations, non-profits, chambers of commerce
- 2. Utilize paid media campaigns
- 3. Establish two-way communication with stakeholders
- Participate in ThoughtExchange to gauge community discussion and feedback.



Community Relations and Outreach

B. Market Educational Programs

- 1. Establish connection with local media outlets and organizations.
- 2. Increase storytelling opportunities
- Establish monthly articles/stories in local publications.
- 4. Promote alternative learning programs such as Virtual Learning Academy and Dual Immersion



Community Relations and Outreach

C. Seek out Financial Support

- 1. Build relationships with local businesses and organizations for the purpose of fundraising, partnerships, and sponsors.
- 2. Attend community events
- 3. Conduct email marketing campaigns



Community Relations and Outreach

D. Build Connection with Local Elected Officials

- 1. Acclimate the community to the Board
- 2. Develop communication with city staff, city officials and state legislature representatives



Parent and Family Engagement

Goal: Maintain and develop relationship with the EWCSD families and community through transparent information, two-way communication and timely announcements.

- 1. Provide two-way communication opportunities with parents
- 2. Create Superintendent's blog
- 3. Develop mobile app
- 4. Provide informative flyers, brochures, bulletins and other promotional materials.
- 5. Distribute email campaigns



Student Engagement

Goal: Utilize various communications platforms to enhance the social, developmental and academic experience for all students.

- 1. Ensure that students are visible on social platforms
- 2. Provide support and supplemental material for school programs



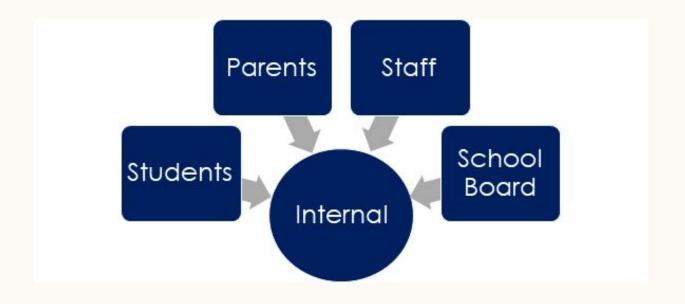
Crisis Management

Goal: Provide the EWCSD community with clear and consistent messaging in a crisis situation to ensure safety of students, staff and families.

- 1. Implement a timely, cross-platform approach
- 2. Utilize short term holding statement when speaking with press
- 3. Create long term talking points/key messages
- 4. Identify a subject matter expert(s)
- Use "one voice" messaging by all staff in order to maintain transparency and consistency



Audiences





Audiences





Measurement of Success



