



Sun Prairie Area
School District

Futures depend on us...every child, every day.

Communications Plan

2022-23, 2023-24, 2024-25

Our Mission

To inspire and prepare every child, every day, by providing relevant, engaging and innovative learning experiences in and out of the classroom

Our Vision

To be a high performing district of choice that reflects the cultures of our diverse community.

INTRODUCTION

In the fall of 2021, the Sun Prairie Area School District began a robust communications planning process to replace its last two-year communications plan. The process occurred at an interesting time for the district. The communications department had diligently followed the expiring communications plan and accomplished much over the last two years. The team was also growing, with the addition of a new member of staff. The Sun Prairie Area School Board was in the process of developing a new strategic plan based on the [district's mission, vision and engagement goals](#). At the same time, the district was opening a second high school. Central to the work of the district is its focus on equity, and in meeting the needs of all students, reinforcing and acknowledging the importance of “all.”

To renew its communications plan, the district engaged the services of the Donovan Group, a public school–focused communications firm. The process commenced with the Donovan Group conducting a communications audit that included an inventory and a review of the district's communications efforts. A copy of the audit report can be found [here](#). Furthermore, the district brought together a group of parents and staff members for a four-meeting communications process. A list of committee members and agendas for all the meetings are included in the addendum.

The plan created by the committee was developed by considering the district's mission, vision and engagement goals; survey data from the communications committee and other data collected by the district; the [audit report draft](#) and the committee's feedback on the draft; [the goals and careholders list we created in our second meeting](#); and the [district's current plan](#) and the committee's response to the plan.

ASSUMPTIONS

A number of assumptions were raised in the creation of this draft plan. Several are outlined below.

1) A focus on equity: Critical to our planning efforts was the focus on equity. Early in the planning process, the district's superintendent, Dr. Saron, reviewed the district's mission, vision and four “pillars.” While most districts have such statements, in the Sun Prairie Area School District, these items are foundational to all the work of the district and very much constitute the district's operating system. It is worth noting here that the words “culture of our diverse community” are included in the district's vision, and “all careholders” is noted specifically in the district's community engagement goal. The idea of equity and engaging all careholders is the cornerstone of this new communication plan.

2) The district does an excellent job with its communications: As noted in the [draft communications audit report](#), the district has an excellent communications operation and does a good job of communicating. While there is room for improvement and efforts must be made to raise expectations, the district's communication excellence is rare, as it does not have significant communication deficits.

3) The items included in the draft audit report should be addressed as much as possible in this plan: Also indicated in the [draft communications audit report](#) are several items that should be addressed in the new plan. Several items noted in the audit document include the following:

a) Engage the entire school community.

In aligning with the district's strategic plan and its efforts to fully engage the entire community, the district is obligated to increase its communications efforts to better meet the needs of all its students. For this point, two specific items are included.

- (1) Upwardly revise expectations: From this point forward, effective communication is only that which reaches the entire district community, including those families who may be the most difficult to reach due to the barriers created by language and financial insecurity.
- (2) Upwardly revise the communications plan: Part of changing expectations is the need to revise the district's communications plan, building on what is working.

b) Use more data.

The Sun Prairie Area School District uses data for improvement efforts, including for communication. However, in alignment with the district's new communications plan, new longitudinal data should be collected and used to measure improvement.

c) Cement and scale.

As noted, the district has extremely good communications, and the effort to continuously improve should not shroud that success. This is especially true because the district will be opening a new high school. Therefore, the district should "cement and scale." By this, we mean that current communications should be cemented by committing them to a set of processes and procedures, and current working processes should be scaled up to account for both the increase in student enrollment and the opening of the new high school.

d) Create a communications "user guide."

As the district increases its equity-focused communications, we suggest the creation of a communications user guide for staff and parents and caregivers. This guide simply notes what will be communicated, as well as when and how.

e) Recognize the quality of the district's communications efforts and "do no harm."

By every measure of the audit, the district does an outstanding job of engaging its careholders. Change can happen quickly in districts. Therefore, it is important to take stock of all the district does well regarding communication and ensure the tenets of its current communications efforts continue.

f) Avoid “layering” to improve communication.

Sometimes, district improvement efforts result in increasingly less discernible progress while new efforts are layered on. In this way, there is a tendency for more communication, adding to an already-robust communication effort. More communication is not always better. Better communication is better.

g) Continue seeking ways to engage the 80 percent.

In most school districts, about 60 percent of community members do not have children in the schools and therefore often have very little connection to the district. The district should continue seeking ways to engage nonparents and caregivers and those who do not have a natural connection to the schools.

4) The district’s current communications plan was well done and used by the district to improve its communications: As noted repeatedly by Joe Donovan, the Donovan Group consultant who assisted in the audit process, while he did not participate in creating the last communications plan, it was very well done. Therefore, efforts should be made to continue to use the same type of plan.

5) The district’s current communications plan was built to be revised: A crucial feature of the expiring communications plan that makes it commendable is that it was explicitly created to be updated. The same effort should be made with this new plan.

6) The onboarding of a new school creates new opportunities and challenges for the district: The opening of a new high school changes, in a fundamental way, how the district communicates. It also changes the role of the district in communication and the way that people interact with the district. This must be acknowledged in the new plan.

7) The district’s communications plan is aspirational: The district’s mission and vision leave no doubt about what the district should be doing, and the inclusion of “all careholders” in the district’s engagement goal leaves no room for error. All means all. From a practical sense, this means the district will always strive to do a better job with its communications and engagement efforts. Therefore, all its communications plans, from this point forward, will be somewhat aspirational in nature. There will be no such thing as “good enough” in the district.

8) The district will need to grow into this new communications plan: More specifically, the district must continue growing to fit into this communications plan. Just as the last plan pushed the district forward, this one must too—perhaps even more aggressively.

BEING ASPIRATIONAL

The district set an ambitious goal in recognizing its great diversity in its vision while also establishing a goal of engaging all careholders. In creating this plan, I believe this committee dutifully considered these two items and created a series of huge goals that are worthy of accomplishing. The same is also true of the massive careholder list the group created to define the concept of *with whom* we need to communicate.

We must recognize, however, that the district may not be able to engage with every careholder group to the degree that it would like in the first year. The district's communications efforts will need to grow to expand its reach. This is not to let the district off the hook or somehow eliminate its responsibility as it works to achieve the goals the committee has created for it. On the contrary, it is an acknowledgment that, just as the communications office cannot rest on past successes, this plan, and the goals aligned with it, are aspirational in nature.

DESIGN STRATEGIES AND TACTICS

As noted, in creating this plan, it was important to create a series of strategies that can be implemented in year one as the objective data is being collected. The term "design strategy" is used here instead of the more simple "strategy" for a specific purpose.

A design strategy is used to describe the connection between an organization's strategy and "design thinking," which is defined as a solution-based approach to solving problems that seeks to understand, in our case, the careholder and to challenge assumptions in an effort to create alternative solutions.

In the following section, a design strategy is presented that is aligned with the goals identified above. This is followed by a brief description of the strategy. This, in turn, is followed by a series of corresponding tactics.

DESIGN STRATEGY #1: TRUST

Building trust AND fostering pride in a post-pandemic, post divisive era

Tactics	What are the Metrics?	Staff Responsibility	Audience	Timing	Stoplight
1. Work with the Board to update OE3 (Building relationships) and OE9 (Adequately informed)	In compliance or not in compliance on results	Communications/ Superintendent	Board	March, yearly	
2. Create Video #3 - Showcase video to be used for promotion of the District	Viewership, likes, comments, shares	Communications	All	Spring 2023	
3. Website excellence - review areas for opportunity	Site analytics and most frequently visited pages	Communications	All	Ongoing	
4. Support Board in the execution of its Community Connections Plan		Communications	Board	Ongoing	
5. Building trust by steady communication with Key Communicators like PLC, DSEIC, etc. Develop a process for collecting their contact information.	Number of Key Communicators	Communications	All	Summer 2022	
6. Increasing "3rd Party Endorser" Voice across publications and use often as a communications strategy.	Consistently using at least 1 3rd Party Endorser in each major publication	Communications	All	Ongoing	
7. Explore marketing campaign with a firm as it gets closer to the end of this plan - refresh the brand of the district, show our why		Communications	All	Fall 2024	

8.	Board Governance Video Refresh		Communications	Board	Summer 2022	
9.	Monitor public opinion and attitudes on social media and debrief weekly	Spreadsheet to capture the sentiment	Communications	Internal	Ongoing	
10.	Respond to negative trends by posting factual information and directly contacting sources of misinformation		Communications	All	Ongoing	
11.	Reuse Screencasts, Board meeting presentations, and articles through NextDoor, etc.	Establish and follow a process for reusing content	Communications	All	Ongoing	
12.	Develop a list of "influencers" in the community and scale communication to them in proactive and timely ways. (e.g., Key influencers in the African American community and ensure our EFED Newsletter is directly sent to them.)		Communication	Internal	Summer 2022	
13.	Leverage social media to tell the District's stories and successes	Social Media Analytics reports	Communications	All	Ongoing	

DESIGN STRATEGY #2: ENGAGEMENT

Redefining engagement as the district transitions from a state of change to a state of configuration consistency

Tactics	What are the Metrics?	Staff Responsibility	Audience	Timing	Stoplight
1. Leveraging our partnership with Community Schools to engage our community	Family Engagement Plan, Work is showcased in all major publications	Communications/ Superintendent	All	Ongoing	

2.	Showcase and support facilities requests usage from community partners - show how they are using them	Share and repeat	Communications/ Superintendent	All	Ongoing, photos in summer 2022	
3.	Launch Teacher/Staff profiles for social media - inspiring stories	Weekly Facebook posts	Communications	All	Start in summer 2022 with incoming staff then one per week the entire school year	
4.	Connecting the community to the schools - Grand Openings events	Attendance at events	Communications	All	Summer 2022	
5.	Classroom IG takeovers - showing people inside a classroom	Engagement	Communications	All	Ongoing - each Fall & Spring	
6.	Facilitate and support Parent Leadership Collaborative - demonstrate work and progress	Agendas, survey results	Communications	Parent Leadership Council Members	Ongoing	
7.	Support and showcase district work with Booster Clubs	Agendas, survey results	Communications	Booster Club Members	Ongoing	
8.	Support and showcase the work of the Community Cabinet	EFED, presentation at a meeting	Communications	Community	Ongoing	
9.	Develop a plan to roll out the 2022-2027 Strategic Plan	Swift survey about awareness	Communications	Community	Summer 2022	
10.	Support site SCO development in the new configuration and post-long-range facilities plan completion		Communications	Community	Summer 2022	
11.	Train sites and departments in redirecting concerns to one-on-one conversations.	Training occurs	Communications	Site Leadership	Fall 2022	
12.	Deliberately align communications around our brand to repeat (again and again) taglines, hashtags, and brand experience.		Communication	All	Ongoing	

13.	Develop and implement a strategy to respond quickly and with empathy to miscommunication and rumors that threaten our reputation.	Strategy created	Communications	Internal	Summer 2022 write philosophy, then ongoing	
14.	Monthly Environmental Scan across the District to showcase parent, caregiver, careholder engagement		Communications	All	Ongoing, monthly	
15.	Board meeting engagement	Advertise the meeting, post photos from meeting highlights	Communications	All	Ongoing	
16.	Create opportunities for superintendent engagement	Investigate other districts' events	Communications/ Superintendent	All	Ongoing	
17.	Showcasing Heritage Month efforts	Collaboration with DSEI	Communications/ Superintendent	All	Monthly	
18.	Support a reorientation from district-wide engagement initiatives to site engagement plans					

DESIGN STRATEGY #3: EXCELLENCE IN SCHOOL COMMUNICATION

Excellence and consistency in communications and engagement as individual schools

Tactics	What are the Metrics?	Staff Responsibility	Audience	Timing	Stoplight
1. Timely, consistent, and clear Crisis communication at sites when events occur	Created and included in handbook	Communications/ Superintendent	Families, Community	Summer 2022	
2. Staff signature uniformity	All created	Communications/ Superintendent	Staff	Summer 2022	

3.	Supporting school Family Engagement Plans	All created, included in scorecard	Communications	Families	Yearly	
4.	Share website and newsletter analytics	Included as a part of rounding	Communications	Principals	Yearly	
5.	Showcasing our points of pride - Athletics, Curriculum, and Extracurriculars	Social Media, Newsletter content	Communications	Staff, students and families	Fall 2022 and ongoing	
6.	Launch a "Why I love my school" Campaign	Video analytics - audience, reach, engagement	Communications	Community	Development in Summer 2022, Implementation during 2022-23 School Year	
7.	Audit and standardize site communications practices- Social Media usage - best practices	Audits completed and shared with site leaders	Communications	Principals/School staff	Summer 2022	
8.	Leverage google analytics to trim weight off pages and focus on most used pages	Website audit	Communications	Principals/School staff	Summer 2022 and each summer after for comparison	
9.	Handbook provided with communication tools and expectations	Creation of school communications handbook for sites	Communications	Principals/School staff	Summer 2022	
10.	Create a Fact Sheet to inform families of what communications they can expect from their schools	Fact sheet created or Family Engagement Plans updated	Communications	Caregivers	Summer 2022	
11.	Support individual teacher to parent communication (positive personalized notes)	Scorecard results	Communications	Caregivers	Summer 2023	
12.	Evaluate the various social media accounts at sites. Get all passwords in one place. Make recommendations for current social media	Audits completed and shared with site leaders	Communications	Principals/School staff	Summer 2022	

DESIGN STRATEGY #4: STRATEGIC PLAN OUTCOMES

Showcasing work and progress on shared goals and what unites us

Tactics	What are the Metrics?	Staff Responsibility	Audience	Timing	Spotlight
1. Focus on showcasing safety efforts in articles, images, videos, and other communication - show in pictures what safety looks like	Survey results	Communications	Families and Community	Spring 2023	
2. Telling our story of Social Emotional Learning (including Engagement) - SEL curriculum in action	Series of videos	Communications	Families and Community	Spring 2023	
3. Curricular offerings demonstrating the variety	Series of videos	Communications	Families and Community	Spring 2023	
4. Showcase work through all of our pillars	Develop a marketing plan	Communications	All	Fall 2022 and beyond	
5. Define our "Big Days" and foster excitement and interest around the events		Communications			
6. Feature recent screencast updates in school newsletters, in the NextDoor app, in staff newsletters, to students, etc.)	Cement the process	Communications	All	Summer 2022	
7. Support the rollout of the Rituals, Ceremonies, and Traditions Committee Recommendations	New rituals, ceremonies, and traditions shared through school/District communications	Communications	All	Upon completion	
8. Showcase our Facilities Plan (e.g., Flagship HSS, remodels of all Elem, BoSPS@AF, Ice Rink,	Website updated featuring the content	Communications	All	Summer 2022	

Pools, Tracks, Gymnastics rooms, etc.					
16. Analyze showcase programs and develop collateral marketing asset packages for each area	Define programs and develop a marketing plan/budget	Communications	All	Summer 2023	

DESIGN STRATEGY #5: MARKETING

Continuing our commitment to being a district of choice - Staff, Big Resignation, Market share for students

Tactics	What are the Metrics?	Staff Responsibility	Audience	Timing	Stoplight
1. Explore best practices in websites and publications through WSPRA, NSPRA, Finals site, and other resources		Communications/ Superintendent	All	Ongoing	
2. HR web page enhancements - survey to find out what is missing/working well	Survey results and new HR site layout	Communications/ Superintendent	Staff and potential employees	Summer 2022?	
3. Enhance the website on pages where families are most engaged	Google analytics	Communications	All	Fall 2022	
4. Marketing campaign close to enrollment - target 8th graders and 5th graders and PreK- opportunities like nowhere else	Develop marketing plan/budget	Communications	Families	Spring 2023	
5. Work in tandem with HR for marketing materials including the website - use 3rd party endorsements	Develop marketing plan/budget	Communications	Potential employees	Fall 2022	
6. Staff telling and showing what makes SPASD a great place to work	Video/profile series featuring staff - campaign viewership analytics	Communications	Staff and potential employees	Spring 2023	

7.	Develop a "Stay and Thrive" plan, showcasing our dedication to staff	Marketing plan created and enacted	Communications	Staff and potential employees	Spring 2023	
8.	Support Board in its school liaison connections	Key Communicator messaging	Communications	Key Communicators	Ongoing	
9.	Start a "See for Yourself" campaign with student's voice, video tours, vignettes, etc.	Video viewership and engagement analytics	Communications	All	Fall 2023	
10.	Showcase the District to Developers, Realtors, and Autumn Lakes residents		Communications	Developers, Realtors, and Autumn Lakes residents	Summer 2022	
11.	Launch a marketing campaign/potential rebranding effort to showcase the District to families, the community, and potential employees	Campaign & branding launch and analytics	Communications/ Marketing Firm	All	Spring 2025	

DESIGN STRATEGY #6: RETURN ON INVESTMENT (ROI)
Demonstrating Value and Excitement to our Shareholders (ROI)

Tactics	What are the Metrics?	Staff Responsibility	Audience	Timing	Stoplight
1. Invite and welcome the community to Grand Opening events		Communications	All	Summer 2022	
2. Showcase events that bring revenue into the city	Facilities Use	Communications	All	Ongoing	
3. Partnerships with the Chamber and the Tourism Commission	Facilities Use	Communications	All	Ongoing	
4. Passes to events sent in a newsletter- get the community into our facilities	Included in the Back to School Newsletter	Communications	Community	Summer 2022	

5.	Explore alternative venues for events like the Annual meeting - coupled with a tour of the facility	Start with having the 2022 Annual Meeting at West	Communications	Board & Community	Fall 2022	
6.	Explore interest in community touring our other schools to see what learning spaces look like now	Bus tour on a Saturday morning showing people around	Communications	All	Fall 2023	
7.	Thank you to our community campaign - Post ref work completion create a newsletter and online marketing campaign showing students using the spaces	Newsletter, photos library of kids in spaces	Communications	All	Spring 2023	
8.	Video tours and phone call home campaigns from students about what they love about their school		Communications	Families	Spring 2025	
9.	Launch a student campaign that showcases our students (like the Promise of Oregon campaign)- future-focused	Campaign analytics - viewership and engagement	Communications	All	Fall 2023	
10.	Develop ways to engage non-parents (the 60%)	3 new ways to engage	Communications	The 60%	Spring 2023	

DESIGN STRATEGY #7: STAFF/DISTRICT COMMUNICATION
Cement and scale Inside out communication

Tactics	What are the Metrics?	Staff Responsibility	Audience	Timing	Stoplight
1. District statement during crisis communication	Creation of school communications handbook for sites	Communications/ Superintendent	Site leaders/ public	Summer 2022	
2. Develop a student communication portfolio of strategies - how we communicate and engage directly with students	Creation of school communications handbook for sites		Staff/ students	Summer 2022	

3.	Standardize site communication with staff	Creation of school communications handbook for sites	Communications/ Superintendent	Staff	Summer 2022	
4.	Develop a focus group of staff to "audit" the effectiveness of our weekly newsletter, and implement changes	Focus group created	Communications	Staff	Fall 2024	
5.	Support Board in Board meeting summary distribution	Share the screencasts over the days following	Communications/ Superintendent	All	Ongoing	
6.	Support the Department of Systemic Equity and Inclusion and the HR Department in effective Affinity Group communication		Communications	All	Ongoing	
7.	Support the TLE Sunday Night Update to LC		Communications	Staff	Ongoing	
8.	Support the LBLF to Board and to LC		Communications/ Superintendent	All	Ongoing	

DESIGN STRATEGY #8: EQUITY

Equity is a foundational thread throughout the communication plan

Tactics	What are the Metrics?	Staff Responsibility	Audience	Timing	Stoplight
1. Seek non-tech and creative ways to communicate with families	Increased engagement	Communications	Families	Spring 2023	
2. Work with Equity Director to showcase the work of the DSEIC and the work of the department		Communications	All	Ongoing	
3. Translation and captioning should be integral parts of our communication- explore new web translation software	Expectation that all public-facing videos have captioned	Communications	All	Ongoing	
4. Every Family. Every Day - quarterly e-newsletter	Open rate	Communications/ DSEI	All	Quarterly/ Ongoing	

5.	Support the work of the PLC as they work towards more equitable practices		Communications/ Community Schools	PLC	Ongoing	
6.	Write District communications at an 8th Grade level so that they are more easily understood by the community - more concise with less "edu-speak"	Survey data	Communications/ Cabinet	All	Fall 2022 rollout	

DESIGN STRATEGY #9: UNITY

Unity across schools and District - 2 high schools, one community

Tactics	What are the Metrics?	Staff Responsibility	Audience	Timing	Stoplight
1. Pennant campaign - get every school and district to take photos -New Era - One CommUNITY - all activities and sports and schools	Participation rate	Communications/ Athletic Director	All	Fall 2022	
2. Support the work of the Rituals Committee		Communications/ Superintendent	All	Summer 2022/ Ongoing	
3. Showcasing our Points of pride - Athletics, Curriculum, and Extracurriculars		Communications/ Athletic Director	All	Ongoing	
4. Support efforts to engage Alumni and showcase the history of the district	New history smart screens in the 3 high schools	Communications/ Athletic Director	Alumni/All	Fall 2022	

ADDENDUM A: COMMUNICATION PLANNING COMMITTEE MEMBERS

The following is a roster of the communicators planning participants. The district thanks participants for their participation.

- Karen Anderegg
- Renee Coleman
- Irene Cook
- Kayla Haas
- Latoya Holiday
- Bryn Horton
- Patti Lux
- Diana McFarland
- Adam Mumm
- Tara Muszynski
- Juan Navarette
- Heather Reeder
- Brad Saron
- Carson Schmoltd
- Manny Turrubiarres
- Chandu Vemuri

ADDENDUM B: COMMUNICATIONS COMMITTEE CHARGE

The Communications Committee shall review the Sun Prairie Area School District communication work as a group to develop a written plan that details a comprehensive communication strategy for the district within the context of the parameters detailed below.

The Committee develops a communication plan that:

- Seeks robust two-way communication with all members of the school district community
- Provides honest information to all members of the community and increases transparency in a way that builds trust
- Engages all community members who may not have a natural connection to the district in a thoughtful and meaningful way
- Is based on the District's Strategic Plan
- Builds on best practices in communication and successful communication efforts in the district

Committee membership and the work of the committee, including meeting minutes, will be posted on the district's website.

ADDENDUM C: COMMUNICATION PLANNING COMMITTEE MEETING AGENDAS

Communication Committee Meeting #1

Monday, September 27, 2021 4:30-5:45 pm

- I. Welcome – Dr. Brad Saron, Superintendent (3 min)
- II. Welcome – Patti Lux, Communications & Engagement Officer (2 min)
- III. Introduction by Joe Donovan (5 min)
- IV. Introduction of committee members – Group (15 min)
- V. Review of the committee's process and its charge – Joe Donovan (5 min)
- VI. Review of district's mission/vision/beliefs – Dr. Brad Saron (20 min)
- VII. Discussion: What are the district's communication goals? – Group (35 min)
- VIII. Review of next meeting's agenda – Joe Donovan (5 min)
- IX. Adjourn – Patti Lux

Communication Committee Meeting #2

Wednesday, October 13, 2021, 4:30-6:00 p.m.

- I. Welcome and Review Work to Date
- II. Review Notes from Last Meeting
- III. Review Joe's "Synthesized Notes"; Discussion
- IV. Determination on High-Level Goals
- V. Discussion: Who are our stakeholders?
- VI. Review of next meeting's agenda

Communication Committee Meeting #3

Monday, October 25, 2022, 4:30-6:00 p.m.

Sun Prairie High School Room

- I. Welcome
- II. Review Work to Date: Goals, [measures and stakeholders](#)
- III. Review [communications audit](#)
- IV. Discuss the 2019-21 communications plan
 - A. What is still relevant?
 - B. What should be removed or updated?
- V. Discuss messages: What do we want our stakeholders to know and feel?
- VI. Review of next meeting's agenda

Communication Committee Meeting #4

Wednesday, November 10, 2021, 4:30-6:00 p.m.

- I. Welcome and review work to date
 - A. [Review Vision, Mission and Engagement Goal](#)
 - B. [Created new goals](#)
 - C. [Defined stakeholders](#) (*scroll down*)
 - D. [Responded to a draft communications audit](#)
 - E. [Reviewed and responded to the old plan](#)
- II. Where are we?
 - A. Today we will review a draft of a new plan that Joe drafted.
 - B. Based on your feedback tonight, Joe will revise the plan and Patti will send it back to you for your individual review and feedback.
 1. The final plan will include pages that look like the old plan.
 2. The new plan uses a different planning framework: Goals, Objectives, Strategies and Tactics.
 3. The focus of the new plan is on using data to create objectives. (Adding specific objective is a heavy lift by the communications department)
 4. Joe will finalize the audit survey with any additional feedback you have
- III. Review draft communications plan

- A. What is GOST (Goals, Objectives, Strategies and Tactics) and why am I suggesting it?
 - B. Review the plan's goals, objectives and strategies
 - C. As time allows, discuss specific tactics.
- IV. Update and improve plan
 - V. Finalize plan
 - VI. Adjourn