



STRATEGIC COMMUNICATIONS PLAN

2017-2020 Revision

California State

PTA[®]

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Strategic Communications Plan 2017-2020

ABOUT CALIFORNIA STATE PTA

The mission of California State PTA is to positively impact the lives of all children and families. California State PTA connects families, schools and communities, reaching millions of families in California through members, local associations and allied agencies. PTA is the nation's largest volunteer child-advocacy association working to improve the education, health and welfare of all children.

The purposes of PTA are to:

- Promote the welfare of children and youth in home, school, places of worship and throughout the community
- Raise the standards of home life
- Advocate for laws that further the education, physical and mental health, welfare and safety of children and youth
- Promote the collaboration and engagement of families and educators in the education of children and youth
- Engage the public in united efforts to secure the physical, mental, emotional, spiritual and social well-being of all children and youth
- Advocate for fiscal responsibility regarding public tax dollars in public education funding.

Our organizational goals are to:

- Empower, support and inform PTA members and leaders
- Increase awareness of the importance of family engagement and expand family-engagement programs
- Promote, strengthen and expand the organization.

Our advocacy goal is to represent, inform and mobilize members and the public to advocate for the education, health, safety and well-being of all children.

For more information about California State PTA, visit www.capta.org.

OBJECTIVES

This is the first revision of the Strategic Communications Plan for California State PTA and is designed to set out the association's approach, objectives, messages and strategies that will be used for a three-year period beginning FY 2017-18.

The objectives of this plan are to:

- Reinforce the PTA Brand
- Increase Awareness of the Value of PTA
- Position PTA as a Thought-Leader in Priority Areas.

Priorities of the association are set each term by the Board of Directors and provide direction to staff and volunteers on issues that are of particular policy interest and that are to be used to align resources in support of the association's mission, vision and values.

AUDIENCE IDENTIFICATION

In the broadest sense, the audience for California State PTA is anyone who lives or works within the state who cares about children and families. This represents a very broad and diverse group of people with different needs and interests, so it's useful to consider a number of subcategories that identify groups with similar characteristics or communications needs. We also need to be aware that there are different levels of interest on the part of our audiences in receiving communications as well as different informational needs, depending on their area of interest.

In considering California State PTA as a single association, our primary audiences are limited to those who we can reach directly and are influential in supporting our brand.

As a statewide association, our primary audiences are:

- PTA Leaders (Unit, Council and District Officers)
- Opinion Leaders and Partners
- State and Federal Policy Makers
- Media
- Administrators
- Non-English Speakers.

Membership marketing research conducted by California State PTA in 2012 tells us that perception and opinion about the PTA brand as a whole is based on individual experiences and interactions at the local level. With this in mind, secondary audiences

for California State PTA are those in which our units, councils and districts may have greater direct access to and include:

- Members
- Potential Members/Non-Members (Parents)
- Community Leaders
- Teachers and Educators.

KEY MESSAGES AND CONTENT STRATEGIES

Messages will be adapted and targeted to meet the needs and interests of each audience; however, overall association message themes will reinforce objectives of the Strategic Communications Plan and help to establish and amplify one consistent voice on behalf of California State PTA.

Objective 1 - Reinforce the PTA Brand

Key Messages:

- PTA positively impacts the lives of all children and families
- PTA is dynamic, relevant, inclusive and volunteer powered.

Objective 2 - Increase Awareness of the Value of PTA

Key Messages:

- PTA connects families, schools and communities
- PTA makes your child's school a better place – and thereby boosts your child's education.
-

Objective 3 - Position PTA as a Thought-Leader in Priority Areas

Key Messages:

- PTA is influential and a trusted leader
- PTA has a seat at the table when key policy issues at the local, regional, state and national levels are decided.

Content development strategies include:

- Short, clear and to-the-point information and articles
- Bulleted lists of due dates and deadlines
- Storytelling
- Relevant resources and best practices
- Easy-to-use, customizable resources
- Translation options whenever possible
- Training and templates to maintain one consistent voice.

COMMUNICATIONS MEDIA – ASSETS, OPPORTUNITIES AND TACTICS

The association has several existing communication media assets that have been utilized for a number of years and several that have been recently been deployed, both with a relatively high level of awareness.

Website

The previous version of the website was a decade old and relied on complicated programming that had to be outsourced every time an update was needed. Launched in 2015, the new capta.org is now an up-to-date, easy-to-use communications hub. The revamped, eye-catching, streamlined website can be updated via WordPress in mere minutes by both staff and volunteers with the latest content. The new site is also tablet and mobile-friendly and is designed to meet the needs of multiple audiences, both primary and secondary.

Following the redesign project in 2014-15, website traffic has grown considerably with more than 100,000 unique visitors per month and 1.2 million per year. While we have dramatically enhanced the association's web presence over the past two years, culminating in receiving an Influence Award from the Public Relations Society of America, due to the fluid nature of online technologies a user-friendly website is an ever-evolving process rather than an end result.

Opportunities and Strategies

- Reach 2 million unique visitors per year
- Continue to ensure the website is the association's communications hub with the latest and most relevant and timely information
- Research website compliance requirements including ADA compatibility
- Update Search Engine Optimization (SEO) to increase internet search results for keywords aligned to association priorities and ensure accurate metatags
- Provide accurate internal search results for both the website and online Toolkit
- Enhance "Find Your Local PTA" section to include units, councils and districts
- Update website with user-friendly options to share content via social media
- Establish a content blog in English and Spanish on the website to drive Google search results and SEO for the association
- Streamline pathways to join PTA online
- Provide streamlined secondary pages with content in Spanish, and explore options for additional languages.

Mobile

Mobile devices have become a necessity for many people throughout the world. According to a recent PPIC survey, nearly all Californians (92 percent) say they have a cell phone, and 58 percent of them have a smartphone. The website redesign process greatly enhanced the association's ability to provide easy-to-access information via mobile device with a responsive design, essentially functioning as an association-wide mobile application.

Opportunities and Strategies

- Continue to ensure the website meets the latest trends in mobile access
- Provide links in content for audiences to click through and dig deeper
- Develop a mobile app for event attendees to gain quicker access to relevant training information, i.e. Convention, Legislation Conference and Regional Leadership Trainings
- Explore text-message strategies for association advocacy take-action alerts.

Email and ePublications

Years of Local Leader Survey results and common business-communication practices tell us email is the main way in which our primary audiences wish to receive information from California State PTA. However, these audiences have also expressed that they want information in short, clear and concise bits without feeling bombarded.

In recent years, California State PTA has made strides to strengthen our electronic communications including establishing a content calendar, redesigning the look and feel of ePublications, streamlining and building consistency into delivery dates and segmenting emails to targeted audiences.

Current email publications include:

- *PTA Connects*
- *Leadership Essentials*
- *Sacramento Update*
- *SMARTS Parents for the Arts*
- *School Smarts Share*
- Member Perks
- *Membership Mondays*
- Single-Subject Emails.

See "Appendix A" for a description of each regular ePublication.

Opportunities and Strategies

- Continue to utilize the content calendar to manage outflow and delivery with set deadlines for all regular ePublications
- Continue to produce short, regular subject-specific email and ePublications that are targeted to audience interests
- Provide *Leadership Essentials* and *Membership Mondays* in English and Spanish
- Increase email contact lists for better ability to group and segment based on multiple interest factors
- Develop a regular ePublication specifically targeted to administrators
- Establish annual open rate goals for all regular ePublications.

Hard-Copy Publications and Resources

California State PTA has streamlined the quantity of hard-copy publications and has transitioned many resources to electronic-only. However, one size does not fit all and electronic-only strategies do not address the need of California State PTA's diverse primary audiences. Providing publications and resources in hard-copy is a valuable touch point for the association, and a valuable communications strategy.

Opportunities and Strategies

- Produce a printed Annual Report for external marketing purposes
- Produce three issues of *PTA in California* annually mailed directly to all primary audiences (Back-to-School/Fall, Winter and Spring) provided in English, Spanish, Arabic, Chinese, Tagalog and Vietnamese
- Continue to direct mail an annual Service Mailing and Financial Mailing
- Reassess the best use of content in existing hard-copy format such as Pocket Pals, HSA brochures, etc.
- Provide a printed annual marketing piece in bulk in English, Spanish, Arabic, Chinese, Tagalog and Vietnamese to local PTA associations to highlight and demonstrate the value of PTA at the local level
- Continue to design and develop print-friendly resources that units, councils and districts may print-on-demand locally with options to customize as needed.

Social Media

The numbers show that social media continues to grow. Conversations are happening all over the web in thousands of social media environments – far too many, in fact, for us to be everywhere.

With our key audiences guiding our social media platform selections, California State PTA has well-established and strategic profiles on several social media websites including Facebook, Instagram, Twitter, LinkedIn, Pinterest, YouTube, Vimeo and Flickr reaching more than 3 million annually. Content is crafted to engage and often repackaged from approved messages. Monthly social media reports are generated to

analyze results for effectiveness including reach, best day of the week, best time of day, content-type and more.

Opportunities and Strategies

- Grow and expand target online communities by cross-linking platforms and through regular, consistent posting and sharing to include:
 - Facebook – Engage more than 25,000 PTA leaders by focusing on interaction, conversation, inspiration and mobilization
 - Instagram – Grow online community of PTA leaders by reaching more than 2,500 followers
 - Twitter – Demonstrate the breadth and depth of PTA expertise to connect with more than 7,500 opinion leaders, education partners and members of the media
 - LinkedIn – Through company post and LinkedIn groups, grow online community to more than 5,000 opinion leaders, education partners and members of the media
 - Pinterest – Engage more than 2,500 PTA leaders by providing links to relevant resources and programming ideas to PTA leaders to reach
- Maintain YouTube, Vimeo and Flickr sites for internal video storage and linking purposes only
- Establish a foundational presence on SnapChat to engage PTA members and explore strategies
- Continue use of #PTA4Kids hashtag
- Increase use of existing translated content for social-media posting and linking
- Evaluate new platforms as they emerge to determine the role, if any, in engaging primary and/or secondary audiences to reach objectives in the Strategic Communications Plan.

Video

Video is a key component in our Strategic Communications Plan as a way to personally connect with our primary audiences. Video is one of our most effective ways to tell our story because of the personal and emotional connection. Connecting a face to an “ask” creates a message that resonates.

We have ramped up our ability to produce quick, timely videos with investment in equipment and launched the PTA in the News segment to highlight the work of the association as well as events, training opportunities and services. We have integrated videos more prominently into all areas of communication with placeholders on the homepage and resources section on the website. We have also recording training webinars and posted the recording and presentations in a video format online and have shared via email and social media.

Opportunities and Strategies

- Continue to produce PTA in the News videos series with enhanced content and interviews featuring PTA state board-level and subject-matter leaders
- In partnership with California State PTA commissions and committees, develop an online training video library of at least five videos in English and Spanish to assist leaders in efficiently running their associations at the local level
- Develop an annual membership marketing video in English, Spanish, Arabic, Chinese, Tagalog and Vietnamese aimed to increase the awareness of the value of PTA
- Produce advocacy informational videos following each Legislation Action Committee to share positions and priority bills
- Explore video trends to ensure the highest level of ongoing production value.

Word-of-Mouth and Personal Touch

Word-of-mouth and personal touch are critical areas of communication that are often overlooked, yet are key in how people develop perceptions of a brand. People form their perceptions of PTA based on what others say and do at the local level.

Opportunities and Strategies

- Continue presentation and spokesperson training for Board of Directors and Board of Managers each term
- Develop talking points for key association priorities including support on legislation, current events/trends or hot topics as determined
- Continue in-person visits and appearances from state board-level leaders during the back-to-school season as a communications strategy
- Exhibit/table at key partner organization conferences and events including the Association of California School Administrators (ACSA)
- Establish and continue collaborative relationships with state and federal policy makers and other partner organizations.

Editorial Media

The media landscape has changed drastically since the presence and maturing of social media. However, a professional journalistic presence remains throughout the state. California State PTA has been effective in responding to media inquiries, but will need to focus on proactive media engagement to generate stories and articles.

Opportunities and Strategies

- Secure at least 2 million earned media impressions annually through news releases, pitching, radio and television interviews and online media mentions

- Establish quarterly media pitching conference calls internally to identify timely and relevant news opportunities
- Continue to develop timely and relevant news releases and media advisories as needed to support California State PTA association priorities
- Secure editorial board meetings as needed to support legislative action
- Continue to annually distribute video PSAs to public-broadcast stations throughout the state
- Continue to work with stakeholder groups on key issues which may warrant media attention
- Develop and annually maintain a statewide media list segmented by outlet type, area of interest and county served
- Develop and train at least 100 local brand ambassadors, in addition to the state board-level leaders, who represent a diverse cross-section of PTA membership and are educated and comfortable to work with the media
- Engage local parent and education bloggers with targeted and timely pitches
- Proactively develop media statements on key legislative and PTA priority issues such as the state budget.

Paid Advertising

When paired with communications content marketing strategies, paid advertising can yield substantial return on investment and help reach strategic goals.

In 2016, California State PTA tested online and print advertising strategies by placing ads and boosting posts on Facebook, Instagram and in the California School Boards Association (CSBA) Annual Education Conference program book. Social media results showed greater reach of targeted messages as well as increased organic visibility to the respective pages and has proven to be sound strategy to continue for a minimal investment.

Opportunities and Strategies

- Continue social media advertising strategies on Facebook and Instagram to support key messages as well as programs and events
- Develop targeted marketing advertisements annually for key Education Coalition partner event program books and/or published magazines including the Association of California School Administrators (ACSA), California School Boards Association (CSBA), California Teachers Association (CTA), California Association for Bilingual Educators (CABE) and California Association of African American Superintendents Association (CAAASA)
- Research other paid advertising opportunities including radio, internet radio and print to support association goals.

Unit, Council and District Communication Tools

One of our best assets is that we have PTA leaders in approximately 3,500 schools across the state, but we don't have 3,500 local associations amplifying the same strategic communications messaging.

California State PTA has made significant strides in providing communication and marketing toolkits and templates for local leaders including social-media graphics, sample tweets, customizable marketing fliers, ready-to-print brochures and fliers, social media profile tags, website banners as well as templates for marketing plans and press releases. Social-media guidelines for both local PTA associations and PTA leaders were adopted and implemented to provide further instruction and best practices for PTA communication. Additionally, California State PTA worked with our vendor Kustom Imprints to design and launch new membership marketing materials in the PTA Store. However, unit, council and district leaders are elected annually and ongoing training is needed to access and utilize these resources in meaningful ways.

Opportunities and Strategies

- Continue to annually update existing resources and templates with relevant and timely content and design
- Develop and provide website best practices, hosting and design template options for local associations aligned with the PTA brand and messaging
- Develop and provide email best practices, system recommendations and design templates for local leaders aligned with the PTA brand and messaging
- Expand communications training opportunities for local leaders to include one opportunity each quarter via webinar, field service or other in-person assistance/help desk.

Translation Services

California State PTA provides several resources and materials in multiple languages, filling a need to bridge language barriers to ensure all parents and families had access to information in a timely manner. Maintaining our high-quality translation services to convey accurate content and meaning will remain a priority as we seek to increase and build additional resources in multiple languages.

Opportunities and Strategies

- Provide streamlined secondary website pages with content in Spanish and explore options for additional languages
- Provide *Leadership Essentials* and *Membership Mondays* in Spanish
- Produce three issues of *PTA in California* annually mailed directly to all primary audiences (Back-to-School/Fall, Winter and Spring) provided in English, Spanish, Arabic, Chinese, Tagalog and Vietnamese

- Provide a printed annual marketing piece in bulk in English, Spanish, Arabic, Chinese, Tagalog and Vietnamese to local PTA associations to highlight and demonstrate the value of PTA at the local level
- Increase use of existing translated content for social-media posting and linking
- In partnership with California State PTA commissions and committees, develop an online training video library of at least five videos in English and Spanish to assist leaders in efficiently running their associations at the local level
- Develop an annual membership marketing video in English, Spanish, Arabic, Chinese, Tagalog and Vietnamese aimed to increase the awareness of the value of PTA.

See “Appendix B” for audience and communications media matrix.

COMMUNICATIONS APPROACH

Because of the broad scope of the association’s communications needs, we use the conceptual framework of Integrated Marketing Communications (IMC) to achieve the objectives of the Strategic Communications Plan. A hallmark of this approach is careful alignment across various tools and tactics to reinforce the themes and messages. This approach includes repackaging approved messages and content for simultaneous roll-out across various platforms and will be woven throughout all of the communications tools and resources throughout the association.

Regardless of the topic, the communications approach will consider:

- Does the strategy uphold the association’s mission, vision and values?
- How well the tactic supports the strategic objectives of the association?
- Does the strategy align with association priorities?
- Does the strategy adhere to legal and ethical considerations?
- How well does the content promote key messages and content strategies?
- Does the content reflect the needs of the primary or secondary audiences?
- Have we selected the appropriate communications media?
- Have we included opportunities for feedback and participation?

WORKPLAN DEVELOPMENT

On a broad level, California State PTA currently implements an annual Work Plan to guide the priorities and projects of the full association. However, several aspects of the three-year Strategic Communications Plan will require more detailed project plans to include:

- Detailed timelines and calendars
- Budget estimates

- Translation considerations
- Staff and volunteer assignments and capacity.

Items requiring more detailed project plans with budget implications as part of the Strategic Communications Plan scope of work will be brought forward to the Board of Directors and Executive Director for discussion and approval utilizing the new “B5” form as a method to more fully implement Standing Rule 6.15.

MEASUREMENT AND EVALUATION

No strategic communications plan is complete without a measurement and evaluation component as a way to check accountability and make improvements over time. Major evaluation activities might include analyzing media content and monitoring certain developments, such as membership and organizational participation, and improved institutional capacity.

We will use a number of metrics to determine if we are achieving the objectives set for in the plan including:

- Feedback from Local Leader Surveys
- Website Statistics
- Social-Media Engagement
- Email Subscribers and Distribution List Growth
- Open and Click-Through Rates
- Membership Conversion Rates
- Website In-Bound Links
- Mobile App Downloads
- Video Views and Downloads
- Earned Media Impressions
- Paid Advertising Return on Investment
- Number of Brand Ambassadors

Communications reports will be developed by staff and presented to the Board of Directors biannually (July and January) to track performance and discuss progress.

See “Appendix C” for performance measures.

APPENDIXES

Appendix A: Description of Regular ePublications

Current email publications include:

- *PTA Connects* – Sent monthly to large distribution list with updates and resources about California State PTA activities and advocacy. Provided in English and Spanish
- *Leadership Essentials* – Sent monthly to all PTA leaders with reminders, due dates and key information on running their PTA including state and federal regulatory items. Provided in English only
- *Sacramento Update* – Sent monthly during the legislative season to PTA legislation officers and key policy leaders with information on bills, advocacy efforts and legislation of interest to PTA. Provided in English only
- *SMARTS Parents for the Arts* – Sent monthly to PTA art leads and Reflections chairs highlighting the associations work to support a full curriculum that includes the arts. Provided in English and Spanish. (Part of Hewlett Arts Grant deliverables)
- *School Smarts Share* – Sent monthly to School Smarts “clients” and parent graduates featuring success stories, resources and information to improve parent and family engagement. Provided in English and Spanish. (Part of Hewlett Art Grant deliverables)
- *Member Perks* – Sent every other month to large distribution list highlighting the latest discounts and benefits of membership. Provided in English and Spanish
- *Membership Mondays* – Sent weekly during the back-to-school season and again from New Year’s to Founders Day to PTA presidents, membership chairs and communications officers to support membership marketing, recruitment and retention at the local level. Provided in English only
- *Single-Subject Emails* – Sent as needed based on content. Typically includes deadline reminders, advocacy informational and/or take action requests. Translation based on content and budget.

New email publications include:

- Just for Administrators (Title TBD) – Sent monthly to administrators throughout the state (list download from CDE website annually) with resources, information and updates affecting school sites and student success to strengthen partnership between PTA and schools. Provided in English only.

Appendix B: Audience and Communications Media Matrix

Audience Segment	Website and Online			Mobile	Email and ePublications										Hard-Copy Publications and Resources			Social Media						Video	Personal Touch	Editorial Media	Paid Advertising	U/C/D Tools
	capta.org	Online Toolkit	Blog		PTA Connects	Leadership Essentials	Sacramento Update	SMARTS Parents for the Arts	School Smarts Share	Member Perks	Membership Mondays	Administrators	Just for Admins	Single-Subject Emails	PTA in California	Service & Financial Mailings	Membership Marketing	Facebook	Instagram	Twitter	LinkedIn	Pinterest	SnapChat					
PRIMARY AUDIENCES																												
PTA Leaders	X	XX	X	XX	X	XX	XX	XX	X	X	XX		XX	XX	XX	XX	XX	X	X	XX	X		X	XX			XX	
Opinion Leaders & Partners	XX		XX	XX	XX		XX		XX				XX	X		X			XX	XX				X	XX			
State and Federal Policy Makers	XX		XX	XX	XX		XX						XX	X		X			XX	XX				X	XX	XX		
Media	X			X									XX						XX	XX					XX	XX		
Administrators	X			X	X						XX	XX				X			XX	XX				X	XX			
Non-English Speakers	XX			X	X	X						XX				X								X	X			
SECONDARY AUDIENCES																												
Members	XX		XX	XX	XX		X	X		XX			X	X		XX	X	X	X	X	X	XX		X	X		XX	
Non-Members	XX		XX	XX	XX					XX			X	X		XX	X	X	X	X	X	XX		X	X		XX	
Community Leaders	XX		XX	XX	XX					XX			X	X		XX			XX	XX				X	X			
Teachers and Educators	XX		XX	XX	X								X			X			X	X	X			X	X			

XX – Strong Audience Strategy
 X – Secondary Audiences Reached

Appendix C: Performance Measures

Performance Indicator	Current Baseline (Year End FY 2016-17)	Target Benchmark (Year End FY 2019-2020)	Year-End Progress Towards Benchmark		
			FY 2017-18	FY 2018-19	FY 2019-20
WEBSITE AND ONLINE					
Website					
Annual Visits	885,190	2 million			
Average Duration	2:47 min	3 min			
Average % New Visits	55%	55%			
# Spanish Content Pages	Unknown	All			
Google Search Ranking					
Parent-Teacher Association	2	2			
Other Keywords	N/A	TBD			
Online Membership Conversion					
# Visits to Join Page	7,205	TBD			
# Online Memberships Purchased	N/A	2% of Visits			
Online Toolkit					
Annual Visits	417,156	550,000			
Average Duration	2:19 min	3 min			
Average % New Visits	68%	75%			
# Spanish Content Pages	All	All			
Content Blog					
# Blog Posts	N/A	24 Annually			
Annual Visits	N/A	1 million			
MOBILE					
% of Website Access	35%	TBD			
App Downloads	N/A	TBD			
Text-Message Usage	N/A	TBD			
EMAIL AND EPUBLICATIONS					
Open Rates					
<i>PTA Connects</i>	19.65%	TBD			
<i>Leadership Essentials</i>	21.37%	TBD			
<i>Sacramento Update</i>	14.65%	TBD			
<i>SMARTS Parents for the Arts</i>	15%	TBD			
<i>School Smarts Share</i>	13.75%	TBD			
Member Perks	N/A	TBD			
<i>Membership Mondays</i>	30.4%	TBD			
Just for Administrators	N/A	TBD			
Single-Subject Emails	N/A	TBD			
# of ePublications Provided in Spanish	4	6			
Email Distribution List	72,180	200,000			
# of Segmented Groups	Unknown	TBD			

HARD-COPY PUBLICATIONS AND RESOURCES					
<i>PTA in California</i>					
# of Annual Issues	3	3			
# of Recipients	Depends on Edition	25,000			
Printed Membership Marketing Materials					
# of Languages Provided	N/A	6			
# of Print Requests	N/A	500,000			
SOCIAL MEDIA					
Impressions	3 M	5 M			
Facebook Page Likes	12,810	25,000			
Instagram					
Instagram Followers	752	2,500			
Engagement	N/A	TBD			
Twitter					
Twitter Followers	4,191	7,500			
Twitter Impressions	2.2 M	4 M			
#PTA4Kids Reach	Unknown	TBD			
LinkedIn					
Linked In Followers	1,795	5,000			
LinkedIn Impressions	20,655	100,000			
Pinterest					
Pinterest Followers	1,087	2,500			
Engagement	29,760	75,000			
SnapChat Followers	N/A	TBD			
VIDEO					
# of PTA in the News Segments	5	12 Annually			
Video Training					
# Offered in English	N/A	5			
# Offered in Spanish	N/A	5			
Membership Marketing Video Views					
# Languages Provided	2	6			
English	278	5,000			
Spanish	50	1,000			
Advocacy Informational Videos	N/A	4			
WORD-OF-MOUTH AND PERSONAL TOUCH					
# Talking Points Provided to Leaders	Unknown	12 Annually			
# Back-to-School Events	5	5			
Marketing Booths					
# of Booths/Tabling	1	3			
Locations	ACSA	TBD			
MEDIA					
# of Media Advisories and Media Statements	30	24			
# of Annual Impressions					

Print	Unknown	2 M			
Broadcast	Unknown				
Online	Unknown				
# of Articles from Proactive Pitching	N/A	10 Annually			
PSA Video Distribution	Yes	Annually			
Updated Media List	No	Annually			
Trained Brand Ambassadors					
Board of Directors	All	All			
Board of Managers	All	All			
Local Leaders and Members	N/A	100			
Spanish-Speakers	N/A	50			
PAID ADVERTISING					
Print					
# Print Advertisements	1	5			
Publications Utilized	CSBA	ACSA, CSBA, CTA, CABE & CAAASA			
Reach	Unknown	TBD			
Broadcast					
# Broadcast Advertisements	N/A	TBD			
Stations Utilized	N/A	TBD			
Reach	N/A	TBD			
Online					
# Online Advertisements	6	12			
Platforms/Sites Utilized	Facebook & Instagram	Facebook & Instagram			
Reach	31,584	100,000			
U/C/D/ COMMUNICATION TOOLS					
Update of Design Resources	Yes	Annually			
Website Resources					
Best Practices Available	N/A	Yes			
Hosting Options	N/A	Yes			
Design Templates Provided	N/A	Yes			
Email Resources					
Best Practices Available	N/A	Yes			
System Recommendations	N/A	Yes			
Design Template Provided	N/A	Yes			
Communications Training					
# of Webinars	3	4			
# of Field Services	Unknown	12			
# of Workshops and Trainings	Unknown	12			