Barstow Community College

NON-INSTRUCTIONAL PROGRAM REVIEW

(Refer to the __Program Review Handbook__ when completing this form)

SERVICE AREA/ ADMINISTRATIVE UNIT:	Public Information Office

Academic Year:	2015-16	FULL PROGRAM REVIEW	Date Submitted:	10/23/15
Academic Year:		ANNUAL UPDATE #1	Date Submitted:	
Academic Year:		ANNUAL UPDATE #2	Date Submitted:	

By:

Lead: Chris Clarke – PIO Director of Public Relations, Communications, and Marketing

Members: Michelle Berndt – PIO Secretary

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1. Mission and Vision

A. Service Area/Administrative Unit Mission

The Mission of the Public Information Office (PIO) of the Barstow Community College District is to lead the marketing efforts of the college and it's foundation to promote higher education programs and events on campus and throughout the Barstow District. The PIO ensures that the communication methods and messages of the college are continually enhanced to promote clear understanding between the leadership of the college and its constituencies.

B. Service Area/Administrative Unit Vision *(Where would you like the Program to be three years from now?)*

The vision of the Public Information Office is to create a structure and procedures that will ensure clear and consistent messaging and communication between the college, students, alumni, and residents of the Barstow District; and promote this Community College to the Local, State, and National audiences that support and regulate higher education.

C. Describe how mission and vision align with and contribute to the College's Mission and Vision

The College District's Vision to empower students to achieve their personal best through excellence in education is consistent with the College's Mission to provide students with the educational tools needed to achieve personal goals and professional growth. This vision and mission are focused on student success which is also the principal focus of the Public Relations, Communications and Marketing of the PIO. All internal and external communications will be managed and maintained in a manner that promotes student success, enhances the college's reputation, and publicizes the College District's programs, events, goals and objectives.

2. Service Area/Administrative Unit Description and Overview

Assume the reader does not know anything about the Service Area or Administrative Unit. Describe the unit, including—but not limited to—the following:

A. Organization, including staffing and structure

The Public Information Office (PIO) is managed by the Director of Public Relations, Communication, and Marketing (Director) who reports directly to the Superintendent/President of the Barstow Community College District. The part-time PIO Secretary is the only staff member in the office reporting directly to the Director.

B. Who do you service (including demographics)?

The PIO serves the following constituencies:
1) The PIO Director serves as a communications advisor to the Superintendent/President of the College;
2) The PIO Director serves as the principal liaison between the College District and the Barstow College Foundation, and the PIO Secretary assists with Foundation record keeping;
3) The PIO Director provides Public Relations/Information services to the press/media outlets, and all external/public audiences (such as: reporters/editors, community organizations and businesses, PIOs from local/state/national governments, residents of the Barstow District, etc.); and
4) The PIO Director produces marketing campaigns to promote college events and programs to internal (students, staff and faculty), alumni, and external/public audiences.

C. What kind of services does your unit provide?

The PIO Director manages and regulates the College District's branding, trademarks, and public outreach via professional media outlets, printed materials, electronic communications (email, Internet, phones, etc.), and other advertising and promotions for internal and external audiences as directed by the Superintendent/President.

D. How do you provide them?

The PIO Director receives direction from the Superintendent/President in weekly coordination meetings regarding goals and objectives of the PIO. In addition to these directives, other departments and programs of the college submit PIO Publicity Requests (with the approval of their respective Vice Presidents) to the PIO to approve flyers and printed materials, and assist with promotional services (i.e.: posts on social media, website, emails, press releases, and contracted advertising).

3. Data

A. SERVICE AREA/ADMINISTRATIVE UNIT OUTCOMES

1) List the Service Area Outcomes (SAOs) or Administrative Unit Outcomes (AUOs) for your unit:

The SAOs and AUOs for the PIO were not previously established in a Program Review. The PIO is identifying outcomes related to the goals and objectives outlined in this initial Program Review that the PIO anticipates will become SAOs or AUOs in future Programs Reviews.

2) Summarize the progress your unit has made on SAO/AUO measures since the last program review:

This is the first Program Review of the PIO.

3) Describe any improvements made by your unit as a result of the outcomes assessment process:

a. What did you learn from your evaluation of these measures?

Not applicable

b. What improvements have you implemented as a result of your analysis of these measures?

Not applicable

c. What improvements do you plan* to implement as a result of your analysis of these measures?
(*List any resources required for planned implementation in #10: Resources.)

Not applicable

B. OTHER ASSESSMENT DATA

1) List all OTHER quantitative and/or qualitative measures that you have chosen to gauge the effectiveness of your unit.

The PIO will identify benchmark data that can be used to establish baseline metrics to compare to future data that will be tracked and reported to produce quantitative assessments of PIO performance as it relates to the goals and objectives outlined in section 9.E. of this Program Review.

The Qualitative measures that will be used to assess the effectiveness of the PIO will include assessments of the following types of projects: 1) Written Communications (press releases, letters, presentations, publications, and speeches); 2) Marketing Processes and Procedures (created to protect and enhance the branding and image of the college and its programs); and 3) Public Relations (to assess the quality of the PIO's response to public issues or concerns, and promotion of college events and programs). The method that will be used will be the comparison of previous examples of projects (which are currently being collected and archived) to representative samples of future projects to ascertain if the overall quality of work is improving over time.

2) Summarize the results of these measures.

It is assumed that when these quantitative and qualitative measures are tracked and reported, that performance will improve, and/or other measurements will be discovered that may be more relevant to the strategic priorities of the college.

3) Describe any improvements made by your unit as a result of other assessment data listed in #1:

a. What did you learn from your evaluation of these measures?

> Not applicable

b. What improvements have you implemented as a result of your analysis of these measures?

> Not applicable

c. What improvements do you plan* to implement as a result of your analysis of these measures?
(*List any resources required for planned implementation in #10: Resources.)

> Not applicable

4. Policies & Processes

A. **What recent changes in policies, procedures and processes have impacted or will impact your Service Area or Administrative Unit?** *(BCC BP/AP; Federal, State & local regulations; departmental guidelines)*

> The changes to policies and procedures that are currently being discussed regarding the transfer of the technical management of the BCC Website to the PIO, will directly impact the PIO. In addition, there has been some discussion regarding an increased role for the PIO in the management of the Performing Arts Center (PAC) depending on the results of the current search for a new Civic Center and College Event Manager.

B. **Describe the effect the changes or updates in policies and processes in 4.A have had on the unit.**

> The additional responsibility of improving the technical management of the BCC Website, will increase the management responsibilities of the Director. The V.P. of Academic Affairs is considering the transfer of one of the technicians from the Distance Education Department to help with this responsibility, and to expand the overall marketing quality of the BCC website. This change may also require an increase in classified staffing if the calendaring platform is also added to the website. This increase in staffing will ensure that the new website management responsibilities will not detract from the current performance of the PIO in Public Relations, Communications and Marketing.

C. **In addition to (or in response to) those listed in 4.A, what in-house policies, procedures, and processes need to be updated, created, or deleted?**

> The initial changes to the website are outlined in Goal # 2 in section 9 of this Program Review. The current policies, procedures and processes of the technical Website management will need to be updated to reflect the changes in function and management, to reposition the BCC Website into a more effective Marketing and Recruitment tool.

5. Internal Factors *(see Handbook for additional information)*

A. **Strengths:** *Current aspects of the program or department that serve it and its future well. These aspects include what it does well, what it's known for, what it takes pride in, and so forth. Strengths represent competencies or characteristics that the department or program may wish to enhance or preserve actively, even aggressively.*

> The current strengths of the PIO that are recognized by the college and its personnel include: 1) Written communications (including but not limited to: speeches and presentations, letters, Press Releases, web and social media content, and advertising); 2) Publication of Career Focus and other public-facing documents, flyers, posters, and promotional materials; 3) Photography/video production and archiving; 4) Branding and trademarking college name and assets; and 5) Calendaring and publicity of college events and activities.

B. **Weaknesses:** *The program or department's **internal** vulnerabilities. These are areas that, if not addressed, could become liabilities, or could contribute to an erosion of the department's capacities and future growth. They represent areas where the organization needs to improve if it is to be successful for the long term.*

The department's weaknesses are related in some ways to the strengths listed above. These areas of vulnerability include: 1) Website design and navigation; and 2) Integrated calendaring. While currently the website content is steadily improving, the overall design and navigation of the site needs significant improvement to portray the college in the best light possible. Improving the design of the website would include a calendaring tool that would allow more public access to the different events and activities on campus that are produced by various departments. Each department could have its own calendar on the web that integrates with the master calendar produced by the PIO. However, the resources, technology, and staffing that would be required to upgrade our website design to provide integrated calendaring is not available in the current budget.

6. External Factors *(see Handbook for additional information)*

A. **Opportunities:** *Current trends and events occurring **outside** the department that, if taken advantage of, are likely to have a positive effect on its long-term success. Examples may include: realistic training opportunities; industry trends; revenue-generation opportunities; development of new tools or technology to help manage workload.*

The current trend that is most evident in California Community Colleges (and in colleges and universities across the nation) is the increasing importance of an organization's website in its ability to illustrate the relevance/importance of its academic program offerings, and its overall public image. Most prospective students do their research about which college to attend, and which academic programs to enter, on the Internet. The weaknesses identified above in 5.B. are where significant opportunities exist to enhance the public image of the college, and improve the effectiveness of the website.

B. **Threats:** *Current trends and events occurring **outside** the department or program that could jeopardize its success represent potential threats. Examples may include: state, regional, or institutional economic/budget climate; loss of support services; seasonal fluctuations in workload.*

The current trends or problems outside of the PIO that could jeopardize the success of the department (and ultimately the college) are: 1) BCC's current Enrollment Management practices and procedures; and 2) the State and Federal focus on "pay for performance" that will make it difficult for BCC to provide all of the higher education services that are needed in this rural district. Our lack of a current college catalog, late class schedules, unreliable data, and lack of up-to-date Banner software and reporting tools are examples of the inefficiencies of our current Enrollment Management practices. Up-to-date and accurate, reliable Enrollment Management information and practices are important/vital systems in successful colleges. If ours is not a well-functioning system, it will be a significant impediment to student success which is the metric that the State and Federal governments are planning to use to allocate future funding. The current emphasis that the district has placed on improving the Enrollment Management system and processes is reflected in the current BCC Strategic Priorities document as Strategic Priority #1, Goal #1, activities 1 and 2. Rectifying current problems in Enrollment Management will significantly improve our Student Success statistics and will dramatically impact our public image and reputation.

7. Continuing Education/Professional Development

A. **What continuing education and/or professional development activities have program/unit members attended during the current cycle?**

The educational conferences and workshops that the Director has attended include: 1) The Community College Public Relations Organization (CCPRO)'s Annual Conference and Pre-conference workshop on Leadership Training in San Diego, CA (04/22/15 – 04/24/15); 2) "An Enrollment Management Workshop for District Teams" at Riverside City College hosted by the State Chancellor's Office (CCCCO) and the Association of Chief Business Officials (ACBO); and 3) The CASE Conference for Community College Advancement in Anaheim, CA (10/01/15 – 10/03/15). In addition, the Director has also participated in

online training from: 1) FEMA's Emergency Management Institute regarding the NIMS Public Information Systems; and 2) The CA Dept. of Education's Mandated Reporter Educators Training.

B. How did this benefit your department and the College?

The benefits of the educational conferences and workshops have been substantial because they have been focused on the best practices for Community Colleges in: 1) Public Relations; 2) Enrollment Management; and 3) College Advancement (Alumni Relations and Fundraising). The Director is a professional communicator/marketer, but the trends and new developments in these subjects are continually evolving, so attendance at these educational events is important to keep the department up-to-date and aware of the trends and technology available. For example, at the CCPRO conference the Director was able to attend workshops that examined case studies of organizations that have had to respond to extreme public criticism of their programs and/or practices. It was helpful to learn the strategies that were developed and the tools used to get the true story out to the public. At the Enrollment Management workshop the Director learned about the important role of Marketing and P.R. and how it relates to successful Enrollment Management. Current successful methods of student recruitment were shared during the workshop that will influence the way that BCC will recruit students in the future. At the CASE conference current strategies for engaging alumni were explored using Social Media (LinkedIn, Facebook, and Instagram). Another session went through all of the steps/phases of an alumni location/identification campaign by the Victor Valley Community College District which illustrated both positive approaches and negative pitfalls that they encountered in securing valid names and contact information. This will be helpful in BCC's alumni engagement strategy/planning. In addition to lessons learned, the Director made several "mentoring" connections with other Directors at Community Colleges that will facilitate collaboration and make available a library of communication resources and tools that should accelerate the progress of BCC's Public Relations and Marketing.

C. What are the plans for continuing education and/or professional development in the upcoming cycle?

Plans for continuing education/professional development in the PIO will be for the Director to attend at least two job-relevant conferences per year.

8. Prior Goals/Objectives

Briefly summarize the progress your program/unit has made in meeting the goals and objectives identified in the most recent Program Review or Annual Update. *(Include measurements of progress or assessment methods.)*

If the department does not have prior goals and objectives, please explain.

This is the first Program Review that the PIO has participated in, and therefore there are no prior Program Review goals and objectives.

9. Goals/Objectives/Actions (ACTION PLAN)

A. GOALS: Formulate Goals to maintain or enhance unit strengths, or to address identified weaknesses.

B. ALIGNMENT: Indicate how each Goal is aligned with the College's Strategic Priorities.

C. OBJECTIVES: Define Objectives for reaching each Goal.

D. ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE: Create a coherent set of specific steps (Actions/Tasks) that must be taken to achieve each Objective.

E. OUTCOMES: State intended Outcomes and list appropriate measures and assessment methods for each Outcome.

F. ADDITIONAL INFORMATION: This provides space for the additional communication of information necessary to further "close the loop" on the goal or action plan, as it relates to Institutional Planning. This may include references to other institutional documents, such as governing or compliance documents (i.e. Board Policy, Administrative Procedures, Title V), institutional planning documents (i.e. Strategic Plan, Educational Master Plan, Facilities Plan, Technology Plan), or Board, Presidential, Supervisory or Departmental recommendations or goals, etc. (See Handbook for additional examples.)

Complete the following table with your Program's **ACTION PLAN**, which must include a **minimum of 3 goals**:

ACTION PLAN				
GOAL	ALIGNMENT WITH BCC STRATEGIC PRIORITIES	OBJECTIVE	ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE	OUTCOMES, MEASURES, and ASSESSMENT
#1 Discover the public perception of Barstow Community College and measure changes in the public perception over time.	*List all that apply: Priority 2 & 5*	#1 To identify and list the key indicators of the community perception of BCC	Survey college staff, faculty, administrators, and board members to discover what the key indicators of community perception are according to the college Survey BCC district residents to discover what the key indicators of community perception are according to the BCC district residents Compare surveys, list, and prioritize key indicators that will be measured in a randomized BCC district survey	Present the list of key indicators of the community perception of BCC to the BCC Cabinet
		#2 To establish a benchmark that identifies the current perception of BCC in the BCC district	Conduct a randomized BCC district survey used to ascertain the current public perception of BCC Use the results of the randomized BCC district survey as the benchmark metric(s) to indicate the current public perception of BCC	Present the results of the initial survey to access the community perception of BCC to the BCC Managers and Cabinet
		#3 To measure the changes to the perception of BCC in the BCC district over time	Conduct a randomized BCC district survey used to ascertain the current public	Compare results of initial navigation/menus benchmarks to user tests of

ACTION PLAN				
GOAL	**ALIGNMENT WITH BCC STRATEGIC PRIORITIES**	**OBJECTIVE**	**ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE**	**OUTCOMES, MEASURES, and ASSESSMENT**
			perception of BCC at the end of the first year Use the results of the end of year randomized BCC district survey as the new metric(s) to indicate the changes in public perception of BCC	newly designed navigation tabs and menus. Present the results of the comparison of the initial survey to the end of year survey to the BCC Managers and Cabinet
	Additional Information:			
#2 To improve the navigability and organization of the BCC website.	*List all that apply: Priority 2 & 5*	**#1** To create a comprehensive list of all BCC website pages, and missing but needed pages	Identify and name/title all website pages needed to fulfill legal requirements, and the needs of all college departments	Compare starting list with newly created list Have all department managers approve final page list at a BCC Management meeting
		#2 To position all BCC website pages within 3 clicks of the Home Page (as indicated by industry standards)	Create a new Site Map	Have the site map approved by the BCC Cabinet
		#3 To provide users with a more intuitive menu system that makes finding information on the BCC website much easier	Test current navigation menus with user groups to identify challenges with	Compare results of initial navigation/menus benchmarks to user tests of newly designed navigation tabs and menus. Compare the list of pages with the site map, and final navigation/menus of the website, to ensure that the

ACTION PLAN				
GOAL	ALIGNMENT WITH BCC STRATEGIC PRIORITIES	OBJECTIVE	ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE	OUTCOMES, MEASURES, and ASSESSMENT
			current navigation/menus and establish a benchmark Design new navigation Tabs and Menus Test navigation menus with user groups to assure better navigability Build the new navigation tabs and menus into the BCC website	implementation matches the planning.
	Additional Information:			
#3	To add a calendaring tool to the BCC website that would allow more public access to the different events and activities on campus	*List all that apply: Priority 2 & 5*	#1 To research calendaring platforms available that could be integrated into the BCC website	Compare the features and benefits of at least 3 calendaring platforms that could be integrated into the BCC website	A report that lists the features and benefits of at least 3 calendaring platforms to be presented at a BCC Management meeting
			#2 To select a calendaring platform that best suits the college's needs and budget	Recommend for purchase the calendaring platform selected as a result of the research	The submission of a requisition to purchase the calendaring platform to the Superintendent/President
			#3 To implement the calendaring platform on the BCC website to facilitate student and public access to the college calendar of events and activities	Add the calendaring platform to the BCC website Train BCC Managers to use the calendaring platform to input events and activities Create instructions document that outlines the proper use of the calendar	The successful launch of the calendaring platform on the BCC website The completion of a training session for BCC Managers and distribution of supporting documentation

ACTION PLAN				
GOAL		ALIGNMENT WITH BCC STRATEGIC PRIORITIES	OBJECTIVE	ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE	OUTCOMES, MEASURES, and ASSESSMENT
	Additional Information:				
#4	To produce two college-wide publications. The Career Focus Magazine, and the Annual Report (July 2015 – June 2016)	*List all that apply: Priority 2*	#1 Career Focus Magazine - To promote the college and its programs to district residents	Outline the document Assign topics to writers Write specific articles Edit articles and charts Contract printing Contract mailing	Magazine delivered to at least 90% of district households prior to Fall registration
			#2 BCC Annual Report - To publicize the significant accomplishments of the college during the academic year to district constituents, and state and federal education leadership	Outline the document Assign topics to writers Write specific articles Edit articles and charts Contract printing Contract mailing	Annual Report delivered to education, government, and business leaders in the District, Region and State, as directed by the Superintendent/President
	Additional Information:				
#5	To create an Emergency Communications plan for the BCC District	*List all that apply: Priority 4*	#1 To coordinate emergency communications with other PIOs and CEOs/Incident Managers	Organize a network of local Public Agencies/PIOs that meet bi-annually to discuss & create plans for emergency communications Create a communications chart/tree with contact information for Agency	Meeting of Local/District PIOs held once every 6 months Distribution of communications chart to Local/District PIOs and CEOs/Incident Managers

ACTION PLAN				
GOAL	ALIGNMENT WITH BCC STRATEGIC PRIORITIES	OBJECTIVE	ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE	OUTCOMES, MEASURES, and ASSESSMENT
			PIOs and CEOs/Incident Managers	
		#2 To facilitate district wide communications during emergencies and preparedness drills	Promote the Viking Alert system to potential users Create a library of Emergency Alert Messages for the Viking Alert system Assemble a Go-Box of portable communications tools that could be used in an emergency	Compare original # of Viking Alert users to end of the year Viking Alert users and report to the Superintendent/President Enter at least 10 Emergency Alert Messages in the Viking Alert system Keep the Go-Box in the PIO Office, and list additional tools needed to complete
		#3 To provide a point-of-contact for the news media	Create a communications chart/tree with contact information for news media reporters and editors	Send a test email to contact list once every six months
	Additional Information:			

10. Resources Required

List all significant resources needed to achieve the objectives shown in the table above, including personnel, training, technology, information, equipment, supplies, and space. Every request for additional resources must support at least one objective.

Also list any resources required to implement planned improvements noted in 3.A.3)c.

IMPORTANT: A BUDGET ALLOCATION PROPOSAL must be completed and submitted for **EACH** new resource requested. *(Click the link to access the form.)*

Goal #	Objective #	Resource Required	Estimated Cost	BAP Required? Yes or No	If No, indicate funding source
1	1,2, & 3	Access to BCC account of Survey Monkey	N/A	No	Existing in other departments
2	3	Web Technical Specialist	$35,000	No	Transferring Technician from DE department (50%)
3	3	Increase PIO Secretary to full time, & Calendaring Platform (software)	$18,000 + $15,000	Yes	
5	2	Go-Box Equipment	$3,000	Yes	

Annual Update #1	Academic Year:

1. Progress on Service Area/Administrative Unit Outcomes (SAOs/AUOs) *(from #3A of full PR)*

A) List the Service Area Outcomes (SAOs) or Administrative Unit Outcomes (AUOs) for your unit:

B) Summarize the progress your unit has made on SAO/AUO measures since the last program review:

C) Describe any improvements made by your unit as a result of the outcomes assessment process:

1. What did you learn from your evaluation of these measures?

2. What improvements have you implemented as a result of your analysis of these measures?

3. What improvements do you plan* to implement as a result of your analysis of these measures?
(*List any resources required for planned implementation in #3: Resources.)

2. GOALS AND OBJECTIVES *(Taken From #9--Action Plan--of FULL Program Review)*

	GOAL		OBJECTIVE	ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE	OUTCOMES, MEASURES, and ASSESSMENT
#1	To improve the navigability and organization of the BCC website.	#1		Create a new Site Map	Have all department managers approve final page list at management meeting
		#2	To position all BCC website pages within 3 clicks of the Home Page (as indicated by industry standards)		Have the site map approved by the BCC Cabinet
		#3	To provide users with a more intuitive menu system that makes finding information on the BCC website much easier		

Goal #1 Annual Update: (Assess progress made toward goal attainment)

(Type the update for Goal #1 in this box)

	GOAL		OBJECTIVE	ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE	OUTCOMES, MEASURES, and ASSESSMENT
#2	Build an Emergency Go Box	#1			
		#2		Set up set of Viking Alert emergency messages	Have the site map approved by the BCC Cabinet
		#3			

Goal #2 Annual Update: (Assess progress made toward goal attainment)
(Type the update for Goal #2 in this box)

	GOAL	OBJECTIVE		ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE	OUTCOMES, MEASURES, and ASSESSMENT
#3	To produce two annual publications each year. The Annual Report in May, and the Career Focus Magazine (or its equivalent) in July.	#1			
		#2			
		#3			

Goal #3 Annual Update: (Assess progress made toward goal attainment)
(Type the update for Goal #3 in this box)

3. Resources Required

List all significant resources needed to achieve the objectives shown in your action plan, including personnel, training, technology, information, equipment, supplies, and space. Every request for additional resources must support at least one objective.

Also list any resources required to implement planned improvements.

IMPORTANT: A **BUDGET ALLOCATION PROPOSAL** must be completed and submitted for **EACH** new resource requested.

Goal #	Objective #	Resource Required	Estimated Cost	BAP Required? Yes or No	If No, indicate funding source

Annual Update #2	Academic Year:	

1. Progress on Service Area/Administrative Unit Outcomes (SAOs/AUOs) (from #3A of full PR)

A) List the Service Area Outcomes (SAOs) or Administrative Unit Outcomes (AUOs) for your unit:

B) Summarize the progress your unit has made on SAO/AUO measures since the last program review:

C) Describe any improvements made by your unit as a result of the outcomes assessment process:

1. What did you learn from your evaluation of these measures?

2. What improvements have you implemented as a result of your analysis of these measures?

3. What improvements do you plan* to implement as a result of your analysis of these measures?
(*List any resources required for planned implementation in #3: Resources.)

2. GOALS AND OBJECTIVES (Taken From #9--Action Plan--of FULL Program Review)

	GOAL		OBJECTIVE	ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE	OUTCOMES, MEASURES, and ASSESSMENT
#1	To improve the navigability and organization of the BCC website.	**#1**		Create a new Site Map	Have all department managers approve final page list at management meeting
		#2	To position all BCC website pages within 3 clicks of the Home Page (as indicated by industry standards)		Have the site map approved by the BCC Cabinet
		#3	To provide users with a more intuitive menu system that makes finding information on the BCC website much easier		

Goal #1 Annual Update: (Assess progress made toward goal attainment)

(Type the update for Goal #1 in this box)

	GOAL		OBJECTIVE	ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE	OUTCOMES, MEASURES, and ASSESSMENT
#2	Build an Emergency Go Box	**#1**			
		#2		Set up set of Viking Alert emergency messages	Have the site map approved by the BCC Cabinet
		#3			

Goal #2 Annual Update: (Assess progress made toward goal attainment)
(Type the update for Goal #2 in this box)

	GOAL	OBJECTIVE	ACTIONS/TASKS REQUIRED TO ACHIEVE OBJECTIVE	OUTCOMES, MEASURES, and ASSESSMENT
#3	To produce two annual publications each year. The Annual Report in May, and the Career Focus Magazine (or its equivalent) in July.	#1		
		#2		
		#3		

Goal #3 Annual Update: (Assess progress made toward goal attainment)
(Type the update for Goal #3 in this box)

3. Resources Required

List all significant resources needed to achieve the objectives shown in your action plan, including personnel, training, technology, information, equipment, supplies, and space. Every request for additional resources must support at least one objective.

Also list any resources required to implement planned improvements.

IMPORTANT: A BUDGET ALLOCATION PROPOSAL must be completed and submitted for EACH new resource requested.

Goal #	Objective #	Resource Required	Estimated Cost	BAP Required? Yes or No	If No, indicate funding source