

Brevard Public Schools

FIRST In FLORIDA

**Strategic Plan
2004-2005**

The Division of Research & Special Services



VISION

By 2006, Brevard County School District will be first in student achievement in Florida.

MISSION

Our mission is to serve every student with excellence as the standard.

ORGANIZATIONAL VALUES

- We make decisions based on what is in the best interest of all **students**.
- We uphold **honesty** and **integrity** as our guiding principles.
- We treat one another with **respect**.
- We set **high expectations** and demand quality performance.
- We take **responsibility** for our actions and are **accountable** for the results.
- We foster a **safe**, accessible, and healthy environment.
- We value **diversity** and the strength of individual differences.
- We provide a positive, caring, and supportive **climate**.
- We work as a **team** to accomplish our mission.

GOALS

By 2006, Brevard County School District will have:

- Safe, violence-free schools.
- Enhanced curricular and instructional opportunities.
- A high quality workforce.
- The highest levels of community and parent involvement.
- Adequate and appropriate educational facilities.



GOAL: By 2006, Brevard County School District will have safe, violence-free schools.

School safety has increasingly become a major concern throughout the country. Nationwide, 160,000 students are afraid to go to school. Although major safety and security incidents have been minimal in Brevard Public Schools, the focus of our district continues to be on providing a safe and disciplined learning environment for students and staff that is free of violence, weapons, hazards, vandalism, and substance abuse.

OBJECTIVES

- A. Conduct an annual comprehensive safety and security audit in every school.**
- B. Implement district-designated safety and security programs including peer mediation, character education, anti-bullying, and student-led anti-violence groups.**
- C. Annually review and update school safety plans in accordance with the safe school standards.**
- D. Develop a “Mentors for Violence Prevention” (MVP) program with local police, fire, and rescue personnel, for the purpose of developing student responsibility and leadership skills by 2004-2005.**
- E. Adopt a cooperative agreement between local law enforcement agencies and the schools located within their jurisdiction for the purpose of information sharing and cooperative response to child-luring incidents.**
- F. Achieve a 95% student attendance rate in every school for the 2004 – 2005 school year.**
- G. Conduct annual training for district personnel and administrators for hurricane/disaster planning and shelter activation.**
- H. Implement the concession upgrade plan in the timeline presented by the Public Health Department.**





GOAL: By 2006, Brevard County School District will have enhanced curricular and instructional opportunities for all students.

Brevard students have performed well over the past several years on all major assessments, increasing achievement scores and continuing to perform at a level higher than state and national peers. In the first two years of state-awarded school grades, Brevard ranked ninth in the state grading system. Florida Comprehensive Assessment Test (FCAT) results placed Brevard among the top ten districts in the state. The focus of the district is to increase student achievement by reducing overcrowded classrooms and expanding curriculum opportunities for all students.

OBJECTIVES

- A. Implement a **comprehensive remediation program** for every student scoring at Levels I and II on FCAT reading or math annually, and decrease by 25% the achievement gap between minority and majority students on FCAT reading and math by 2005-2006.
- B. Provide a **student to computer equity ratio** of a minimum of 5:1 in all sites by 2005-2006.
- C. Implement district standards to measure **student proficiency in technology** by 2004-2005.
- D. Implement a comprehensive developmental guidance plan for all schools that includes a **guidance counselor to student ratio** of 1:350 in high schools by 2007-2008, a 1:425 ratio in middle schools by 2007-2008, and a 1:500 ratio in elementary schools by 2007-2008.
- E. Expand **opportunities for students to participate in the arts**, including a strings program at every school, and including schools with specialized focus on the arts by 2005-2006.
- F. Promote the expansion of educational **opportunities for four-year olds** by attaining the National Association for the Education of Young Children (NAEYC) accreditation for every program by 2005-2006.
- G. Establish a high quality **science program** in every school, and a high quality **science research program** in every secondary school by 2006-2007.



- H. Implement a **Spanish language program in elementary schools**, beginning 2003-2004, so that all students may be fluent in Spanish by 2012-2013.
- I. Implement a **comprehensive health and fitness plan** for students in grades K-12 by 2004-2005.
- J. Expand program offerings of the **CHOICE program** including TV Production and Digital Media and provide a comprehensive selection of vocational/technical programs for all high school students.
- K. Implement **Performance-Based Diploma Programs** to include one for each identified high school by the year 2005-2006, to increase the graduation rate district-wide 5% by 2005-2006.
- L. Implement a **high quality program of early childhood education** for all four-year old children in 100% of the district's elementary Title I schools by 2006-2007.
- M. Implement a **comprehensive industry-certification program for applied technology programs** in grades 9-12 by 2004-2005.
- N. **Increase reading and math scores by 5% annually for students with disabilities** as measured by FCAT or Florida Alternative Assessment Report beginning in 2004-2005.
- O. Provide all teachers annually with a **diagnostic FCAT profile for each student in their classes**.
- P. Enhance instructional **programming opportunities for academically-talented students** at all levels and increase the number of students district-wide scoring at level IV and V on the FCAT by 2005-2006.
- Q. Implement a **summer school reading and math program for all below grade level students** in grades K-2 and for all level I and II students in grades 3-10.
- R. **Every school will achieve an A** in either the 2004-2005 school year or 2005-2006 school year.
- S. **Increase inclusion opportunities** for exceptional education students.
- T. Every school will **score at or above the state average in FCAT science** (at grades 5, 8, &10) by 2004-2005.
- U. Every middle school will **increase FCAT reading and math scores** in 2004-2005.



- V. Achieve a **charter district status** by June 2006.
- W. **Increase summer school opportunities** for students currently at or above grade level.
- X. Develop a series of **comparative measurements on a national scope** by June 2005.
- Y. Increase all schools to 4.0 or better average on the composite **FCAT Writing Plus** by 2005-2006.
- Z. Determine **essential components of curriculum**, align to the Sunshine State Standards (SSS), and establish priorities for instructional time.
- aa. Review the district's **Human Sexuality and Drug Prevention curriculum** to determine if there is a need for curriculum revision by 2004-2005.



GOAL: By 2006, Brevard County School District will have managed the projected workforce shortages by recruiting, employing, and retaining high quality employees.

Currently, 8,500 Brevard Public School employees work together to support our mission. The district faces critical workforce shortages in the next five years in all areas. By 2006, over 1,500 employees will leave, creating job vacancies for support, teacher, and leadership employees.

OBJECTIVES

- A. Establish **compensation and benefits** at competitive market levels to attract and retain a quality workforce by 2005-2006.
- B. Annually provide an **alternative certification program** for teachers.
- C. Implement fully **automated Human Resource functions** by 2005-2006.
- D. Develop and implement an **employee Wellness Program** by 2004-2005.
- E. Use a three-level **technology** proficiency standard to indicate that every



teacher is at **Level II** (Intermediate) at the start of 2005-2006.

- F. Implement an enhanced support program that will increase to 10% the number of **National Board Certified Teachers** by 2005-2006.
- G. Implement an enhanced **minority recruitment and retention program** by 2004-2005.
- H. Implement a **problem-solving/decision making model** for leadership team members by 2002, instructional and support employees by 2003-2004, and for students by 2005-2006.
- I. Increase **expenditures for professional development** from .52 percent of the budget to 1.5 percent of the budget by 2005-2006.
- J. **Develop and implement a** standardized orientation program for all new employees **by 2004-2005**.
- K. Develop and implement a **staff development initiative** that focuses on and integrates best teaching practices and methodology by 2004-2005.
- L. Implement a **paperwork reduction initiative** for instructional staff by June 2004.
- M. Develop and implement a training program for all employees related to **organizational values and a code of ethics** by 2004-2005.
- N. Conduct an **organizational review and analysis** of the Division of Education Technology by September 2004.
- O. Develop and implement a **leadership development program** for non-instructional personnel during 2004-2005.
- P. Implement a **tuition reimbursement program** for employees by 2004-2005.



GOAL: By 2006, Brevard County School District will have the highest levels of community and parent involvement.

Increased parental and community involvement results in higher student attendance and test scores. Currently, our schools communicate through teacher conferences, school



newsletters, the Mark of Excellence publication, the school district website, televised School Board meetings, and other media. A variety of additional formats need to be provided to interactively communicate with parents and the community to maximize involvement.

OBJECTIVES

- A. Continue ongoing **support programs** for parent organizations and/or booster clubs in every school by 2003-2004.
- B. Conduct annual **parent workshops** district-wide and by area (I-IV) to provide information and to enhance opportunities for parents/families to learn ways they can support their children's academic progress.
- C. Meet the **Five Star School guidelines** as determined by the Commissioner's Community Involvement Council in all schools annually.
- D. Implement a **mentoring program** for students in every school by 2004-2005.
- E. Develop **business partnerships** with clear educational goals in every school by 2005-2006.
- F. Establish district **standards for all school newsletters, school calendars, school year books, and school websites** to enhance publications with parents by 2005-2006.
- G. Promote the **utilization of school and district facilities** for community activities annually.
- H. Implement **parent-teacher communication software** via the Internet for attendance, grades, and homework by 2004-2005.
- I. Implement regular **meetings with the superintendent, staff, and community groups** (i.e., realtors, chambers, clergy, etc.) by 2005-2006.
- J. Implement a plan annually to **increase senior citizen involvement**.
- K. Implement a comprehensive program for the **School Board's public television channel** by 2004-2005.
- L. Develop and implement a plan to clearly and consistently **communicate and publicize district policies** of special significance to students and their families (e.g.: promotion, retention, waiver of retention for good cause, attendance policies).



- M. Create and implement a **legislative action plan** to address the need for additional financial resources for the district.
- N. Attain **1.1 million adult, senior, and youth volunteer hours** annually by 2005-2006 school year.
- O. Initiate the completion of a study by March 2005 to determine the feasibility of implementing a **revised budgeting process** for the development of the 2005-2006 budget.
- P. Develop a plan to implement a **paperless Board Meeting system** by June 2005.
- Q. Decrease the level of paperwork in the district by implementing a **paperless communication system** by 2004-2005.



GOAL: By 2006, Brevard County School District will have adequate and appropriate educational facilities to accommodate projected student membership and program offerings.

The School System operates and maintains 82 schools and 17 special centers, in approximately 10,032,072 sq. ft. of permanent building space. Facility improvements must be made to extend the useful life of our existing buildings. Building additions/possible new schools are required to eliminate the use of relocatable classrooms.

OBJECTIVES

- A. Replace 75% of the existing **relocatable** classroom **inventory** with permanent building additions and/or new schools by 2009-2010.
- B. Reduce student populations at schools that are 20% over **permanent building capacity**, and maintain all schools as close to 100% of permanent capacity without compromising program by 2009-2010.
- C. Reduce the size of the high schools and balance the middle and elementary schools to meet **enrollment projections** by 2009-2010.



- D. Extend the useful life and upgrade **safety/security systems** of existing facilities through the annual allocation of 35% of the capital budget for the next five years (current 35% of the capital budget is 18.5 million).
- E. Designate facilities to accommodate additional **Millennium Schools of Choice**: Fine Arts by 2002-2003; Science by 2004-2005; International Studies by 2004-2005.
- F. Develop a five-year plan that is annually revised for the construction of facilities to accommodate **student growth** and membership demographic changes.
- G. Replace the aging **telephone and infrastructure systems** to support wireless, voice, data, and video applications district-wide by 2010.
- H. Expand **media distribution capabilities** to every school by 2005-2006.
- I. Upgrade existing secondary school facilities to accommodate current and proposed **science programs** by 2009-2010.
- J. Participate in the development and support of a **countywide growth management plan** that affects school overcrowding by 2003-2004.
- K. Conduct a feasibility study by June 2005 that would consider the **centralization and standardization of technology purchases** over the next five years.
- L. Develop a **5-year Land Acquisition Plan** for the construction of new schools in areas where enrollment projections show a need for new schools, including both the purchase and the developer donation of school sites by June 2005.
- M. Develop a study to determine the need for the procurement of **security and building intrusion systems** district-wide by June 2005.

