

Brevard Public Schools

FIRST In FLORIDA

Strategic Plan 2005-2006

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.
- New * I. Convene a committee to examine all major safety and security issues at the school level, including but not limited to, child luring, fingerprinting, sexual predator and offender issues, bicycle safety, traumatic incident response, and minimizing the number of bomb threats.
- New J. Develop and implement a 5 Star Comprehensive Review for Safety and Security to be conducted in the 2006-2007 school year.

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 **K – 12 comprehensive improvement program** for every student scoring below grade level 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 by offering schools with specialized focus on the arts, including magnet schools and the Cocoa High Performing Arts Program 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 by 2009-2010.
- * M. Implement a **comprehensive industry-certification program for applied technology programs** in grades 9-12 by 2008-2009.
- 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 by conducting a self-assessment at the district level and at each school by 2006-2007 (Best Practices for Inclusive Education).
- T. Every school will **score at or above the state average in FCAT science** (at grades 5,8, &11) 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 2007.
- 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.
- New bb. All secondary schools will engage in a comprehensive review during the 2005-2007 time frame to **create individual secondary schools of national prominence** by 2010-2011.
- New cc. To **enhance the rigor and relevance of the secondary school curriculum** and to support the completion of comprehensive individualized programs of study for students, provide secondary school students increased opportunities to enroll in additional for credit courses by 2008-2009.
- New * dd. Increase instructional opportunities for secondary students through the addition of the **7 period day or block scheduling** by 2008-2009.
- New ee. Review the **current procedures and policies of the Expulsion Alternative Programs** and the preventative measures for sending students to such programs by 2005-06.

**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 2005-2006.

- E. Use a three-level **technology** proficiency standard to indicate that every teacher is at **Level II** (Intermediate) at the end 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 2005-2006.
- H. Increase **expenditures for professional development** from .52 percent of the budget to 1.5 percent of the budget by 2005-2006.
- I. **Develop and implement** a standardized orientation program for all new employees by **2005-2006**.
- J. Develop and implement a training program for all employees related to **organizational values and a code of ethics** by 2005-2006.
- K. Develop and implement a **leadership development program** for non-instructional personnel during 2005-2006.
- L. Implement a **tuition reimbursement program** for employees by 2005-2006.
- New M. **Review Brevard's system of professional development** as it relates to core offerings, delivery systems, state protocol, and national standards by 2006-2007.
- New N. Develop, implement, and evaluate a **model program for delivery of staff development** using distance learning by 2006-2007.
- New * O. *Promote a high quality and diverse workforce by contracting with one or more mentors to aid in the recruitment, retention, and promotion of minorities into leadership and professional positions.*
- New P. **Explore merits of a differential pay scale for teachers** based on supply and high need areas by 2006-2007.

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 annual ongoing **support programs** for parent organizations and/or booster clubs in every school.
- 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 2005-2006.
- 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. Implement **parent-teacher communication software** via the Internet for attendance, grades, and homework by 2005-2006.
- H. Implement regular **meetings with the superintendent, staff, and community groups** (i.e., realtors, chambers, clergy, etc.) by 2005-2006.
- I. **Implement a plan annually to increase senior citizen involvement.**
- J. 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).
- K. Promote a **legislative action plan** to address the need for additional financial resources for the district.

- L. Attain 1.1 million adult, senior, and youth volunteer hours annually by 2005-2006 school year.
- M. 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.
- N. Develop a plan to implement a paperless Board Meeting system by June 2005.
- O. Decrease the level of paperwork in the district by implementing a paperless communication system, which includes the implementation of an electronic forms management system by 2005-2006.

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. Reduce utilization of relocatable classrooms to 5% of membership.
- B. Construct new schools and permanent building additions and reduce school membership to 120% of permanent capacity.
- C. Conduct a feasibility study by June 2006 that would consider the centralization and standardization of technology purchases over the next five years.
- D. 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 provided school sites by January 2006.

- E. Develop a study to determine the need for the procurement of **security and building intrusion systems** district-wide by January 1 2006.
- New
* F. Implement a communication plan to consistently inform the community of district progress for the implementation of the 7-Year Facility Improvement Plan.





NONDISCRIMINATION NOTICE

It is the policy of the School Board of Brevard County to offer the opportunity to all **students** to participate in appropriate programs and activities without regard to race, color, gender, religion, national origin, disability, marital status, or age, except as otherwise provided by Federal law or by Florida state law.

A **student** having a grievance concerning discrimination may contact:

Dr. Richard A. DiPatri
Superintendent
Brevard Public Schools

Ms. Brenda Blackburn
Associate Superintendent,
Division of Curriculum
and Instruction
Equity Coordinator

Dr. Walter Christy, Director
Secondary Education

Ms. Eva Lewis, Director
ESE Program Support Services
ADA/Section 504 Coordinator

School Board of Brevard County
2700 Judge Fran Jamieson Way
Viera, Florida 32940-6699
(321) 633-1000

It is the policy of the School Board of Brevard County not to discriminate against **employees** or **applicants** for employment on the basis of race, color, religion, sex, national origin, participation and membership in professional or political organizations, marital status, age, or disability. Sexual harassment is a form of employee misconduct, which undermines the integrity of the employment relationship, and is prohibited. This policy shall apply to recruitment, employment, transfers, compensation, and other terms and conditions of employment.

An **employee** or **applicant** having a grievance concerning employment may contact:

Ms. Bonnie L. Mozingo, Director
Office of
Compensation & Benefits

Ms. Joy Salamone, Director
Human Resources Services
and Labor Relations

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2700 Judge Fran Jamieson Way
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