

# 2006-2007 BPS STRATEGIC PLAN



Updated March 2007

# Brevard Public School's

## VISION

Brevard Public Schools will be first in student achievement in the state of Florida.

## MISSION

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.

## BOARD OF EDUCATION

### Superintendent

Dr. Richard A. DiPatri

### District 1

Mr. Robert Jordan  
*Chairman*

### District 2

Mrs. Barbara Murray

### District 3

Mrs. Amy Kneessy

### District 4

Mr. Larry E. Hughes

### District 5

Mrs. Janice Kershaw  
*Vice-Chairman*

# Planning for Brevard's Future...

Brevard Public Schools strategic planning process has evolved over the past several years and, in many ways, is still in the developmental stages. The current process involves ten (10) steps (Figure 1.1). The Leadership Team begins by analyzing data from key stakeholders as well as reviewing the district's previous year strategic plan using data from a variety of formal and informal sources. The data includes:

- FCAT results in reading, mathematics, science, and writing
- Input from community, faculty, and staff members related to areas of priority
- An assessment of the previous years' planning activities
- Review of the formal district-wide surveys
- Other relevant information

From this information, the Leadership Team identifies each of the district's previous year strategic plan objectives as completed, completed and ongoing, in progress, or not initiated. This final disposition of the previous year's strategic plan objectives is presented to the superintendent and school board members in the month of June.

The Leadership Team then begins the process for developing a revised strategic plan for the upcoming school year. During the months of June and July, proposed strategic plan objectives are identified based on the alignment of present practices with the vision, mission, and guiding principles of the district.

Figure 1.1  
**Ten-Step First in Florida Strategic Planning Process**

Develop Strategic Goals and Objectives	1. Conduct SWOT Analysis with Key Stakeholder Input	MAR
	2. Prioritize Issues and Opportunities and Conduct Board Workshop	APRIL
	3. Confirm Mission, Vision, and Values	
	4. Review Current Goals and Objectives Relative to New Information	JUNE
	5. Define Goals, Objectives, Goal Keepers, Preliminary Targets, and Comparatives	
Deploy Strategic Goals and Objectives and Develop Action Plans	6. Align Schools and Support Departments; Develop Action Plans – Curriculum Plan – Facility Plan – HR Plan – School Improvement Plans	JULY
	7. Communicate Preliminary Strategic Plan to Board to identify Board priorities; Adopt the Strategic Plan (without Board Priorities)	AUGUST
	8. Conduct Board Workshop to Reach Consensus on Priorities for School Year; Adopt the Strategic Plan with Board Priorities	SEPT
Execute	9. Adopt School Improvement Plans	OCT
	10. Document Lessons Learned; Evaluate and Improve Strategic Planning Process	NOV

The proposed objectives are then presented to the school board members who discuss and revise the new and existing objectives during the months of July and August. Once these strategic plan objectives have been finalized, the School Board identifies a list of priority objectives for the upcoming school year. The finalized strategic plan and priorities are then formally approved by the School Board during the month of September.

During July - September, the strategic plan is also presented to the school district's administration who then works within their individual schools to incorporate the objectives into their school improvement plans. In addition to this school level implementation, the Leadership Team begins to establish a set of action plans to implement each strategic plan objective throughout the year. These action plans are intended to be specific so that they can measure, over time, the effectiveness of the strategic plan objective. By monitoring these action plans, the Leadership Team will determine if the anticipated future environment of the district is actually developing. Then, they will adjust Brevard Public Schools' strategic direction accordingly.

**Brevard Public Schools  
2006-2007 Strategic Plan**

***Our mission is to  
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1. Safe, Violence-Free Schools
2. Enhanced Curricular and Instructional Opportunities for All Students
3. Manage the Projected Workforce Shortages by Recruiting, Employing, and Retaining High Quality Employees
4. Highest Levels of Community and Parent Improvement
5. Adequate and Appropriate Educational Facilities to Accommodate Projected Student Membership and Program Offerings

## **Goal 1 Safe, Violence Free Schools**

### **STRATEGIES**

- 1.1.1** Finalize and implement an annual comprehensive safety and security audit in every school.
- 1.1.2** Review and update school safety plans in accordance with the safe school standards.
- 1.1.3** Conduct training for district personnel and administrators for hurricane/disaster planning and shelter activation at leadership team meetings.
- 1.1.4** 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.
- 1.1.5** Develop and implement a 5 Star Comprehensive Review for Safety and Security.
- 1.1.6** Implement a special security review for each before and after care program.

**Implement Safe School Plans  
Objective 1.1**

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## **Goal 2 Enhanced Curricular Opportunities**

### **STRATEGIES**

- 2.1.1** Implement a K – 12 comprehensive improvement program for every student scoring below grade level and decrease the achievement gap between minority and majority students on FCAT reading and math.
- 2.1.2** Increase FCAT reading, math, science, and writing scale scores in every middle school.
- 2.1.3** Improve the third grade FCAT scale scores to rank in the top five districts in the state.
- 2.1.4** Improve the mean scale score and composite essay score on the FCAT Writing Plus at all schools.
- 2.1.5** Obtain adequate yearly progress based on NCLB standards at the school and district level.
- 2.1.6** Improve student attendance rate in every school.
- 2.1.7** Determine essential components of curriculum, align to the Sunshine State Standards (SSS), and establish priorities for instructional time.
- 2.1.8** Improve the FCAT science score at every school (at grades 5,8, &11).
- 2.1.9** Obtain high quality early childhood education programs by attaining the National Association for the Education of Young Children (NAEYC) accreditation for every Step Forward/VPK, Early Childhood Education/VPK, and Teenage Parents' Children Program in the district.
- 2.1.10** Provide a science classroom in every elementary school.

**Improve Student Learning  
Objective 2.1**

**Improve Student Learning**

**Objective 2.1**

- 2.1.11** Expand opportunities for students in all parts of Brevard County to earn high school credits in either the adult high school day program, or evening co-enrollee program.
- 2.1.12** Promote the inclusion of entrepreneur and financial literacy programs in the district curriculum.
- 2.1.13** Achieve the grade “A” in every school.
- 2.1.14** Lead the state in the percentage of district funds spent in the classroom.
- 2.1.15** Increase inclusion opportunities for exceptional education students by conducting and utilizing the results of a self-assessment at the district level and at each school (Best Practices for Inclusive Education).
- 2.1.16** Increase reading and math scores for students with disabilities as measured by FCAT or Florida Alternative Assessment Report.
- 2.1.17** Promote a legislation action plan to address the need for additional financial resources for the district.

**Secondary Schools of National Prominence**

**Objective 2.2**

- 2.2.1** Review the role of the school counselor and provide staffing resources that allow counselors to work to maximize the involvement of counselors with students and parents in the development and annual review of the individualized program of study for every rising seventh grade student.
- 2.2.2** Engage all secondary schools in a comprehensive review to create individual secondary schools of national prominence.
- 2.2.3** Update the Special Diploma Option to increase rigor and relevance for students with disabilities.
- 2.2.4** Implement a comprehensive career exploratory program for all middle school students.
- 2.2.5** Develop programs of study and expand career and technical education offerings to support student completion of three or more credits in a sequential program resulting in an industry credential.
- 2.2.6** Increase instructional opportunities for secondary students through the addition of the 7 period day or block scheduling.

**Increase Choice Opportunities**  
**Objective 2.3**

- 2.3.1** 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.
- 2.3.2** Review and expand course offerings to afford all secondary students the opportunity to participate in dance programs as part of the performance arts curriculum.
- 2.3.3** Increase the rigor and relevance of the secondary school experience by increasing requirements at each grade level and requiring participation in rigorous courses such as approved dual enrollment, Advanced Placement (AP), International Baccalaureate (IB), Advanced International Certificate of Education (AICE), approved honors courses or sequential career and technical education programs.

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## **Goal 3 Achieve High Quality Workforce**

### **STRATEGIES**

- 3.1.1** Participate in the APQC benchmarking project in the areas of recruiting, selecting, and hiring as well as the pilot professional development project.
- 3.1.2** Develop and implement a comprehensive system of professional development as it relates to the Florida Staff Development Evaluation Protocol, National Staff Development Council Standards, and recommendations resulting from participation in the American Productivity and Quality Center benchmarking process in the area of professional development.
- 3.1.3** Establish compensation and benefits at competitive market levels to attract and retain a quality workforce.
- 3.1.4** Explore merits of a differential pay scale for teachers based on supply and high need areas.
- 3.1.5** Provide an alternative certification program for teachers.
- 3.1.6** Increase the number of National Board Certified teachers.
- 3.1.7** Implement an enhanced minority recruitment and retention program.
- 3.1.8** Implement a standardized orientation program for all new employees.
- 3.1.9** Implement an employee tuition reimbursement program.

**Objective 3.1  
High Quality Teachers**

**Objective 3.2**  
**High Quality**  
**Leadership**

- 3.2.1** Implement a leadership development program for non-instructional personnel.
- 3.2.2** Implement a formal succession planning and management process.
- 3.2.3** Promote a high quality and diverse workforce by encouraging the recruitment, retention, and promotion of minorities into leadership and professional positions.

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## **Goal 4 Increase Community Involvement**

### **STRATEGIES**

**Objective 4.1  
Increase  
Volunteerism &  
Involvement**

**4.1.1** Implement a plan annually to increase senior citizen involvement.

**4.1.2** Increase adult, senior, and youth volunteer hours.

**Objective 4.2  
Implement Communication Plan**

**4.2.1** Establish district standards for all school newsletters, school calendars, school year books, and school websites to enhance publications with parents.

**4.2.2** Implement regular meetings with the superintendent, staff, and community groups (i.e., realtors, chambers, clergy, etc.).

**4.2.3** 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).

**4.2.4** Increase the amount of student and staff generated original programming on Brevard Public Schools Television (BPST).

**4.2.5** Implement a communication plan to consistently inform the community of district progress for the implementation of the 7-Year Facility Improvement Plan.

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## **Goal 5 Enhance District Facilities**

### **STRATEGIES**

- |  |                      |  |
|--|----------------------|--|
| <b>Increase Capacity Utilization</b>             | <b>Objective 5.1</b> | <b>5.1.1</b> Create adequate classroom space including relocatable classrooms to meet the requirements imposed by Class Size Reduction (CSR) and Growth Management (SB360) Legislation.                      |
|  |                      | <b>5.1.2</b> Construct new schools and permanent building additions and reduce school membership to 120% of permanent capacity.  |
|  |                      | <b>5.1.3</b> Identify and approve by the School Board all sites for the construction of new schools proposed in the District's 7-Year Facility Improvement Plan.   |
|  |                      | <b>5.1.4</b> Develop a study to determine the need for the procurement of security and building intrusion systems district-wide.   |
| <b>Enhancement of Facilities and Maintenance</b> | <b>Objective 5.2</b> | <b>5.2.1</b> Create and implement a scheduled Maintenance Improvement Plan to provide adequate teaching/learning environments for all schools to complement the 7-Year Facility Improvement Plan initiative. |
|  |                      | <b>5.2.2</b> Create and implement a site improvement plan to include landscaping enhancement to improve the appearance of all school/district support sites.   |
|  |                      | <b>5.2.3</b> Implement the concession upgrade plan in the timeline presented by the Public Health Department.  |
|  |                      | <b>5.2.4</b> Provide facility improvement to support the new Secondary Schools of National Prominence (SSNP).  |

**Increase Use of Technology for Effectiveness & Efficiency**  
**Objective 5.3**

- 5.3.1** Increase the number of sites that have the infrastructure to support wireless, voice, data, and video technologies.
- 5.3.2** Implement a paperless Board Meeting system.
- 5.3.3** Increase fully automated Human Resource functions.
- 5.3.4** Implement parent-teacher communication software via the Internet for attendance, grades, and homework.
- 5.3.5** Decrease the level of paperwork in the district by implementing a paperless communication system, which includes the implementation of an electronic forms management system.
- 5.3.6** Develop parent information links on district website with streaming on key subjects.
- 5.3.7** Provide a student to computer equity ratio of fewer than five students per one modern computer with a refresh cycle every four years.
- 5.3.8** Utilize the newly developed DOE “Inventory of Teacher Technology Skills” to indicate every teacher is “proficient” in using technology in the classroom.
- 5.3.9** Implement district standards to measure student proficiency in technology.



**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  
Coordinator

Dr. Walter Christy, Director  
Office of Secondary Programs

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

School Board of Brevard County  
2700 Judge Fran Jamieson Way  
Viera, Florida 32940-6601  
(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. Susan Standley, Director  
Office of  
Compensation & Benefits

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

School Board of Brevard County  
2700 Judge Fran Jamieson Way  
Viera, Florida 32940-6601  
(321) 633-1000

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