



# 2007-2008 BPS STRATEGIC PLAN

*Winner of the 2007  
Governor's Sterling Award*



# 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

### District 1

Mr. Robert Jordan  
*Chairman*

### District 2

Dr. Barbara Murray

### District 3

Mrs. Amy Kneessy

### District 4

Mr. Larry E. Hughes

### District 5

Mrs. Janice Kershaw  
*Vice-Chairman*

### Superintendent

Dr. Richard A. DiPatri

# 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* **2007-2008 Strategic Plan**

## ***Our goals:***

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 Involvement
5. Adequate and Appropriate Educational Facilities to Accommodate Projected Student Membership and Program Offerings

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

## **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 and security 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** Review the recommendations from the District Safety and Security committee to create a plan incorporating areas identified for implementation.
- 1.1.5** Develop and implement a 5 Star Comprehensive Review for Safety and Security.
- 1.1.6** Implement all recommendations highlighted in the Governor's Sterling Award "2007 Feedback Report."

**Objective 1.1**  
**Safe School Plans**

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## **Goal 2 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 Increase the percent of students scoring 3.5 and above on the FCAT Writing Plus essay by five percent each year.
- 2.1.5 Obtain adequate yearly progress based on NCLB standards at the school and district level.
- 2.1.6 Improve student attendance rate to 95% 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 Fourward/VPK, Early Childhood Education/VPK, and Teenage Parents' Children Program in the district.
- 2.1.10 Provide a science classroom in every elementary school by 2012 - 2013.
- 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 to support student attainment of rigorous high school graduation requirements.

**Objective 2.1**  
**Student Learning**

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**Student Learning**

- 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 by the end of 2008 – 2009 school year.
- 2.1.14 Lead the state in the percentage of district funds spent at the school level and the lowest percentage in the state at the district level.
- 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.
- 2.1.18 Increase the percent of all ELL students scoring above Level 1 on the FCAT Reading and Math by five percent each year.
- 2.1.19 Provide a summer enrichment program for academically talented students in grades 5 – 8.
- 2.1.20 Implement the Gold Key program for BPS before and after school child care programs.
- 2.1.21 Increase the percent of students scoring Level 4 and 5 on the FCAT Reading, Math, Science, and Writing by five percent each year.
- 2.1.22 Increase the percent of tenth grade students scoring 300 and above on FCAT Writing Plus by five percent each year.

**Objective 2.2**  
**Secondary Schools of National Prominence**

- 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.

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

- 2.2.6 Increase instructional opportunities for secondary students through the addition of the 7 period day or block scheduling by the 2007 – 2008 school year.
- 2.2.7 Explore the implementation of additional hands-on after school programs for high school students.
- 2.2.8 Implement all recommendations highlighted in the Governor’s Sterling Award “2007 Feedback Report.”
- 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.
- 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 High Quality Workforce**

### **STRATEGIES**

**Objective 3.1**  
**High Quality Teachers**

- 3.1.1 Implement a comprehensive system of professional development using a benchmarking process.
- 3.1.2 Establish compensation and benefits at competitive market levels to attract and retain a quality workforce.
- 3.1.3 Increase the number of National Board Certified teachers.
- 3.1.4 Continue the enhanced minority recruitment and retention program.
- 3.1.5 Implement a standardized orientation program for all new employees.
- 3.1.6 Implement a modification of the Ethics Program from 2007-08 to address staff/adult student appropriate relationships.

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

- 3.2.1 Implement a formal succession planning and management process.
- 3.2.2 Promote a high quality and diverse workforce by encouraging the recruitment, retention, and promotion of minorities into leadership and professional positions.
- 3.2.3 Enhance employee rewards and recognition at all staff levels.
- 3.2.4 Enhance best practices/role alike/cross training opportunities for employees at all levels of the organization.
- 3.2.5 Increase the number of individuals who have advanced degrees.
- 3.2.6 Implement all recommendations highlighted in the Governor’s Sterling Award “2007 Feedback Report.”

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## **Goal 4 Community Involvement**

### **STRATEGIES**

**Objective 4.1**  
**Volunteerism & Community Involvement**

- 4.1.1 Increase the number of adult, senior, and youth volunteer hours.
- 4.1.2 Increase the number of business partners at each school.
- 4.1.3 Establish ways to benchmark non-cash business partner support to schools.
- 4.1.4 Implement the “Be There” campaign to engage parents in their children’s education.

**Objective 4.2**  
**Communication Plan**

- 4.2.1 Increase the number of publications that follow established standards of practice.
- 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 (BPSTV).
- 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.
- 4.2.6 Develop and implement an internal communication plan.
- 4.2.7 Implement all recommendations highlighted in the Governor’s Sterling Award “2007 Feedback Report.”

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## **Goal 5 District Facilities**

### **STRATEGIES**

Create adequate classroom space including relocatable classrooms to meet the requirements imposed by Class Size Reduction (CSR), Growth Management (SB360) Legislation, and Secondary Schools of National Prominence (SSNP) with redistricting, new permanent and/or relocatable space.

**Adequate & Appropriate Facilities**

**Objective 5.1**

- 5.1.1 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.
- 5.1.2 Develop a study to determine the need for the procurement of security and building intrusion systems district-wide.
- 5.1.3 Evaluate the utilization of all ancillary facilities in the school district by June 30, 2008.
- 5.1.4 Provide facility improvement to support the new Secondary Schools of National Prominence (SSNP).
- 5.1.5 Develop a plan to achieve 100% level of service by 2010.

**Maintenance, & Renewal**

**Objective 5.2**

- 5.2.1 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.
- 5.2.2 Create and implement an improvement plan to improve the exterior appearance of all school/district support sites.
- 5.2.3 Implement the concession upgrade plan in the timeline presented by the Public Health Department.

**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 Implement a central repository for district-based processes, documents, and forms to improve organizational efficiency and document management.
- 5.3.6 Provide a student to computer equity ratio of fewer than five students per one modern computer with a refresh cycle every four years.
- 5.3.7 Utilize the newly developed DOE “Inventory of Teacher Technology Skills” to indicate every teacher is “proficient” in using technology in the classroom.
- 5.3.8 Implement district standards to measure student proficiency in technology.
- 5.3.9 Implement all recommendations highlighted in the Governor’s Sterling Award “2007 Feedback Report.”



#### 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

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2700 Judge Fran Jamieson Way  
Viera, Florida 32940-6601  
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