

**Brevard Public Schools
2008-2009 Strategic Plan**

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

1. Student Achievement
2. Safe and Healthy Learning and Work Environment
3. Capable and Engaged Workforce
4. Fiscal Responsibility and Financial and Organizational Effectiveness

Brevard Public Schools Will Be First in the Nation by 2013

Goal 1 Student Achievement

STRATEGIES

- 1.1.1*** 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 by 5% each year.

- 1.1.2
KPI** By 2013, the percent of students in grades 3-11 scoring at or above grade level proficiency on FCAT reading, mathematics, science, and writing will each increase by a total of 10 percentage points with a minimum of 75% at proficiency for all students and each AYP subgroup.

- 1.1.3** Increase FCAT reading, math, and science mean scale scores in every middle school by 5 mean scale score points annually.

- 1.1.4
KPI** By 2013, 60% of Brevard’s middle school students will have completed Algebra I for high school credit with a grade of C or better by the end of 8th grade.

- 1.1.5** Improve the third grade FCAT scale scores by 5 mean scale score points in both reading and math each year to achieve a rank that places Brevard in the top five districts in the state.

- 1.1.6
KPI** By 2013, 90% of all second grade students will demonstrate reading proficiency at the end of the school year as measured by a standardized assessment.

- 1.1.7** Increase the percent of students scoring 3.5 and above on the FCAT Writing essay by five percent each year.

- 1.1.8** Obtain adequate yearly progress based on NCLB standards at the

Objective 1:1 Student Learning

school and district level by July 30, 2014.

- 1.1.9** Improve student attendance rate to 95% in every school by 2010.
- 1.1.10
KPI** By 2013, Brevard's graduation rate will exceed by 3% that of any other Florida District.
- 1.1.11
KPI** By 2013, 75% of Brevard's 11th grade students eligible for a standard diploma, and each ethnic subgroup, will score equal to or greater than the national ACT benchmark scores on each subtest: English 18, Reading 21, Math 22, Science 24.
- 1.1.12** Determine essential components of curriculum, align to the Next Generation Sunshine State Standards, and establish priorities for instructional time by 2011.
- 1.1.13** Improve the FCAT science mean scale score annually at every school by 5 mean scale score points (at grades 5, 8, &11).
- 1.1.14** Maintain high quality early childhood education programs by implementing the BPS Early Childhood Standards of Excellence evaluation process for all district voluntary prekindergarten programs by June 30, 2009.
- 1.1.15** Provide a science classroom in every elementary school by 2012-2013.
- 1.1.16** Achieve the grade "A" in every school by the end of 2008 – 2009 school year.
- 1.1.17** Increase reading and math scores by 5% for students with disabilities as measured by FCAT. Significantly cognitively disabled students will demonstrate improvement on the Florida Alternate Assessment as determined by the Department of Education by May 2009.
- 1.1.18
KPI** By 2013, every Brevard school will serve every student with disabilities (SWD) in an inclusion model, in general education classes with access to the general curriculum, for at least 80% of their school week unless the IEP clearly states how the nature of severity of the disability is such that education in regular classes with the use of supplementary aids and services cannot be achieved satisfactorily.
- 1.1.19** Increase the percent of all ELL students scoring above Level 1 on the FCAT Reading and Math by five percent each year.

- 1.1.20** Review the effectiveness of the Childcare Gold Key evaluation outcomes by 2010.
- 1.1.21** Increase the percent of students scoring Level 4 and 5 on the FCAT Reading, Math, and Science by five percent each year.
- 1.1.22** Establish baseline data to promote and track the graduation rate of students who enter high school with a level 1 or level 2 FCAT Reading score by June 30, 2010.
New
- 1.1.23** Expand opportunities for quality virtual learning in grades K – 12 by the 2009 – 2010 school year.
New
- 1.1.24** By the 2010 – 2011 school year, explore alternative delivery systems for elementary foreign language.
New
- 1.1.25** Increase credit retrieval opportunities for students through co-enrollment in adult education and evaluate options to increase the number of credits that may be transferred to the regular high school program by June 30, 2009.
New
- 1.1.26** By 2010, increase the FCAT writing essay score at all grade levels to attain a rank in the top 5 districts in the state.
New
- 1.1.27** In pursuit of competing nationally/internationally and enhancing student performance, the district will study instructional time and identify global standards by June 30, 2010.
New
- 1.2.1** 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 and students entering ninth grade beginning 2009 – 2010.
- 1.2.2** Update the Special Diploma Option to increase rigor and relevance for students with disabilities by June 30, 2010.
- 1.2.3** By 2013, 90% of all students who complete college level dual enrollment courses will receive a grade of B or better.
KPI
- 1.2.4** By 2013, 70% of all students and each ethnic subgroup enrolled in Advanced Placement (AP) courses will score a three or better on AP Exams.
KPI

Objective 1.3 Choice Opportunities

1.2.5 KPI By 2013, 90% of all high school graduates completing a Career and Technical Education program of study will be eligible for an industry certification.

1.2.6 KPI By 2013, 250 students will graduate with dual diplomas, earning both a high school and post-secondary diploma.

1.2.7 New Create a feedback mechanism to articulate with graduate students to determine the effectiveness of their secondary school experience by June 30, 2010.

1.3.1 KPI By 2013, participation in Advanced Placement (AP) courses, the International Baccalaureate (IB) program, the Cambridge AICE program, Collegiate High School, and dual enrollment will increase by 10 percentage points for all students and each ethnic subgroup.

Objective 1.4 Volunteerism & Community Involvement

1.4.1 New Foster greater community involvement by increasing volunteerism and business partner involvement at each school by June 30, 2009.

1.4.2 Expand the “Be There” campaign to engage parents in their children’s education, with particular emphasis on the secondary level, by June 30, 2009.

1.4.3* New By June 30, 2009, execute unified communications initiatives that consistently convey news and information to internal and external constituencies, fostering greater understanding of the district.

KPI = Key Performance Indicator (New Strategy)

*** Priority Strategy**

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**Goal 2 Safe and Healthy Learning and Work
Environment**

STRATEGIES

2.1 Safe Learning Environment

- 2.1.1 Finalize and implement an annual comprehensive safety and security audit in every school by 2009 - 2010.
- 2.1.2 Review and update school safety and security plans in accordance with the safe school standards by June 30, 2009.
- 2.1.3 Conduct training using federal guidelines for emergency response and crisis management preparation, mitigation, response and recovery for all district personnel and administrators at leadership team meetings by June 30, 2009.
- 2.1.4 Develop a timeline for implementation of appropriate District Safety and Security Committee recommendations by June 30, 2009.
- 2.1.5 Develop and implement a 5 Star Comprehensive Review for Safety and Security by June 2009.

**Objective 2.2
Adequate and
Appropriate
Facilities**

- 2.2.1 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 by 2011 – 2012.
- 2.2.2 Provide facility improvement to support the new Secondary Schools of National Prominence (SSNP) by 2012 - 2013.
- 2.2.3 Develop a plan to achieve 100% level of service by 2011-2012.

Objective 2.3
Facilities,
Maintenance, &
Renewal

- 2.3.1 Create and implement a scheduled Maintenance Improvement Plan by January 2009 to provide adequate teaching/learning environments for all schools to complement the 10-Year Facility Improvement Plan initiative.
- 2.3.2 Implement a plan by January 2009 to improve the exterior appearance of all school/district support sites as part of the implementation of the 10-Year Facility Improvement Plan.
- 2.3.3 Develop and implement a district-wide energy reduction plan by October 1, 2008 to deal with rising statewide energy costs.

New

Objective: 2.4
Technology for
Effectiveness &
Efficiency

- 2.4.1 Every school will have 100% of its classrooms meet the Sunrise standard for technology in the classroom by the beginning of the 2010-2011 school year.
- 2.4.2 Provide a student to computer equity ratio of fewer than five students per one modern computer with a refresh cycle every four years.
- 2.4.3 Implement district standards by 2010 - 2011 to measure student proficiency in technology.
- 2.4.4 Develop and implement a plan by 2010 - 2011 to train all students in age-appropriate internet safety.
- 2.4.5 Every teacher in every school will utilize Edline by the beginning of the 2010 -2011 school year.
- 2.4.6* By 2013, every Brevard Public School student will be technologically literate by completion of eighth grade.

KPI

New

New

New

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Goal 3 Capable and Engaged Workforce

STRATEGIES

**Objective 3.1
High Quality Teachers**

- 3.1.1 Enhance our comprehensive system of professional development by using a benchmarking process by June 30, 2010.
- 3.1.2* Establish compensation and benefits at competitive market levels to attract and retain a quality workforce annually.
- 3.1.3 KPI By 2013, Brevard will be ranked in the top five districts nationally for the number and percentage of National Board Certified Teachers.
- 3.1.4 By January 2011, the district enhanced minority recruitment program will reflect 15% of the teacher population and increase the retention rate of minority teachers by 5%.
- 3.1.5 Continue to enhance and deploy wellness initiatives throughout the district.
- 3.1.6 New By 2013, create a system for continuous improvement of instruction and supervision based on a common vision of effective teaching.

**Objective 3.2
High Quality Leadership**

- 3.2.1 Implement a formal succession planning and management process by January 2009.
- 3.2.2 Promote a high quality and diverse workforce by encouraging the recruitment, retention, and promotion of minorities into leadership and professional positions by increasing minority leaders by 3% by January 2011.
- 3.2.3 Enhance employee rewards and recognition at all staff levels annually.
- 3.2.4 Enhance best practices/role alike/cross training opportunities for employees at all levels of the organization annually.

**3.2.5
KPI**

All future teachers employed by Brevard Public Schools will attain a master's degree or higher or National Board Certification and 80% of the teaching staff will be at this level by 2020.

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Goal 4 Fiscal Responsibility and Financial and Organizational Effectiveness

Objective 4.1 Resource Management

- 4.1.1 KPI** By 2013, Brevard Public Schools will rank first in Florida in the percentage of classroom spending, first in spending at the school level, and last in district level administrative spending.
- 4.1.2 New** Maintain level of long-term debt not to exceed 1.0 mill.
- 4.1.3 New** Continue to focus on prudent management of district funds to ensure safety, liquidity, and return on investments.
- 4.1.4 New** Continue to monitor district expenditures to ensure maintenance of sufficient reserves to include School Board contingencies.
- 4.1.5 New** Improve and maintain control of fixed assets at all worksites by the 2010 – 2011 school year.
- 4.1.6* New** By June 30, 2010, enhance controls, reporting, and training related to internal funds, school accounting and district budgets.
- 4.1.7 New** Continue to explore additional options related to self-insurance in order to control costs by the beginning of 2010 – 2011 school year.
- 4.1.8 New** Evaluate cost effectiveness of various district operations (ie: Food Services, Transportation, school age Child Care) by the 2010 -2011 school year.

**Objective 4.2 Financial
Oversight & Compliance**

- 4.2.1 New Continue to utilize the district’s Audit Committee and a variety of external and internal audits to monitor and improve district activities to identify areas subject to risk.
- 4.2.2 New Achieve the highest underlying ratings among Florida School Districts by 2011- 2012.
- 4.2.3 New Continue to accurately project student enrollment for the district.
- 4.2.4 New Maintain national certification in annual financial reporting and by June 30, 2010 achieve national certification in budget presentation.

**Objective 4.3
Organizational
Effectiveness**

- 4.3.1 KPI Brevard Public Schools will attain Malcolm Baldrige Award by June 2010.
- 4.3.2 New Pursue various benchmarking activities to implement Best Practices by June 30, 2010.

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