

**Brevard Public Schools  
2009-2010 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\*** By 2013, implement a K – 12 comprehensive improvement program for every student performing below grade level.
- 1.1.2\*** By 2013, decrease the achievement gap between minority and majority students on FCAT reading and math by 5% each year.
- 1.1.3  
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.
- 1.1.4  
KPI** By 2013, 70% of Brevard’s middle school students will participate in Algebra I by the end of eighth grade.
- 1.1.5** By 2013, 90% of the students participating in Algebra I will receive a grade of C or better.
- 1.1.6** 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.
- 1.1.7  
KPI** By 2013, 90% of all second grade students will demonstrate a high probability of success on the Stanford 10 as measured by the third FAIR assessment.
- 1.1.8** By July 30, 2014, the district and 100% of the schools will attain Adequate Yearly Progress (AYP) based on NCLB standards.

**Objective 1.1 Student Learning**

- 1.1.9** Improve student attendance rate to 95% in every school by 2010.
- 1.1.10** By 2013, Brevard’s graduation rate will rank in the top three in the state.  
**KPI**
- 1.1.11** By 2013, 75% of Brevard’s 11<sup>th</sup> 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.  
**KPI**
- 1.1.12** Provide a science classroom in every elementary school by 2012-2013.
- 1.1.13** Achieve the grade “A” in every school by the end of 2013 – 2014 school year.
- 1.1.14** 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 2010.
- 1.1.15** 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.  
**KPI**
- 1.1.16** By 2013, the percent of students scoring Level 4 and 5 on the FCAT Reading, Math, and Science will increase by five percent each year.
- 1.1.17** By June 30, 2010 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.
- 1.1.18** By the 2009-2010 school year, expand opportunities for quality virtual learning in grades K – 12.
- 1.1.19** By 2013, increase the FCAT writing essay score at all grade levels to attain a rank in the top 5 districts in the state.

- 1.1.20**      By 2014, based on each student’s individual program of study and individual readiness factors, the percent of students in grades 7-12 participating in level 3 (honors) courses in mathematics, English/language arts, science, social studies, and foreign language will increase by 5 percentage points each year for all students and each ethnic subgroup.  
**New**
- 1.1.21**      By July, 2010, every school will create and implement a plan for RTI with support from the district.  
**New**
- 1.1.22**      By July, 2011, the district will implement a course recovery program for language arts, math, science, and social studies to assist students in grades 6-8 who are at risk of academic failure and retention.  
**New**
- 1.1.23**      By June 30, 2011, develop a data driven approach to track and improve student learning gains in the Adult Education Program.  
**New**
- 1.1.24**      By 2015, all schools will meet the criteria for Excellence in Visual Arts (E.V.A.), Excellence in Physical Education Award (E.P.E.A.), Power Media, and Music Demonstration School designations.  
**New**
- 1.1.25**      By 2013, every Brevard student will be technology literate by completion of the eighth grade.  
**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, International Baccalaureate (IB) program, and the Cambridge (AICE) program will score a three or better on AP Exams.  
**KPI**
- 1.2.5**      By 2013, 90% of all high school graduates completing a Career and Technical Education program of study will be eligible for an  
**KPI**

industry certification.

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

**1.2.7** By June 30, 2010, create a mechanism to obtain feedback from  
Brevard high school graduates about their perception of the  
effectiveness of their high school experience.

**1.3.1** By 2013, participation in Advanced Placement (AP) courses, the  
**KPI** International Baccalaureate (IB) program, the Cambridge AICE  
program, and the Dual Enrollment/Collegiate High School based on  
the state defined eligible population and other individualized  
readiness factors will increase by 10 percentage points for all  
students and each ethnic subgroup.

**KPI = Key Performance Indicator**

**\* Priority Strategy**

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

**STRATEGIES**

<b>2.1 Safe Learning Environment</b>	<b>2.1.1</b>	Finalize and implement an annual comprehensive safety and security audit in every school by June 30, 2010.
	<b>2.1.2</b>	Develop a cross functional team to evaluate key strategies identified by the District Safety and Security Committee recommendations by June 30, 2010.
	<b>2.1.3</b>	Develop and implement a 5 Star Comprehensive Security Readiness Review by October 2009.
<b>Objective 2.2 Adequate &amp; Appropriate Facilities</b>	<b>2.2.1 New</b>	Annually, provide adequate space at each school to meet legislative requirements of Class Size Reduction at the classroom level using membership redistricting.
	<b>2.2.2 New</b>	Reduce the use of relocatable space for classroom use to a maximum of 2% of permanent capacity by June 2014.
	<b>2.2.3* New</b>	Implement the Board approved plan to achieve 100% Level of Service using membership redistricting and program modification by 2011-2012.

**Objective 2.3  
Facilities,  
Maintenance, &  
Renewal**

**2.3.1** Continue to implement the district-wide energy reduction plan with a 10% cost reduction to deal with rising statewide energy costs by June 30, 2010.

**Objective: 2.4 Technology for  
Effectiveness & Efficiency**

**2.4.1  
KPI** Every school will have 100% of its classrooms meet the Sunrise standard for technology in the classroom by the beginning of the 2012-2013 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** Develop and implement a plan by 2010 - 2011 to train all students in age-appropriate internet safety.

**2.4.4** Every teacher in every school will utilize Edline by the beginning of the 2010 -2011 school year.

**2.4.5  
New** All schools will apply and be recognized for the ATTAIN Excellence in Technology Award by 2015.

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**Goal 3 Capable and Engaged Workforce**

**STRATEGIES**

<b>Objective 3.1 High Quality Teachers</b>	<b>3.1.1*</b>	Establish compensation and benefits at competitive market levels to attract and retain a quality workforce annually.
	<b>3.1.2 KPI</b>	By 2013, Brevard will be ranked in the top five districts nationally for the number and percentage of National Board Certified Teachers.
	<b>3.1.3</b>	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%.
	<b>3.1.4</b>	Continue to enhance and deploy wellness initiatives throughout the district.
	<b>3.1.5</b>	By 2013, create a system for continuous improvement of instruction and supervision based on a common vision of effective teaching.
	<b>3.1.6 New</b>	All schools will be recognized as national models of Professional Learning Communities (PLCs) at Work by 2015.
<b>Objective 3.2 High Quality Leadership</b>	<b>3.2.1</b>	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.
	<b>3.2.2</b>	Enhance employee rewards and recognition at all staff levels annually.
	<b>3.2.3</b>	Enhance best practices/role alike/cross training opportunities for employees at all levels of the organization annually.

- 3.2.4 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.
- 3.2.5** Implement Phase II of the district's formal succession plan by January 2010.

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**Goal 4 Fiscal Responsibility and Financial and Organizational Effectiveness**

**STRATEGIES**

**Objective 4.1 Resource Management**

- 4.1.1 KPI** By 2013-2014, 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** Develop a plan to maintain the level of long-term debt not to exceed 1.0 mill.
- 4.1.3** Continue to monitor district expenditures to ensure sufficient reserves to include no less than a 3% School Board Contingency.
- 4.1.4** Continue to improve district-wide property control processes and accountability for school board property at all worksites.
- 4.1.5** By June 30, 2010, enhance controls, reporting, and training related to internal funds, school accounting and district budgets.
- 4.1.6** Continue to explore additional options related to self-insurance in order to control costs by the beginning of 2010 – 2011 school year.
- 4.1.7\*** Evaluate cost effectiveness of various district operations (i.e.: Food Services, Transportation, School Age Child Care, Instructional Programs, Facilities) by the 2010 -2011 school year.

**Objective 4.2 Financial  
Compliance &  
Organizational  
Effectiveness**

- 4.2.1 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 Continue to model, through best practices sharing sessions, activities that will achieve organizational effectiveness and fiscal responsibility.
- 4.2.3 Continue to accurately project student enrollment for the district.
- 4.2.4 Continue to achieve national certification in annual financial reporting and budget presentation.
- 4.2.5 Brevard Public Schools will attain the Malcolm Baldrige Award by June 2010.
- 4.2.6 Continue to pursue various benchmarking activities and establish aggressive goals for the district.

- 4.3.1 Foster greater community involvement by increasing volunteerism and business partner involvement at each school by June 30, 2010.
- 4.3.2 Continue to engage parents in their children’s education, with particular emphasis on the secondary level by June 30, 2010.
- 4.3.3 Continue to execute unified communications initiatives that consistently convey news and information to internal and external constituencies, fostering greater understanding of the district by June 30, 2010.
- 4.3.4 Develop and implement a tool to expand the Five Star program to better recognize community involvement at each school by June 30, 2010.

**Objective 4.3  
Volunteerism &  
Community  
Involvement**

**KPI = Key Performance Indicator**  
\* **Priority Strategy**