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## **Strategic Plan**

**2019-2024**

# **OBJECTIVE PROFILES**

(Working documents for  
July 1, 2022-June 30, 2023)

**Year 4** (Updated 8/19/22)

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## MESSAGE FROM THE SUPERINTENDENT

Dear Staff, Families, and Partners of Brevard Public Schools,

“Every **Student** Matters, Every **Moment** Counts.”

That is our guiding principle as we strive to fulfill our district’s mission “to serve every student with excellence as the standard.”

Developed in 2019, the “re-enVISIONed” Brevard Public Schools’ Strategic Plan 2019-2024 was designed to set a course for the following five years. We could not have dreamed what the following three years would bring. I am grateful to be part of the Brevard family and serve our Board, teachers, staff, and students. I am especially proud of how, over the past few years, we have worked tirelessly together to guide our students in a world that is constantly changing.

And yet, despite these challenging times, we significantly improved in our school grade from last year to this year, missing an “A” grade by only one point. Student enrollment has not yet returned to pre-pandemic levels, but the district saw increases last year and we project another 900 students this year. Additionally, building on a series of Community Conversations with families and community members in April 2022, we are using that input as a framework for continued focus on our students with effectiveness and excellence.

We are in year four of our five-year “re-enVISIONed” Brevard Public Schools’ Strategic Plan 2019-2024 that guides the district focus and effective use of resources to achieve student outcomes that will prepare students for their future. This plan is built on the following four goals that impact the lives we touch and the futures we affect - Academic Excellence, Exceptional Workforce, Community Connection, and Operational Sustainability. We continue to use this plan to:

- Invest in every young mind to help them reach their full potential.
- Measure our progress throughout the year and be agile in making any needed changes to ensure we are serving every child in our school system with the very best Brevard Public Schools has to offer.
- Ensure the public trust by operating with transparency and upholding integrity with our decisions and actions.

Delivering a world-class education to our children requires listening to our community, acting on its feedback, and incorporating new ideas and fresh thinking. I openly invite you to join us in partnering and executing this plan. We will continue to review feedback from school visits and use community input to revise the strategic priorities to ensure our plan is a “living-breathing” document that will drive us to excellence in a relevant way to meet student and staff needs.

Sincerely,



Mark W. Mullins, Ed.D.

Superintendent

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# 2019-2024

## STRATEGIC PLAN – Year 4

(Working Documents for July 1, 2022–June 30, 2023)

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### TABLE OF CONTENTS

MESSAGE FROM THE SUPERINTENDENT .....	3
BENCHMARKS .....	7
CORNERSTONE .....	9
2019-24 STRATEGIC PLAN OBJECTIVE SUMMARY .....	11
ACADEMIC EXCELLENCE .....	13
Objective A1: Ensure every student has daily engagement with complex, grade-appropriate curriculum. ....	13
Objective A2: Ensure every student is taught by certified, skilled teachers who hold high expectations for all learners. ....	15
Objective A3: Ensure equitable services and interventions through a multi-tiered framework for every student's social, emotional, and behavioral development. ....	17
Objective A4: Ensure that the open enrollment/choice programs, policies, and procedures are dedicated to providing all students access to high-quality and innovative educational programs throughout the district. ....	19
Objective A5: Ensure all families have access to early literacy materials and programs through districtwide school readiness initiatives. ....	21
EXCEPTIONAL WORKFORCE .....	23
Objective E1: Recruit a diverse pool of candidates for all classifications of positions within Brevard Public Schools. ....	23
Objective E2: Develop employee knowledge of and participation in opportunities for professional growth. ....	25
Objective E3: Retain a diverse pool of candidates for all classifications of positions within Brevard Public Schools. ....	27
Objective E4: Develop and provide long-term compensation package and benefits for all employees. ....	29
COMMUNITY CONNECTION .....	31
Objective C1: Strengthen public trust in district decisions and leadership. ....	31
Objective C2: Increase confidence in and sustain support for BREVARD PUBLIC SCHOOLS (BPS) as THE preferred choice among families. ....	33

Objective C3: Establish government relations agenda that increases support and funding for BPS programs and initiatives.....	35
Objective C4: Improve external and internal customer service experience and satisfaction. ....	37
OPERATIONAL SUSTAINABILITY .....	39
Objective O1: Provide and sustain safe, healthy, and fully equipped working and learning environments. ...	39
Objective O2: Transport students safely, efficiently, and on time.....	41
Objective O3: Incorporate sustainable and efficient procurement and distribution solutions to reallocate resources to the classroom.....	43
Objective O4: Enhance financial controls, analysis, and reporting through development of financial tools and automating and simplifying processes.....	45
Revision History.....	47

**KEY:**

**S** - Strategy (e.g. S1 = Strategy 1)

**M** - Metric (e.g. M2 = Metric 2)

**Y** - Year (e.g. Y1 = Year 1; expected duration of strategy)

## BENCHMARKS

The following five benchmarks are used to measure our district's overarching success in meeting the needs of our students. Student success in these areas is dependent upon the work of educators and operational staff working together to accomplish the goals, objectives, and strategies described in this plan. From Pre-K to Graduation, we are committed to the successful performance of all subgroups.

### 1. Kindergarten Readiness – Measured by students scoring “ready for kindergarten” based upon FLKRS/Star Early Literacy.

This precursor represents the development of the skills necessary to be academically, socially, and emotionally ready for a formal academic setting. Due to the foundation of this benchmark to academic success, a specific objective, A5, is dedicated that addresses this benchmark directly.

To prepare for kindergarten, children need to be supported and nurtured in all areas of development. Early literacy skills, exposure to mathematics concepts, self-regulation, and social skills are key to Kindergarten readiness. BPS is working with our community to provide these opportunities for all students.

**Baseline SY 2019 data:** District 61%; African American 45%; Hispanic 47%; Students with Disabilities 40%; Economically Disadvantaged 51% (Source – FDOE FLKRS Readiness 2019)

**SY 2020 data:** District 61%; African American 45%; Hispanic 47%; Students with Disabilities 39%; Economically Disadvantaged 50% (Source – FDOE FLKRS Readiness 2020 SY)

**SY 2021 data:** District 60%; African American 42%; Hispanic 46%; Students with Disabilities 41%; Economically Disadvantaged 49% (Source – FDOE FLKRS Readiness 2021 SY)

**SY 2022 data:** District 56%; African American 39%; Hispanic 46%; Students with Disabilities 35%; Economically Disadvantaged 47% (Source – FDOE FLKRS Readiness 2022 SY)

### 2. 3rd Grade Literacy – Measured by Grade 3 students performing on grade-level as measured by the Florida Standards Assessment.

Reading is the most crucial academic skill and the foundation for learning. Through third grade, students are learning to read; after third grade students are reading to learn. This foundation is essential to preparing students for lifelong success.

**Baseline SY 2109 data:** District 64.1%; African American 41.0%; Hispanic 53.6%; Students with Disabilities 43.0%; Economically Disadvantaged 54.1% (Source – FLDOE)

**SY 2020 data:** Due to COVID-19, students were not assessed.

**SY 2021 data:** District 59.6%; African American 35.0%; Hispanic 53.1%; Students with Disabilities 36.3%; Economically Disadvantaged 46.3% (Source – FLDOE)

**SY 2022 data:** District 57.6%; African American 36.2%; Hispanic 51.8%; Students with Disabilities 36.6%; Economically Disadvantaged 47.6% (Source – FLDOE)

### **3. Algebra I Success – Measured by our students passing an Algebra 1 course and the Algebra EOC assessment while in Middle School.**

The study of algebraic thinking begins in kindergarten and is progressively developed prior to students taking an Algebra I course. The successful mastery of Algebra I is widely considered to be the gatekeeper to success in the study of upper-level mathematics and opens doors for students' college and career opportunities.

**Baseline SY 2019 data:** District 47%; African American 19%; Hispanic 34%; Students with Disabilities 11%; Economically Disadvantaged 31% (Source – 2018-19 School Year Data)

**SY 2020 data:** Due to COVID-19, students were not assessed so the only data available is from our block scheduled school first semester students – greatly reducing the EOC test count.

**SY 2021 data:** District 37%; African American 18%; Hispanic 28%; Students with Disabilities 9%; Economically Disadvantaged 26% (Source – 2020-21 School Year Data)

**SY 2022 data:** District 52.2%; African American 29.1%; Hispanic 43.3%; Students with Disabilities 19.6%; Economically Disadvantaged 39.1% (Source – 2021-22 School Year Data)

### **4. College and Career Acceleration – Measured by the percentage of graduates who pass one or more of the markers of acceleration.**

Brevard Public Schools is proud of the opportunities we provide students to prepare for college and careers while still in high school through Industry Certification, Advanced Placement, Cambridge Advanced International Certificate of Education, International Baccalaureate, and College Dual Enrollment programs. This marker of acceleration indicates that our students are ready to face the challenges of life after high school graduation.

**Baseline SY 2019 based on Graduating class of 2018:** District 66.7%; African American 48.2%; Hispanic 65.0%; Students with Disabilities 32.8%; Economically Disadvantaged 55.9% (Source – FLDOE)

**SY 2020 data based on Graduating class of 2019:** District 65.3%; African American 48.5%; Hispanic 59.5%; Students with Disabilities 28.1%; Economically Disadvantaged 52.6% (Source – FLDOE)

**SY 2021 data based on Graduating class of 2020:** District 65.3%; African American 45.1%; Hispanic 61.1%; Students with Disabilities 29.8%; Economically Disadvantaged 52.9% (Source – FLDOE)

**SY 2022 data based on Graduating class of 2021:** District 66.3%; African American 46.0%; Hispanic 60.9%; Students with Disabilities 29.7%; Economically Disadvantaged 55.2% (Source – FLDOE)

### **5. Graduation Rate – Goal of all subgroups is 90%.**

The graduation rate of Brevard Public Schools' students continues to climb. Graduation rates improve when students succeed from Pre-K through the 12th grade. Graduation rates are a benchmark to compare our district to our previous performances as well as to other district, state, and national averages.

**Graduating class of 2018:** District 88.1%; African American 81.62%; Hispanic 87.3%; Students with Disabilities 74.2%; Economically Disadvantaged 81.4% (Source – FLDOE)



**Graduating class of 2019:** District 88.3%; African American 82.4%; Hispanic 86.9%; Students with Disabilities 78.8%; Economically Disadvantaged 82.4% (Source – FLDOE)

**Graduating class of 2020\*:** District 90.3%; African American 88.1%; Hispanic 91.3%; Students with Disabilities 80.6%; Economically Disadvantaged 84.1% (Source – FLDOE)

**Graduating class of 2021:** District 90.6%; African American 88.8%; Hispanic 90.0%; Students with Disabilities 80.0%; Economically Disadvantaged 85.5% (Source – FLDOE)

*\*When comparing the 2019-20 graduation rate to prior years, it is important to note that pursuant to Florida Department of Education Emergency Order No. 2020-EO-1, students in the 2019-20 graduating class were exempt from statewide, standardized assessment requirements stipulated in s. 1003.4282, F.S.*

## CORNERSTONE

Social-emotional wellness is the foundation on which children develop and learn. It is the process through which children, and adults, understand and manage emotions, set and achieve positive goals, feel and show empathy for others, establish and maintain positive relationships, and make responsible decisions. Therefore, each of the five benchmarks above is dependent on student social-emotional wellness. Students who receive support for social-emotional learning in schools do better academically, socially, and behaviorally. Developing these skills in our students is an important part of meeting the needs of the whole child. Due to the foundational support of this cornerstone to academic success, a specific objective, A3, is dedicated that addresses this cornerstone directly.

100% of schools will implement social-emotional learning by 2025.

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## 2019-24 STRATEGIC PLAN OBJECTIVE SUMMARY

Goal	Goal Statement	Objectives	Thedy	Moore	Cline	Soliven	Wilson	Lesinski	Cheatham	Hann	Bruhn	Board Champion
<b>ACADEMIC EXCELLENCE</b>	Provide every student a learning environment that empowers them to reach their full potential.	A1. Ensure every student has daily engagement with complex, grade-appropriate curriculum.		A	A	A						<b>Belford/McDougall</b>
		A2. Ensure every student is taught by certified, skilled teachers who hold high expectations for all learners.	A	A	A	A						
		A3. Ensure equitable services and interventions through a multi-tiered framework for every student's social, emotional, and behavioral development.		A	A	A						
		A4. Ensure that the open enrollment/choice programs, policies, and procedures are dedicated to providing all students access to high-quality and innovative educational programs throughout the district.		A	A	A						
		A5. Ensure all families have access to early literacy materials and programs through districtwide school readiness initiatives.			A							
<b>EXCEPTIONAL WORKFORCE</b>	Attract, develop, and retain exceptional talent to impact academic excellence.	E1. Recruit a diverse pool of candidates for all classifications of positions within Brevard Public Schools.	A									<b>Jenkins</b>
		E2. Develop employee knowledge of and participation in opportunities for professional growth.	A									
		E3. Retain a diverse pool of candidates for all classifications of positions within Brevard Public Schools.	A									
		E4. Develop and provide long-term compensation package and benefits for all employees.	A					A				
<b>COMMUNITY CONNECTION</b>	Engage stakeholders as advocates and partners to further academic excellence for all students.	C1. Strengthen public trust in district decisions and leadership.						A			A	<b>Campbell</b>
		C2. Increase confidence in and sustain support for BREVARD PUBLIC SCHOOLS (BPS) as THE preferred choice among families.									A	
		C3. Establish government relations agenda that increases support and funding for BPS programs and initiatives.									A	
		C4. Improve external and internal customer service experience and satisfaction.	A				A		A	A	A	
<b>OPERATIONAL SUSTAINABILITY</b>	Ensure sustainable district operations that contribute to the success of academic excellence.	O1. Provide and sustain safe, healthy, and fully equipped working and learning environments.					A		A	A		<b>Susin</b>
		O2. Transport students safely, efficiently, and on time.					A					
		O3. Incorporate sustainable and efficient procurement and distribution solutions to reallocate resources to the classroom.					A					
		O4. Enhance financial controls, analysis, and reporting through development of financial tools and automating and simplifying processes.							A			

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## 2019-24 STRATEGIC PLAN – OBJECTIVE PROFILE

### ACADEMIC EXCELLENCE

**Objective A1: Ensure every student has daily engagement with complex, grade-appropriate curriculum.**

#### **Performance Indicator**

Increase total district aggregate grade percentage of points from 64% to 75% by SY 2025 and a commensurate increase of 11 percentage points for each subgroup below 64%.

#### **Accountable**

Dr. Stephanie Soliven - Assistant Superintendent Secondary Office of Leading & Learning  
Christine Moore - Assistant Superintendent Student Services  
Jane Cline - Assistant Superintendent Elementary Office of Leading & Learning

#### **Responsible**

Tara Harris – Director Elementary Programs  
Dr. Kimberly Bias – Director Student Services Program Support  
Sherri Bowman – Director Secondary Leading & Learning  
Neyda Francis – Director Accountability, Testing & Evaluation

#### **Consulted**

Dr. John Carr – Performance Data Analyst

#### **Description**

Brevard Public Schools provides equitable learning experiences for all students, so that all students are prepared for success after graduation. Excellent instruction is at the heart of these learning experiences and is comprised of lessons that are consistently focused on complex content that appropriately challenges all students to meet the subject and/or grade level standards in environments where students are demonstrating that they are learning the content and applying their learning to new contexts and real-world problems.

#### **Theory of Action**

If we put systems in place to monitor and support instruction with high quality, rigorous content for all students, then the academic improvement will be accelerated for all students and achievement gaps based on race, ethnicity, exceptional education status, and economic factors will be eliminated.

#### **Strategies**

**S1:** Provide professional development and monitoring support for instructional leaders on the selection and implementation of high-quality instructional materials for all students. (Y1-5)

**S2:** Provide classroom teachers with curriculum guides that assist teachers in meeting the full extent of the standards through curriculum sequencing, content recommendations, and strategies for the scaffolding of challenging content. (Y1-5)

**S3:** Implement professional development for administrators, teachers, and support staff in identifying and supporting the instructional needs of diverse students to include Students with Disabilities, English Language Learners, Economically Disadvantaged Students and students of all racial and ethnic backgrounds; ensuring access to on-grade level instruction, curriculum resources, and appropriate accommodations in the least restrictive environment. (Y1-5)

**S4:** Provide targeted support for students who are struggling academically, behaviorally, or with attendance in a Tier 1 environment. Create a cross-divisional team to review current Tier 2 practices, research best practices, engage stakeholders, and collaborate for the development of systems, strategies, and structures that can be sustained and duplicated across all schools. (Y3-5)

### **Metrics**

**M1:** Increase the percentage of teachers identified by State Value Added Measure as highly effective from 21.26% in SY 2019 to 30% in SY 2024.

**M2.1 Elementary:** Increase the BPS ELA FSA proficiency rate from 61.3 % in SY 2019 to 66% in SY 2024; Increase the BPS Math FSA proficiency rate from 63 % in SY 2019 to 68% in SY 2024.

**M2.2 Secondary:** Increase the number of percentage of students meeting both evidence-based reading and writing; and math college readiness benchmarks from 33% in SY 2019 to 40% in SY 2024.

**M3.1:** By SY 2024 BPS will have no more than 42 schools identified as Targeted Support & Instruction (TS&I)/Comprehensive Support & Instruction (CS&I) due to their subgroup data on the Federal Percent of Points Index. As of SY 2019 data, there are currently 56 schools identified as TS&I or CS&I.

**M3.2:** Increase the percentage of ESE students educated in the least restrictive environment from 72% in SY 2019 to 76.73% in SY 2024.

**M4:** Decrease the percentage of BPS students with 2 or more Early Warning Indicators from 11.84% in SY 2021 to 5% in SY 2024.

## 2019-24 STRATEGIC PLAN – OBJECTIVE PROFILE

### ACADEMIC EXCELLENCE

**Objective A2: Ensure every student is taught by certified, skilled teachers who hold high expectations for all learners.**

#### Performance Indicator

Reduce the percentage of out-of-field teachers at high minority and/or high poverty schools to align with the percentage at low minority and/or low poverty schools as measured by the FLDOE District Report Card.

#### Accountable

Dr. Stephanie Soliven - Assistant Superintendent Secondary Office of Leading & Learning

Christine Moore - Assistant Superintendent Student Services

Jane Cline - Assistant Superintendent Elementary Office of Leading & Learning

Dr. Beth Thedy – Deputy Superintendent/Chief Human Resources Officer

#### Responsible

Dr. Carol Mela – Director Title I

Dr. Patricia Fontan-Esparza – Director Student Services Administrative Support

Mollie Vega – Director Secondary Leading & Learning

Lynnette Thorstensen – Professional Development Specialist

#### Consulted

Mike Alba – Director Professional Learning & Development

Ann Skinner – Coordinator English for Speakers of Other Languages (ESOL), Title III & Immigrant Grant

Dr. John Carr - Performance Data Analyst

#### Description

Brevard Public Schools provides equitable learning for all students, so that all students are prepared for success after graduation. Excellent instruction is at the heart of these learning experiences and is comprised of students who are supported by teachers to engage fully in the work of the lesson and to be responsible for doing the thinking that the lesson demands and teachers who are intentionally planning and facilitating the learning through the use of high quality, standards-aligned materials, monitoring data, and collaborating with their school community.

#### Theory of Action

If we focus on exemplary instructional practice by highly qualified teachers in all classrooms, then academic achievement will improve for all students furthering the ability of each student to successfully engage in post-secondary opportunities and teachers will be strengthened by visible results of their efficacy.

#### Strategies

**S1:** Train teachers who provide reading intervention with scientifically based reading research and evidence-based practices. (Y1-5)

**S2:** Provide professional development for instructional coaches to include monitoring support in using the coaching cycle to improve instructional design and delivery for accelerated student outcomes. (Y1-5)

**S3:** Provide all teachers who serve students in special populations, to include students with disabilities, emerging bilingual students, and those with unique medical needs with professional development to accelerate student outcomes through improved teacher efficacy. (Y3-5)

**S4:** Provide training and support to teachers entering the field through alternative certification pathways. (Y1-5)

**Metrics**

**M1:** Decrease the percentage of students in Level 1 from 16.8% SY 2019 to 10% SY 2024.

**M2:** Decrease the number of teachers district wide earning a Needs Improvement or Unsatisfactory state VAM from 574 in SY 2019 to 430 in SY 2024.

**M3:** Decrease the number of teachers working out of field for ESOL Endorsement from 311 in SY 2020 to 150 in SY 2024; decrease the number of teachers working out of field for ESE certification from 12 in SY 2020 to 5 in SY 2024.

**M4:** Increase retention of teachers certified through the district PDCP program for alternative certification from 76% after 3 years to 85% after 3 years by SY 2024.

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## 2019-24 STRATEGIC PLAN – OBJECTIVE PROFILE

### ACADEMIC EXCELLENCE

**Objective A3: Ensure equitable services and interventions through a multi-tiered framework for every student's social, emotional, and behavioral development.**

#### **Performance Indicator**

Decrease discipline incidents that lead to disproportionate exclusionary practices measured by the FLDOE risk ratio.

#### **Accountable**

Dr. Stephanie Soliven - Assistant Superintendent Secondary Office of Leading & Learning

Christine Moore – Assistant Superintendent Student Services

Jane Cline - Assistant Superintendent Elementary Office of Leading & Learning

#### **Responsible**

Dr. Karen Ivery – Director Brevard After School (BAS) & Performance Data

Misty Bland – Director Alternative Sites

Dr. Jayna Jenkins – Director Student Support Services

Chris Reed – Director Student Support Services

Lena Wiebelt – Director Secondary Leading & Learning

#### **Description**

Brevard Public Schools provides equitable learning for all students by addressing social emotional competence and mental wellness pathways; and through research-based classroom practices that are designed to provide structure and support to the learning environment.

#### **Theory of Action**

If we provide equitable supports through a multi-tiered framework, then classrooms will be environments in which teachers can focus on teaching and students can focus on learning.

#### **Strategies**

**S1:** Provide schools the resources and professional development to support the social emotional wellbeing of students and positive conditions for learning through: implementation of social-emotional competencies; mental wellness training to include Youth Mental Health First Aid, Trauma-Informed Practices, and Sources of Strength programs; the use of strategies from Conscious Discipline; and Positive Behavioral Intervention and Support (PBIS) and Restorative Practices. (Y3-5)

**S2:** Implement professional development for administrators and school counselors, and build community partnerships to ensure students receive direct services for mental wellness. (Y1-5)

**S3:** Implement a team approach to guide identified schools through a structured problem-solving process focused on minimizing disproportionate discipline. (Y1-5)

#### **Metrics**

**M1.1:** Increase the percentage of schools identified as “Implementing” or “Sustaining” in the School SEL Profile from 62% in SY 2020 to 100% in SY 2024.

**M1.2:** Increase the percentage of educators who have completed or are scheduled to complete Youth Mental Health First Aid from approximately 25% in SY 2019 to 100% in SY 2024.

**M1.3:** Reduce the percentage of students who have discipline incidents that result in exclusionary practices from 4.16% in SY 2019 to 2% in SY 2024. Additionally, reduce the percentage of students who have discipline incidents by schools that are in the top quartile in elementary and secondary schools for exclusionary practices.

**M1.4:** Increase the number of schools implementing PBIS from 44 schools in SY 2020 to 64 schools in SY 2024. Increase the number of schools trained in Restorative Practices from 10 schools in SY 2020 to 40 in SY 2024.

**M1.5:** Decrease the rate of chronic absenteeism from 21% to 16% (inclusive of alternative learning centers, but not charter schools).

**M2:** Increase the percentage of students receiving mental wellness services as a result of school referrals (school-based and/or to outside providers) from 83% in SY 2020 to 90% in SY 2024.

**M3:** Decrease the risk ratio of identified schools' subgroups above a 2.0 by 0.25 annually.

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## 2019-24 STRATEGIC PLAN – OBJECTIVE PROFILE

### ACADEMIC EXCELLENCE

**Objective A4: Ensure that the open enrollment/choice programs, policies, and procedures are dedicated to providing all students access to high-quality and innovative educational programs throughout the district.**

#### **Performance Indicator**

Students who participate in open enrollment/choice programs will represent the diversity within Brevard Public Schools and graduate at a rate equal to or higher than the district average.

#### **Accountable**

Dr. Stephanie Soliven - Assistant Superintendent Secondary Office of Leading & Learning

Christine Moore – Assistant Superintendent Student Services

Jane Cline - Assistant Superintendent Elementary Office of Leading & Learning

#### **Responsible**

Dr. Danielle McKinnon – Director Equity & Diversity

Lorri Benjamin – Director Adult & Community Programs

Rachel Rutledge – Director Career and Technical Education (CTE) Programs

Dr. Rachel Roberts – Director Open Enrollment, Charter and Title IX Coordinator

Dr. David O'Brien – Coordinator Exceptional Student Education (ESE) Program Support

#### **Consulted**

Dr. John Carr - Performance Data Analyst

Neyda Francis – Director Accountability, Testing & Evaluation

Dr. Melinda Maier – Assistant Director Elementary Education

#### **Description**

Brevard Public Schools will provide access to innovative educational choice opportunities that meet individual needs for all students and families.

#### **Theory of Action**

If we effectively communicate and provide opportunities for equitable access to educational options, students and parents will make informed decisions,

Then,

- More students will have opportunities that enhance their learning and potential for productive citizenry;
- Program experience will enable students to make informed decisions regarding their future endeavors;
- Program pathways will equip students with a skill set that will enable them to become viable candidates in the community workforce; and
- Students with industry certification will have the skills and knowledge necessary to fulfill job opportunities as identified by the workforce development community.

#### **Strategies**

**S1:** Conduct data collection and analysis of the existing application and enrollment in open enrollment programs, then utilize Design Thinking framework to evaluate the existing practices and redesign an equitable and systematic process that prioritizes access and opportunity for all students. (Y1-5)

**S2:** Explore and identify program offerings in district identified priority schools to elevate academic experiences for all districted and open-enrollment students. (Y1-5)

**S3:** Ensure that all Adult Education staff members are trained in the requirements and benefits of the Adult High School diploma and actively implementing strategies to monitor and support eligible students to graduate with their cohort. This will include a review of course offerings, marketing, and recruitment efforts to seek out students who have left the school system. (Y1-5)

**S4:** Establish business partnerships between high school Career and Technical Education programs (CTE), Adult Education career programs, and post-secondary partners to provide pathways for work-based learning experiences and workforce opportunities for all students within BPS. (Y1-5)

### **Metrics**

**M1:** Increase in under-represented students in the open enrollment and choice process annually through SY 2024.

**M2:** Increase the number of students who complete a work-based learning experience prior to graduation by 10% each year.

**M3:** Increase the percentage of students earning an on-cohort, standard diploma through participation in the Adult Education program from 12% in SY 2019 to 50% in SY 2024.

**M4:** Increase the percentage of students who complete a workforce experience prior to graduation from 20% in SY 2021 to 65% in SY 2024.

## 2019-24 STRATEGIC PLAN – OBJECTIVE PROFILE

### ACADEMIC EXCELLENCE

**Objective A5: Ensure all families have access to early literacy materials and programs through districtwide school readiness initiatives.**

#### **Performance Indicator**

Florida DOE will establish a baseline for the FAST VPK assessment during SY 2023.

#### **Accountable**

Jane Cline - Assistant Superintendent Elementary Office of Leading & Learning

#### **Responsible**

Marilyn Chappie – Director Early Childhood  
Dr. Wendy Smith – Director Head Start  
Russ Bruhn – Chief Strategic Communications Officer  
Priscilla DeNino – Coordinator VPK/Early Childhood

#### **Consulted**

Christine Moore – Assistant Superintendent Student Services  
Rachel Rutledge – Director Career and Technical Education (CTE) programs  
Dr. Kimberly Bias – Director ESE Program Support  
Terri Barlow – Assistant Director Head Start

#### **Description**

According to the Annie E. Casey Foundation (AECF), the readiness gap continues between birth and kindergarten due to differences in children’s resources and opportunities for physical, linguistic, cognitive, social, emotional, and behavioral development. Disparities in development outcomes begin in infancy and widen in toddlerhood. By the time low-income families enter kindergarten, they are typically 12 - 14 months below national norms in language and pre-reading skills. AECF states that vocabulary development by age 3 has been found to predict reading achievement by third grade. When parents (especially mothers) read to their children, tell stories, or sing songs, the child tends to develop a larger vocabulary and become better readers and perform better in school.

#### **Theory of Action**

If we provide opportunities for every family to engage in district sponsored programs for early childhood literacy, then students will be entering kindergarten confident in phonemic awareness, letter identification, word knowledge and skills; and the ability to construct meaning.

#### **Strategies**

**S1:** Give parents of newborns a children’s book and early learning resources at the time their child is born in a Brevard County hospital. The resources are provided through community partnerships and financial support from the local hospitals. (Y1-5)

**S2:** Develop a district Thrive by Five website (linked to BPS social media accounts) for parents to access early literacy information and other resources on a wide range of early childhood topics, as well as links to community agencies and services for young children. (Y1-5)

**S3:** Research and develop a method to host Annual Early Learning Summits that will include financial partnerships, community partners, businesses, and families. These summits will provide families access to

developmentally appropriate books and other learning resources for parents and/or caregivers to support early literacy activities in the home. (Y3-5)

**S4:** Develop BPS Kindergarten transition activities that will provide knowledge and support for parents to choose to enroll their child in a BPS school for kindergarten. (Y1-5)

**S5:** Explore opportunities to include Brevard County's birthing centers, replicating the partnership with the three major hospital networks. (Y4)

**S6:** Establish a Thrive by Five coordinator. (Y4)

**Metrics**

**M1:** 100% of all parents of infants born in Brevard Hospitals will receive the BPS Thrive by Five resources annually.

**M2:** Increase the parent/caregivers' usage with the Thrive by Five website by 20% annually.

**M3:** Secure community partners and funding to support Early Learning Summits in the north, central, and south areas of Brevard County by SY 2023.

**M4:** Increase the percentage of students enrolling in BPS kindergarten programs. Baseline data to be established in SY 2023.

**M5:** Establish financial partnerships with Brevard County birthing centers in SY 2023.

**M6:** Secure funding to hire a Thrive by Five coordinator in SY 2023.

## 2019-24 STRATEGIC PLAN – OBJECTIVE PROFILE

# EXCEPTIONAL WORKFORCE

**Objective E1: Recruit a diverse pool of candidates for all classifications of positions within Brevard Public Schools.**

### Performance Indicator

Increase candidate pool for all positions ensuring reflection of the demographics of students and community.

### Accountable

Dr. Beth Thedy - Deputy Superintendent/Chief Human Resources Officer

### Responsible

Mike Alba – Director Professional Learning and Development

Dr. Karyle Green - Director Professional Standards and Labor Relations

Katey Benne - Manager Employment

Dori Howard - Manager Human Resources and Project Management

### Consulted

Dr. Stephanie Soliven - Assistant Superintendent Secondary Office of Leading & Learning

Jane Cline - Assistant Superintendent Elementary Office of Leading & Learning

Christine Moore- Assistant Superintendent Student Services

### Description

Ensuring a well-qualified teacher for every classroom is essential to our mission. Having highly qualified support staff in schools and district positions provides the tools, resources and assistance that improves student outcomes. We will increase candidate pool in a manner that is reflective of the demographics of both our students and our community.

### Theory of Action

If we ensure schools and departments are adequately and equitably staffed, based on current and changing needs of students, staff, and community, then students with the greatest needs will be able to access appropriate resources to meet individualized benchmarks.

### Strategies

**S1:** Expedite and streamline onboarding process of employees. (Y1-5)

**S2:** Collaborate with hiring entities to recruit and increase appropriate candidates for open positions through additional face-to-face, hybrid, and virtual career fairs. (Y3-5)

### Metrics

**M1.1:** Reduce length of time to onboard new employees by 15% in SY 2022; 15% in SY 2023; 15% in SY 2024, and 11.5% in SY 2025. (School and department onboarding) from overall baseline of 64 days to 35 days from when the school/department places the advertisement to actual placement in positions.

**M1.2:** Reduce time for onboarding from date all hiring packet materials are received in Human Resources from an average of 10 days in SY 2021; to 9 days SY 2022; to 8 days SY 2023; to 7 days SY 2024; to 6 days SY 2025.

**M1.3:** 100% of onboarding paperwork (preemployment packets) will be completed and submitted in a secure format electronically by SY 2023.

**M2.1:** Increase department or Human Resources-led career fairs for **support employee positions** from two (2) per year to three (3) per year for all position classifications (Facilities, Operations, Finance, Human Resources) in

SY 2023; Conduct three (3) career fairs for **instructional positions** in hybrid, face-to-face, or virtual formats utilizing district human capital (directors from Leading and Learning, Student Services, principals, as well as Human Resources professionals) in SY 2023.

**M2.2:** Increase percentage of district-led career fairs for all positions with specific school/department/division participation from 50% of schools, departments, and divisions participating in district-led recruitment efforts to 100% of departments and divisions participating in district-led recruitment efforts by June 30, 2024. (The definition of district-led is time and space organized by Human Resources, advertisement by school/division/department and GCR, and interviewing, vetting of candidate, and reference checks completed by hiring manager.)

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## 2019-24 STRATEGIC PLAN – OBJECTIVE PROFILE EXCEPTIONAL WORKFORCE

**Objective E2: Develop employee knowledge of and participation in opportunities for professional growth.**

### **Performance Indicator**

Increase professional development opportunities for all classifications of employees aligned to opportunities for professional growth within the organization.

### **Accountable**

Dr. Beth Theby – Deputy Superintendent/Chief Human Resources Officer

### **Responsible**

Mike Alba - Director Professional Learning and Development  
Dori Howard - Manager Human Resources and Project Management

### **Consulted**

Dr. Karyle Green - Director Professional Standards and Labor Relations  
Elementary and Secondary Leading and Learning  
Student Services  
Facilities Services  
Educational Technology  
Financial Services  
Operations (Food Services, Transportation, Procurement and Distribution Services)

### **Description**

We will establish career advancement ladders for employees to not only assume leadership roles within the district but also to codify process to move forward in the organization.

### **Theory of Action**

If we,

- Create a system of professional learning that develops leadership competencies;
- Train and empower mentors to support employees in their leadership development; and
- Employees are given challenging work, support, and room to advance,

Then,

- Learning is scaffolded over time to meet the demands within the organization for ever-increasing responsibilities;
- Future leaders will be developed who impact the success of Brevard Public Schools across all areas of the organization; and
- Brevard Public Schools will retain a highly effective, dynamic workforce whose influence expands beyond the reach of their current positions.

### **Strategies**

**S1:** Redefine and develop career ladders for administrators, teachers, and support staff. (Y1-5)

**S2:** Reinitiate the Step-Up Management & Leadership development program for support employees. (Y3-5)

**S3:** Develop mentorship program for new employees who are not teachers (i.e., secretary, bookkeeper). (Y3-5)

**S4:** Revise budgets to provide funding for specific certifications such as SHRM, secretarial, accounting, and rethink tuition reimbursement not only to allow for coursework, but also for certifications (1010 and NB). (Y3-5)

**S5:** Develop and implement a succession planning process that identifies and prepares potential senior district leadership, including director and cabinet positions. (Y4)

**S6:** Develop and implement “grow our own” instructional staff program for support staff who currently hold bachelor’s degrees to become teachers. (Y4)

### **Metrics**

**M1:** 90% of employees will respond “strongly agree” or “agree” to survey question regarding knowledge of career ladder program and process by SY 2025.

**M2:** Identification of employees for and participation of identified employees in the Step-Up program will increase by 50% for each support, non-instructional division by SY 2025.

**M3:** 50% of new employees who are not teachers will successfully complete mentor program and evaluate program effectiveness a “effective” or “highly effective” by SY 2023; 75% by SY 2024; and 100% by SY 2025.

**M4.1:** 100% of support employees will respond “agree” or “strongly agree” to survey question regarding knowledge of, understanding of, and utilization of tuition/certification reimbursement by SY 2025.

**M4.2:** Tuition/certification funds allocated to support employees will be 100% expended each year through SY 2025.

**M5:** By SY 2023, 100% of leaders who start the program will complete the program.

**M6:** By SY 2023 50% of all support employees who hold bachelor’s degrees will become instructors (teachers) for Brevard Public Schools.

## EXCEPTIONAL WORKFORCE

**Objective E3: Retain a diverse pool of candidates for all classifications of positions within Brevard Public Schools.**

### Performance Indicator

Employee retention will increase.

### Accountable

Dr. Beth Thedy - Deputy Superintendent/Chief Human Resources Officer

### Responsible

Mike Alba - Director Professional Learning and Development

Dr. Karyle Green - Director Professional Standards and Labor Relations

Shannon Alvarez - HRIS Analyst

Dori Howard - Manager Human Resources and Project Management

### Consulted

Dr. Danielle McKinnon - Director Equity, Diversity, and Inclusion

### Description

Retaining a well-trained and experienced staff makes a difference for our students. Retaining, recruiting, and promoting staff is essential to student learning and district operations.

### Theory of Action

If we,

- Recruit highly qualified employees with appropriate certifications for their area of expertise;
- Fairly compensate all employees;
- Provide directors, managers, and other supervisors with the tools necessary to retain effective employees; and
- Provide employees with meaningful (relevant), job-embedded professional development,

Then we will be able to retain a diverse pool of candidates for all classifications of positions within BPS.

### Strategies

**S1:** Revise, deploy, and analyze stay and exit survey data quarterly. (Y1-5)

**S2:** Develop and deploy departmental randomized stay survey of all employee groups at specific years of employment with BPS. (Y3-5)

### Metrics

**M1:** Baseline percentage of employees agreeing or strongly agreeing BPS is a good place to work was 84% in SY 2021; will increase to 87% in SY 2022; will increase to 90% in SY 2023; will increase to 95% in SY 2024.

**M2:** By SY 2025, increase by 50% number of employees in all classifications responding “agree” or “strongly agree” that they will remain with Brevard Public Schools at least five (5) more years from baseline data gathered in SY 2023.

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## 2019-24 STRATEGIC PLAN – OBJECTIVE PROFILE EXCEPTIONAL WORKFORCE

**Objective E4: Develop and provide long-term compensation package and benefits for all employees.**

### **Performance Indicator**

Decrease the percentage of employees who indicate the most important factor contributing to their plans to stop working for BPS is dissatisfaction with financial compensation (salary and benefits) to 4% by SY 2024.

### **Accountable**

Dr. Beth Thedy - Deputy Superintendent/Chief Human Resources Officer  
Cynthia Lesinski - Chief Financial Officer

### **Responsible**

Antonia Scipio - Director Employee Benefits and Risk Management  
Shannon Alvarez - HRIS Analyst  
Susan Denyer - Director Accounting Services  
Diane Lichenstein - Director Budgeting, Cost Accounting, & FTE  
Dori Howard - Manager Human Resources and Project Management

### **Description**

Cost of benefits to employees continue to rise driven by high-cost claimants and employees with chronic conditions. Ensuring a healthy workforce by providing employees with competitive benefits packages as well as developing programs and incentives for health improvements are essential to improving employee health and ultimately, student outcomes.

### **Theory of Action**

If we establish competitive benefits packages as well as developing programs and incentives for health improvements,

Then,

- On an organizational level, employee health outcomes will improve; and
- On an individual basis, employees will take charge of their own health and well-being in an environment that is supportive of improving health outcomes.

### **Strategies**

**S1:** Develop and deploy plan to fix equity gaps and address employee compensation, to include gap analysis, development of tiered approach to resolve identified equity gaps, and identification of funding sources to address tiered equity gaps in compensation. (Y3-5)

**S2:** Develop plan to address and improve the wellness of all employees through incentives, programs, and negotiation and renegotiation of contracts to provide the best health care service to employees. (Y4-5)

**S3:** Incorporate budget set-asides for annual salary increases, to correct employee salary equity gaps in a tiered approach, and to manage rising Employer Health Care Premium. (Y4-5)

## **Metrics**

**M1.1:** Identify 100% of gaps in compensation by employee group (support, instructional, administrative) and tiered by priority by SY 2023.

**M1.2:** Address and close 25% of Tier 1 (priority 1) internal and external compensation gaps by SY 2023. Address and close additional 25% of Tier 1 internal and external compensation gaps by SY 2024. Address and close final 50% of Tier 1 internal and external compensation gaps by SY 2025.

**M1.3:** 100% of budgets realigned to support recurring funding sources for internal and external compensation gaps by SY 2023.

**M2.1:** Health insurance plan will maintain a consistent loss ratio of 99% or lower by SY 2025.

**M2.2:** 75% of employees identified by Cigna as high-risk will participate in coaching and wellness activities and of the 75%, 90% will improve their health numbers (cholesterol, BMI, blood glucose, etc.) by SY 2025 (data in aggregate provided by Cigna due to HIPPA and PHI).

**M3.1:** Increase revenue no less than \$200K per quarter through trend analysis and process improvement starting March 2023.

**M3.2:** Implement an Academic Return on Investment (A-ROI) review for selected instructional initiatives.  $A-ROI = ((\text{learning increase}) \times (\text{\#of students helped})) / \text{dollars spent}$  by SY 2023.

**M3.3:** Develop long-range (5-year) financial forecasting model which includes no less than 1% recurring increase in employee salaries, \$1 million for correcting salary equity gaps, and 3% Employer increase for Health Care for each outyear as the starting base. Initial build by January 2023.

## 2019-24 STRATEGIC PLAN – OBJECTIVE PROFILE

### COMMUNITY CONNECTION

#### Objective C1: Strengthen public trust in district decisions and leadership.

##### Performance Indicator

Increase in media reach/readership data and increase survey measurement outcome regarding public trust.

##### Accountable

Russ Bruhn – Chief Strategic Communications Officer  
Cynthia Lesinski – Chief Financial Officer

##### Description

Brevard Public Schools will enhance public awareness and trust across the district with all stakeholder groups through an increased digital presence and a renewed effort on engaging our current audience with multi-media and in-person communication.

##### Theory of Action

If we create the proper framework to address both reactive (incidents that occur in the moment) and proactive (telling our story), then our efforts will strengthen our relationships within the community to:

- Support local revenue initiatives;
- Broaden our reach to new groups and individuals;
- Unify a shared message for news and priorities; and
- Increase support from business, government, and community members.

##### Strategies

**S1:** Execute a proactive, research- and data-driven outreach campaign to address perception, foster greater understanding, transparency, and trust between the district and the community on key issues such as student achievement, the budget, and other important district-led issues/initiatives. (Y2-5)

**S2:** Leverage existing and new communication platforms to raise the visibility and promote the good work of the district -- our people, programs, and processes. This will include a Professional Development session on social media for schools and ESF divisions. (Y2-5)

**S3:** Develop the Popular Annual Financial Report (PAFR) for SY 2022 implementation. (Y3-5)

**S4:** Leverage existing relationships with key stakeholder groups to build greater knowledge of and advocacy for district-led programs and initiatives. (Y2-5)

##### Metrics

**M1.1:** Publish at least 30 targeted updates to our school community focused on completed sales surtax projects and projects that are in process with a goal of 50,000 reach/views by SY 2024.

**M1.2:** Add questions to annual parent survey administered to BPS families each Spring to garner specific feedback from >45,000 families, >9,000 employees, 700+ community partners (includes business, non-profit, faith-based organizations) and 7,000+ Legacy community partners.

**M2.1:** Increase Instagram followers from 2,415 to 3,000 by SY 2023.

**M2.2:** Increase Facebook followers to 38,000 by SY 2023.

**M2.3:** Share BPS Headlines monthly with four Chambers of Commerce by SY 2023.

**M3:** Create the Popular Annual Financial Report (PAFR) each year through SY 2024.

**M4:** Create and execute 10 BPS updates with district partners (business/faith-based/senior/parent/employee, etc.) by SY 2023.

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2019-24 STRATEGIC PLAN – OBJECTIVE PROFILE  
COMMUNITY CONNECTION

**Objective C2: Increase confidence in and sustain support for BREVARD PUBLIC SCHOOLS (BPS) as THE preferred choice among families.**

**Performance Indicator**

Increase student enrollment percentage on par with other educational options in county.

**Accountable**

Russ Bruhn – Chief Strategic Communications Officer

**Description**

Brevard Public Schools will support academic improvement in schools by developing partnerships from private industry and by engaging parents in their children’s academic progress.

**Theory of Action**

If we,

- Increase coverage of programs, staff, and students in our schools;
- Increase resources contributed to schools through the BPS Partners In Education program, in part by recruiting more corporate, nonprofit, and faith-based partners;

Then, the increase in community knowledge and engagement will advance the efforts by teachers and families to improve student performance and district reputation.

**Strategies**

**S1:** Expand outreach and engagement efforts to drive parental/family involvement in schools and district-led initiatives. (Y1-5)

**S2:** Showcase CTE and ESE programs to elevate awareness among existing and prospective families. (Y3-5)

**S3:** Grow and maintain business and community partnerships in support of schools and programs (in-kind and financial investments). (Y1-5)

**S4:** Generate consistent flow of positive news stories and information into our community about our schools -- our people, programs, and processes. (Y2-4)

**Metrics**

**M1:** Increase parental/family school volunteers districtwide by 3% annually through SY 2024.

**M2.1:** Produce 5 articles/pieces per year specific to CTE programs through SY 2024.

**M2.2:** Produce 5 articles/pieces per year specific to ESE programs through SY 2024.

**M3:** Annual increase of two significant partnerships (>\$50,000).

**M4.1:** Generate *Heart of Brevard* profiles, *What’s Cool in Schools* features and student, staff, and program spotlights in all *BPS Headlines* (weekly e-newsletter) as well as via social media by SY 2023.

**M4.2:** Proactively place at least one feature or news story in a local media outlet per month through SY 2023.

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2019-24 STRATEGIC PLAN – OBJECTIVE PROFILE  
COMMUNITY CONNECTION

**Objective C3: Establish government relations agenda that increases support and funding for BPS programs and initiatives.**

**Performance Indicator**

75% rate of passage of BPS' annual legislative priorities.

**Accountable**

Russ Bruhn – Chief Strategic Communications Officer

**Description**

Brevard Public Schools will leverage our partnership with state and local government entities to advocate for legislation that benefits the school district and advances the shared interest of our community.

**Theory of Action**

If we grow our lobbying partnerships and strengthen government relations initiatives,  
Then,

- There will be a greater awareness throughout the public of our priorities;
- New relationships will result in leveraged opportunities among local government; and
- Legislative support for BPS priorities will positively influence teaching and learning.

**Strategies**

**S1:** Produce BPS legislative agenda and secure sponsorship for appropriations from the legislature while also garnering support from School Board members, the local delegation, and mayors. (Y1-5)

**S2:** Engage annually with families to gain feedback on what items are important to consider for the legislative agenda. (Y4-5)

**S3:** Leverage relationships with Chambers of Commerce and economic development entities to pursue beneficial federal and state actions that support education. (Y1-5)

**Metrics**

**M1:** Completion of legislative agenda before legislature’s “committee weeks” and invite mayors to annual luncheon meeting.

**M2:** Share top five family-suggested legislative items to School Board for legislative agenda consideration each annual cycle through SY 2024.

**M3:** Contribute to at least three multi-agency coalition efforts annually that advance the interest of BPS and the broader community.

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## 2019-24 STRATEGIC PLAN – OBJECTIVE PROFILE COMMUNITY CONNECTION

### **Objective C4: Improve external and internal customer service experience and satisfaction.**

#### **Performance Indicator**

Survey data that reflects increased customer service and satisfaction externally and internally.

#### **Accountable**

Russ Bruhn – Chief Strategic Communications Officer  
Rachad T. Wilson – Chief Operating Officer  
Sue Hann - Assistant Superintendent Facilities Services  
Russell Cheatham – Assistant Superintendent Chief Information Officer  
Dr. Beth Thedy - Deputy Superintendent/Chief Human Resources Officer

#### **Description**

Brevard Public Schools employs approximately 9,000 employees, all of whom provide customer service in some form to our school community. Many provide external and internal customer support to our schools through BPS Financial Services, Maintenance, Transportation, Educational Technology, Human Resources, Food Services and District Communications. Brevard Public Schools is committed to providing excellent Customer Service to its whole community.

#### **Theory of Action**

If we,

- Identify our community's top customer service needs and resolve to serve it better;
- Prioritize improvement on all BPS divisions' most urgent and significant customer service challenges;
- Empower BPS staff members and evaluate them on customer service quality or improvements,

Then,

- Customer Satisfaction will increase due to consistent support throughout the organization; and
- Negative user experiences will decrease.

#### **Strategies**

**S1.1:** Research and identify our top internal customer service needs using surveys in order to develop key performance indicators (KPI). (Y1-4)

**S1.2:** Research and identify our top external customer service needs using surveys in order to develop key performance indicators. (Y1-4)

**S2:** Develop key performance indicators. (Y2-4)

**S3:** Provide customer service professional development for key departments and roles at ESF and school sites. (Y1-4)

#### **Metrics**

**M1.1:** Creation of Customer Service Committee and completion of internal research by December 10, 2022.

**M1.2:** Creation of Customer Service Committee and completion of external research by December 10, 2022.

**M2:** Identify Top 10 customer service needs and develop four (4) KPIs by SY 2023.

**M3:** Five (5) percent of staff will complete customer service professional development each SY, approximately 430 per year.

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## 2019-24 STRATEGIC PLAN – OBJECTIVE PROFILE

### OPERATIONAL SUSTAINABILITY

**Objective O1: Provide and sustain safe, healthy, and fully equipped working and learning environments.**

#### Performance Indicator

Trends that show improvement over time relative to facility, ET, and security baseline assessments and work order data.

#### Accountable

Rachad T. Wilson – Chief Operating Officer  
Sue Hann - Assistant Superintendent Facilities Services  
Russell Cheatham – Assistant Superintendent Chief Information Officer

#### Responsible

Major Brian Neal

#### Description

Brevard Public Schools seeks to provide the highest level of services and physical accommodations possible with the resources available to equitably support our students and staff including increased participation in available security applications, refreshment of technology equipment, and improving maintenance of facilities. As capital assets are renewed or replaced, it is equally important to develop a sustainability plan to budget for preventative maintenance and predict and budget for periodic renewal of these assets based on their expected life cycle.

#### Theory of Action

If we manage and deploy available resources effectively, efficiently, and strategically,  
Then,

- Adequate student capacity will be available at the lowest cost and the least disruption to students and parents;
- Learning and work environments will be enhanced and reliable;
- Customer service will be improved;
- Student and employee health and safety will be enhanced; and
- Operational costs will be reduced.

#### Strategies

**S1:** Refresh assessments to capture ongoing renewal projects (facilities, technology, and security) and broaden assessment framework to capture outstanding equity issues (e.g., covered play structures, locker rooms). (Y3-5)

**S2:** Implement 1:1 computing devices at BPS Elementary and High Schools and maintain 1:1 computing devices at BPS Middle Schools by SY 2023. (Y3-4)

**S3.1:** Establish baseline Key Performance Indicators (KPIs) for facility maintenance (preventive and reactive), monitor progress and establish targets for improvement. (Y2-5)

**S3.2:** Establish Key Performance Indicators (KPIs) for classroom condition and campus aesthetics, monitor progress and establish targets for improvement. (Y3-4)

**S4:** Train school staff to utilize the RAVE panic button app for instant communication with 911, first responders, and school personnel during an emergency by increasing the presentations utilized to promote the sign-up of this application. (Y1-4)

**S5:** Promote and market the awareness and understanding of the anonymous tip line (SpeakOut and FortifyFL) for the purpose of reporting threats and crime by increasing the presentations to students of how and why to use these reporting tools. (Y1-4)

**S6:** Initiate sustainability planning for preventive maintenance and periodic renewal of capital assets based on their predicted life cycle. (Y4-5)

### **Metrics**

**M1:** Annual reporting on assessment updates.

**M2:** 100% implementation of 1:1 computing devices at Elementary, Middle and High Schools by SY 2023.

**M3.1:** Establish baseline facility KPIs (such as conditions of chillers, air handling units, electrical systems, roof systems, intercom systems, fire alarm systems) by SY 2023 utilizing data from new work order software.

**M3.2:** Establish baseline KPIs for classroom condition (furniture, flooring, lighting), athletic facilities (tracks, tennis, bleachers, etc.), playgrounds and campus aesthetics (paint, lawn maintenance, signage) by SY 2023.

**M3.3:** Monitor progress through SY 2023 and develop improvement targets by January 1, 2024, based on resources available. Include subgroup data (such as priority schools) as appropriate.

**M3.4:** Monitor for increased progress/percentage on TNTP Insight Leader Survey 2022 question where 53% of leaders agreed that services provided by the Facilities and Maintenance Departments are well-managed through SY 2024.

**M4:** Increased sign-up rate for the RAVE application from 85% in SY 2021 to 100% by end of SY 2023.

**M5:** Increase by 8 points by SY 2024 the percentage of students who answer "Yes" or "Very Safe" to the Youth Truth Survey question: "Do you feel safe during school?" (2021 Youth Truth data reports Brevard schools: H.S. 57%, M.S. 56%, E.S. 68% and "Typical Youth Truth" Schools: H.S. 65%, M.S. 63%, E.S. 72%)

**M6.1:** Development of an annual preventative maintenance plan for major facility assets (such as chillers) to submit for consideration during the annual budget cycle.

**M6.2:** Development of a multi-year capital asset renewal plan with collaboration of Transportation, Educational Technology, Security, and Finance that includes capital assets such as white fleet, school buses, computer devices, HVAC equipment, playgrounds, athletic facilities, etc. by SY 2024.



2019-24 STRATEGIC PLAN – OBJECTIVE PROFILE  
OPERATIONAL SUSTAINABILITY

**Objective O2: Transport students safely, efficiently, and on time.**

**Performance Indicator**

Increased bus on-time percentage in each area to at least 90% by improving fleet and maintenance efficiencies. The average priority school percentage of on-time delivery will out-perform the non-priority schools average by 1% by SY 2022.

**Accountable**

Rachad T. Wilson – Chief Operating Officer

**Responsible**

Dr. Michael Miller - Director Transportation Services

**Description**

The primary purpose of the Transportation Department at Brevard Public Schools is to transport students to and from school safely, efficiently, and dependably, in order to provide the highest quality of support for the educational programs.

**Theory of Action**

If we,

- Provide safe, reliable, and efficient transportation for all students; and
- Ensure continuous improvement through training and communication with employees,

Then students will attend class on time and receive the amount of teacher attention that leads to successful learning.

**Strategies**

**S1:** Implement GPS for all busses to record accurate on-time delivery rates and analyze actual routes vs. intended routes. (Y3-4)

**S2:** Utilize the new Computerized Maintenance Management System (CMMS) system to track work orders and equipment out of service. (Y1-4)

**S3:** Improve the bus registration process using input from schools' transportation contacts. (Y1-4)

**Metrics**

**M1.1:** Increase to 70% the TNTP Insight Survey 2022 response of 57% from leaders agreeing that non-academic services provided for students by the Transportation department are well managed.

**M1.2:** Improve on-time delivery rates to 90% by SY 2023.

**M2.1:** Decrease time to close out work order by 10% by SY 2023.

**M2.2:** Reduce the average time buses are out of service for repairs by 10% by SY 2023.

**M3:** 90% of bus passes requested for new general education students will be returned completed electronically within one day and 90% of bus passes requested for new Ex. Ed. Students will be returned completed electronically within three days of the school completing all necessary paperwork for the SY 2023.

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2019-24 STRATEGIC PLAN – OBJECTIVE PROFILE  
OPERATIONAL SUSTAINABILITY

**Objective O3: Incorporate sustainable and efficient procurement and distribution solutions to reallocate resources to the classroom.**

**Performance Indicator**

Achieve \$8 million dollars of savings and surplus revenue by SY 2024.

**Accountable**

Rachad T. Wilson – Chief Operating Officer

**Responsible**

Kristine Rodriguez - Director Procurement & Distribution Services

**Description**

Brevard Public Schools Procurement & Distribution Services team is committed to serving, supporting, and collaborating with stakeholders to deliver strategic, timely and sustainable procurement and distribution solutions that result in added value and ethical stewardship of district resources.

**Theory of Action**

If we,

- Collect sustainability data through procurement solicitations;
- Source products and services strategically and negotiate contract cost down;
- Transition to fully electronic solicitations including vendor submittal and BPS evaluation process;
- Strategize on the best online auction or recycling contract to use for surplus disposition; and
- Prioritize the oldest DCR requests first,

Then, we will

- Have better data to make future procurement decisions;
- Achieve savings;
- Improve efficiency and reduce time spent on solicitation evaluation by Procurement and evaluation committee members;
- Increase surplus revenue over prior years; and
- Reduce DCR turnaround time.

**Strategies**

**S1:** Achieve greater revenue from surplus sales through strategic online auctions and recycling contracts. Surplus auction and recycling revenue is allocated to the general fund. (Y3-5)

**S2:** Achieve savings through strategic sourcing and negotiations. (Y1-5)

**S3:** Achieve greater efficiency of Distribution Center Requests (DCR's) from request to completion. (Y3-4)

**Metrics**

**M1:** Achieve \$800,000 in surplus auction and recycling revenue by SY 2024.

**M2:** Achieve \$7.5 million dollars saved through procurement processes by SY 2024.

**M3:** Increase the average speed of completion of DCR's from 26 days in SY 2021 to 23 days in SY 2023.

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2019-24 STRATEGIC PLAN – OBJECTIVE PROFILE  
**OPERATIONAL SUSTAINABILITY**

**Objective O4: Enhance financial controls, analysis, and reporting through development of financial tools and automating and simplifying processes.**

**Performance Indicator**

Implementation of new and improved financial processes and tools by SY 2023 to provide additional management reporting, reduced process time, and enhanced financial controls.

**Accountable**

Cynthia Lesinski – Chief Financial Officer

**Responsible**

Susan Denyer - Director Accounting Services

**Consulted**

Russell Cheatham – Assistant Superintendent/Chief Information Officer

**Description**

Brevard Public Schools Financial Services team is committed to ensuring fiscal responsibility and the preservation of financial strength. Financial Services secures, executes, and accounts for resources to provide an excellent education to every student that attends a Brevard Public School.

**Theory of Action**

If we,

- Implement a tool that creates report automation;
- Create new and revise existing reporting;
- Simplify processes within Financial Services; and
- Improve and expand our analysis of financial data,

Then, we will

- Improve efficiency and reduce time spent on preparation of data for analysis;
- Ensure the alignment of resources to meet the districts strategic goals;
- Leverage innovation to improve fiscal transparency and accessibility for timely and relevant decision making;
- Create financial continuity that is foundational to all other areas of the strategic plan; and
- Instill a cost-conscious mindset across BPS that connects spending to accountability and outcomes.

**Strategies**

**S1:** Utilize new financial reporting automation tool. (Y3-4)

**S2:** Implement financial reporting automation. (Y3-4)

**S3:** Automate and simplify financial processes. (Y3-4)

**S4:** Develop improved financial analysis of data. (Y3-5)

**Metrics**

**M1:** Expand usage of Spreadsheet Server by 50% by January 2023.

**M2.1:** Create one (1) new financial report per quarter that helps replace ET involvement with running reports by SY 2023.

**M2.2:** Convert one manual budget report to an automated version, per quarter, and track time saved by SY 2023.

**M3.1:** Convert 50% of physical vendor payments from checks to ACH payments by SY 2023.

**M3.2:** Implement online payment options for schools by SY 2023.

**M4.1:** Establish and implement process by December 31, 2022, to review semi-annual District spend plans to identify spending variations greater than 15% to ensure alignment with the budget.

**M4.2:** Develop and implement predictive models to conduct analysis and track monthly trends of salary, utilities, fuel, and various consumables to increase efficiency by 10% each year through SY 2024.

**M4.3:** Develop and implement a long-range (5-year) financial planning model to track recurring and future funding requirements with first update by February 2023.

DRAFT

## REVISION HISTORY

Revision	Date	Description of changes	Requested By
1.0	9/20/2017	Initial Release of Draft	Operations
2.0	9/27/2017	Change "H" to "HR" in HR Objectives	Operations
3.0	9/28/2017	Add Revision History Year 2-page 65	Operations
4.0	10/11/2017	Update Objective Summary pp 5-6; Update HR Objective titles to match summary; remove "Draft"	Operations
5.0	12/20/2019	New re-envisioned Strategic Plan	Operations
6.0	2/19/2020	Incorporate Board suggestions	Operations
7.0	2/26/2020	Add CM Asst Supt Student Services as Accountable to A2	Operations
8.0	3/12/2020	Minor edits to A1:M3; A3:S1	Operations
9.0	8/25/2020	Reorg correction; typo corrections	Operations
10.0	9/8/2020	Added new CSCO; reorg corrections	Operations
11.0	9/22/2020	Updated SP Summary Chart	Operations
12.0	10/23/2020	Multiple updates/corrections: dates, strategies, etc. (OS Progress Report)	Operations
13.0	11/17/2020	Multiple updates/corrections: dates, strategies, etc. (EW & AE Progress Report)	Operations
14.0	12/18/20	Multiple updates/corrections/revisions resulting from Mid-Year Retreat	Operations
15.0	1/19/21	Minor corrections.	Operations
16.0	1/28/21	Remove HR as Accountable in O3.	Operations
17.0	1/29/21	Minor corrections.	Operations

18.0	6/3/21	Updates per Year End Assessments	Operations
19.0	8/6/21	Updates per June Retreat	Operations
20.0	9/30/21	Final updates for Year 3	Operations
21.0	10/8/21	E4 update	Operations
22.0	10.29.21	CC updates: delete C3S4; reword C1S1; use M1 & M4 for C1S1; update C1M2.1, C1M2.2, & add M2.3	Operations
23.0	11.9.21	O1M5 revision	Operations
24.0	12.17.21	Revisions from 11.10.21 to 12.17.21 as requested or results of Progress Reports.	Operations
25.0	8.19.22	Updates per June Retreat	Operations