

## Every Student Matters, Every Moment Counts - A Re-enVISIONed BPS Strategic Plan 2019-2024

The most successful organizations start by articulating why they exist. In that spirit, Brevard Public Schools uses the opportunity presented by our Strategic Plan to continuously reaffirm our guiding principle of “Every Student Matters, Every Moment Counts” as we continue to make every effort to fulfill our district’s mission “to serve every student with excellence as the standard.”

Superintendent Mullins’ re-enVISIONed **BPS Strategic Plan 2019-2024** was developed to guide the District focus and effective use of resources to achieve student outcomes that will prepare students for their future. The following four cross-functional goals - Academic Excellence, Exceptional Workforce, Community Connection, and Operational Sustainability – continue to guide our efforts.

### **GOAL 1 ACADEMIC EXCELLENCE**

- Objective A1: Ensure every student has daily engagement with complex, grade-appropriate curriculum.
- Objective A2: Provide students with certified, skilled teachers who hold high expectations for all learners.
- Objective A3: Provide equitable supports in a safe learning environment for every student's social, emotional, and behavioral development.
- Objective A4: Ensure that the open enrollment programs, policies, and procedures are dedicated to providing all students access to high-quality and innovative educational programs throughout the district.
- Objective A5: Support early literacy through school readiness initiatives and provide all families access to literacy support for young children.

### **GOAL 2 EXCEPTIONAL WORKFORCE**

- Objective E1: Fully staff all school and district positions with qualified employees.
- Objective E2: Ensure all employees receive meaningful and relevant professional development, including understanding opportunities for growth.
- Objective E3: Retain a highly developed and skilled workforce that is engaged in serving every student with excellence as the standard.
- Objective E4: Provide competitive compensation and benefits for all employees.

### **GOAL 3 COMMUNITY CONNECTION**

- Objective C1: Strengthen public trust in district decisions and leadership.
- Objective C2: Increase confidence in and sustain support for BREVARD PUBLIC SCHOOLS (BPS) as THE preferred choice among families.

- Objective C3: Establish government relations agenda that increases support and funding for BPS programs and initiatives.
- Objective C4: Improve external and internal customer service experience and satisfaction.

#### **GOAL 4 OPERATIONAL SUSTAINABILITY**

- Objective O1: Provide safe, healthy, and fully equipped working and learning environments.
- Objective O2: Transport students safely, efficiently, and on time.
- Objective O3: Incorporate sustainable financial and procurement practices in all financial processes and decisions.

The pandemic emphasized the need for clear, flexible strategic planning. This year’s development of the Strategic Plan Annual Schedule provides the on-going opportunity for continuous improvement through Progress Reports, Ambassador groups, Board Champion input, and more. Through this schedule we have engaged our stakeholders, refined our objectives, and honed our strategies, resulting in a powerful, highly structured, yet agile and adaptive strategic plan.

Despite the challenges due to COVID-19, we are pleased with the progress we have made thus far, and excited about the future – of our District, our community, and, most importantly, our 70,000+ students amazing students.

This report provides a glimpse of collective achievements, objectives-in-progress, and the challenges that have limited or delayed progress. Each OBJECTIVE is linked to a detailed Year-End Assessment providing specific STRATEGY, METRIC, and PERFORMANCE INDICATOR progress to date.

#### **Milestones Achieved**

Among the objectives showing significant progress are these six objectives, which relate to success for all students.

**Objective A4: Ensure that the open enrollment programs, policies, and procedures are dedicated to providing all students access to high-quality and innovative educational programs throughout the district.** Increase shown in students completing a workforce experience prior to graduation: 10 student interns for the 20-21 school year; Projected 14 student interns for summer 2021 with BPS; Projected 59 students interns for 21-22 school year; Previously had 24 student interns over a 7-year period; 490% increase from previous year

**Objective A5: Support early literacy through school readiness initiatives and provide all families access to literacy support for young children.** Thrive by Five Website is just about completed and will be launched to the community in June 2021.

**Objective C2: Increase confidence in and sustain support for BREVARD PUBLIC SCHOOLS (BPS) as THE preferred choice among families.** Over the course of nine months GCR has amplified BPS' message. We have greatly increased internally generated content, increased positive coverage by local media and created a three-pronged communications outreach plan to highlight our schools. This includes school bios for each school, 15 highly produced school videos and an increased digital presence to highlight the district's CTE programs.

**Objective E2: Ensure all employees receive meaningful and relevant professional development, including understanding opportunities for growth.** PL&D partnered with directors from 6 departments in order to develop career ladders for their staff. Career paths were developed within each division aligned to professional learning opportunities available to each position as well as suggested professional development to achieve advancement opportunities.

**Objective O1: Provide safe, healthy, and fully equipped working and learning environments.** Assessments have been completed for Facility, Security, Student Restrooms, ET Technology Plan, Athletic Facilities, Playgrounds, Bleachers, Intercoms/Fire Alarm systems, student device ratio. ET Technology Plan, Sales surtax plan, annual capital allocation cycle plans have been completed. Increased preventative workorders by 7 percentage points from 15% to 22% since 2018. Database to track completed recommendations from the security assessment in development.

**Objective O3: Incorporate sustainable financial and procurement practices in all financial processes and decisions.** A total of \$2,003,142.60 was saved for Fiscal Year 2021 from Competitive Processes (ITB, Quotes, PB, RFP, Secondary Competition) and Negotiation of Exempt Procurements (Sole Source, Agreements, Bid Waivers, other negotiated savings).

### Encouraging Signs of Progress

Progress outlined below is indicative of the strides BPS has made in many areas as the district works toward reaching its strategic goals despite the pandemic.

**Objective A1: Ensure every student has daily engagement with complex, grade-appropriate curriculum.** Despite the pandemic challenges, Directors monitored the development and implementation of all School Improvement (SIPs) utilizing the Continuous Improvement Management System (CIMS). Robust summer training is planned for BEST math and new ELA curriculum.

**Objective A2: Provide students with certified, skilled teachers who hold high expectations for all learners.** Job embedded program available to all elementary teachers; Competencies 1-3. Competencies 4 and 5 will be offered through a job embedded program at elementary schools so that the 500+ elementary teachers currently participating in these courses can earn their reading endorsement by 1/22. Secondary ILA teachers were given the opportunity to

participate in an intense B.E.S.T. ELA standard training in the summer of school year 2020 followed by participating in the ILA curriculum adoption cycle in fall of the 2021 school year. This has led us to offering every Intensive Reading teacher and administrator over Intensive Reading training on that newly adopted curriculum in June 2021.

**Objective A3: Provide equitable supports in a safe learning environment for every student's social, emotional, and behavioral development.** Work towards addressing out of school risk ratio by the district equity team was shifted in order to effectively address and focus our resources on addressing the in-school suspension disproportionate discipline but will resume in the 21-22 school year, focusing both in-school suspension and out of school suspension data for individual schools and as a district. The out of school risk ratio data for African American students did decrease by 0.07 from the 19-20 school year but is still above the goal of all subgroups being below a 2.0 risk ratio.

**Objective C1: Strengthen public trust in district decisions and leadership.** Over the course of the past year there have been several areas of progress. We have leveraged existing relationships with key stakeholder groups and executed a survey for Charter School parents to measure public trust. In addition, we have realigned some of our strategies and metrics to create better focus on our goals.

**Objective C3: Establish government relations agenda that increases support and funding for BPS programs and initiatives.** While there was some good accomplished in this area, the next year offers quite a bit of room for growth. We will engage with local mayors and city managers as well as with our local delegation and county commissioners. That relationship building, starting this summer, will help make the legislative agenda process more successful.

**Objective E1: Fully staff all school and district positions with qualified employees.** We have improved the district presence in the marketplace. LinkedIn continued to increase this past year by 1000 for a total of 7,872 followers. Other platforms showing increases are our own district Career page; Frontline education; Tik Tok; and more pre-contract binders at our Virtual Career Fair.

**Objective E3: Retain a highly developed and skilled workforce that is engaged in serving every student with excellence as the standard.** The average length of service of Brevard Schools employees has been very consistent when comparing SY2019 (10.12 yrs.), SY2020 (10.11 yrs.) and SY2021 (10.3 yrs.). This is a very positive sign, especially in light of the COVID-19 Pandemic, which affects more veteran employees.

**Objective O2: Transport students safely, efficiently, and on time.** The bus registration process survey indicated 77.8% of the schools felt the process had been improved from the fall of 2019-2020. Additionally, to improve yellow and white fleet management efficiency, we have purchased MPulse software, a Computerized Maintenance Management System (CMMS), to track maintenance schedules, parts inventory, and warranties. Implementation starts this summer.

## Challenges Remaining

These objectives, chosen because of their importance to student success, are among those that will require significant effort in building the momentum needed to implement and/or improve.

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

This area needs attention to create new metrics and to find ways to analyze data collected by our numerous surveys. We should work to get a deeper understanding off all the surveys conducted and create a timeline to turn around findings based on survey answers.

**Objective E4: Provide competitive compensation and benefits for all employees.** Although all district-level budgets have been analyzed for potential savings (positions that have remained vacant eliminated from the budget; contracts renegotiated or termed where feasible; and budgets cut another 10% this cycle) funding continue to stall meeting this objective.