

BREVARD PUBLIC SCHOOLS IS 2007 STERLING AWARD RECIPIENT

April 25, 2007
Viera, Florida

Brevard Public Schools, the tenth largest school district in Florida, has just been awarded the Florida Governor's Sterling Award for Performance Excellence.



The transformation plan developed by **ets**, Inc. for Brevard Public Schools (Brevard County, Florida) originated from a Malcolm Baldrige and Florida Sterling Award Criteria based organizational assessment. The BPS Transformation Plan included the following key elements:

1. Develop a Strategic Plan to position BPS as First in Florida in all key areas of student achievement and school district operations.
2. Deploy the **ets** Golden Thread and Scorecard methodology throughout the organization.
3. Implement the **ets** six sigma methodology including process management and DMAIC throughout the school district.
4. Develop and implement a succession plan for key positions to ensure performance excellence can be sustained.
5. Monitor progress using the BPS Scorecard of Key Performance Indicators, Strategic and Process Measures, and Malcolm Baldrige / Florida Sterling Criteria as the measurement instrument.

Following is a summary of the BPS management system.

Guided by its "First in Florida" strategic plan, Brevard Public Schools strives to serve every student with excellence as the standard. BPS is the tenth largest of 67 school districts reporting to the Florida Department of Education, and employs more than 9,000 people. With 85 schools, 14 special centers, 13 charter schools, and a \$1.2 billion capital and operating budget, the district educates nearly 76,000 students in 17 different municipalities across the Space Coast. By using data-driven decision making, systematic approaches, and 21st century technology, its goal is to lead a generation to first in the nation using national benchmarks for organizational effectiveness and student performance.

OUR VISION

Brevard Public Schools will be first in student achievement in the state of Florida.

OUR MISSION STATEMENT

Serve every student with excellence as the standard.

VALUES

BPS is committed to and accountable for the following shared Organizational Values:

1. We make decisions based on what is in the best interest of all **students**.

2. We uphold **honesty** and **integrity** as our guiding principles.
3. We treat one another with **respect**.
4. We set **high expectations** and demand quality performance.
5. We take **responsibility** for our actions and are **accountable** for the results.
6. We foster a **safe**, accessible, and healthy environment.
7. We value **diversity** and the strength of individual differences.
8. We provide a positive, caring, and supportive **climate**.
9. We work as a **team** to accomplish our mission.

LEADERSHIP

Brevard Public Schools' leadership system is based on a shared mission and vision and an agreed upon set of values. The system focuses on high expectations with open communication, and continuous review and evaluation for improvement so that high-quality educational opportunities are provided for every student now and in the future. Senior leaders are charged with modeling the district mission, vision, and values to employees, partners, customers, and other stakeholders. Employees at every level of the organization are expected to work as a team to meet objectives.

STRATEGIC PLANNING

Senior leaders set the core values through a strategic planning process that involves input from all levels of the organization. The process is updated and continuously reviewed. Key participants include School Board members, the Superintendent, the District Leadership Team, principals, teachers, support staff, and community members. Strategic planning is conducted through a ten-step process that begins with a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis and concludes with documentation of lessons learned. BPS uses the **ets** "Golden Thread" approach to develop and deploy action plans to achieve strategic objectives. This approach embodies a process where annual action plans are established to accomplish goals, and senior staff members are the goalkeepers for each goal. The goalkeepers in turn assign champions to each of the objectives and action plans. Strategic measures are then deployed to the department, school and employee levels.

CUSTOMER AND MARKET FOCUS

Brevard Public Schools' core customers include students, parents, employees, and the community. By developing the strategic plan annually, we are able to determine which new student groups and market segments should be pursued for current and future programs and services. Since many of the district's students have different educational learning styles, programs and services are specifically created to address individual student needs. One of the key tools in listening and learning from our customers is the Customer Service Center, where parents can receive important information by phone or be readily directed to the correct department for a response.

MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT

For BPS, the key to measurement, analysis, and knowledge management lies in the strategic planning process. Through strategic planning, the district creates clearly defined objectives based on the review of data: assessing needs, identifying root causes, formulating strategies, implementing strategies, evaluating progress, and making adjustments as necessary are part of tracking overall organizational performance. The strategic plan leads to the development of the District Scorecard of over 130 measures. The Scorecards for the district and every school are available to all parents and stakeholders through the district's website.

HUMAN RESOURCE FOCUS

An important feature of BPS' work systems is the district focus on the inclusion of diverse ideas, as noted in our values. Our planning processes solicit input from the different cultural and ethnic groups in our employee base. The district seeks and utilizes input from employees and their supervisors and managers regarding training and development needs. **ets** six sigma tools and techniques are being used by a broad base of the district's workforce.

PROCESS MANAGEMENT

BPS determines its core value creation processes based on their effect on our primary customers: students and their parents or guardians. The district's core value creation processes meet the following criteria:

- Process directly "touches" the primary customer.
- Primary customer is able to perceive quality of the process.
- Process directly contributes to the primary customer's success.

The district systematically addresses its processes with input from a range of sources, including School Advisory Councils and Parent and Client Surveys.

RESULTS

BPS fosters high levels of student achievement by proactively seeking community and parental involvement through formal advisory councils, district committees, community input meetings, an interactive web site, and televised programs and board meetings. The district has sustained high levels of performance on the state's A+ Plan, achieving an overall district grade of an "A" in each of the last three school years, with over 90 percent of all schools in the district receiving an "A" rating, which exceeds the statewide average of 53 percent. BPS continues a legacy of achievement.

Some highlights:

- In 2006, Brevard ranked in the top 6 districts in the state in 19 of the 22 FCAT data points for reading, math, science, and writing... up from 9 of 22 data points in 2002.
- First in Florida in the percent of student enrollments in dual enrollment (2006-07).
- Second in the state with a 2005-06 graduation rate of 90.7%.
- Only a 0.8% dropout rate for 2005-06, second best in Florida.
- Brevard is home to 20 of the state's 28 music demonstration schools.
- BPS is first among the 10 largest Florida districts with the highest percentage of teachers who are National Board Certified.

- First in Florida in the percent of students proficient in science, and first in the number of 2006 state science fair winners.
- Brevard was named by the AARP as the 14th best employer in the U.S. in 2006, the only school district in the nation to be recognized with the honor.

FUTURE

Evolving initiatives like Secondary Schools of National Prominence (SSNP) are designed to increase the rigor, relevance, and relationships for all students and equip them with the skills needed to either pursue post-secondary education or attain certification to enter the workforce armed with a marketable skill. Through this program, every child will be given the opportunity to succeed at the highest levels and no child will be left behind.

BPS is focused on enhancing student achievement while improving efficiency. All of the processes and practices of the organization are aligning to support this mandate. Our children are our future, and the educational foundation they receive in Brevard Public Schools is designed to serve them for years to come.

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