



2012-2015

STRATEGIC PLAN



The City of Pembroke Pines Charter School System

Community, Character, and a Challenging Curriculum

Welcome to Our City and Our A+ School System



As the governing board of the City of Pembroke Pines, we welcome you to our extraordinary city and school system. We have so much to offer our residents and visitors alike—thriving residential communities, businesses, restaurants, state-of-the-art hospitals, vibrant parks, family-oriented recreation centers, and most importantly, high-performing schools.

One of the city's greatest accomplishments was its creation of the Pembroke Pines Charter School System (PPCSS). We proudly boast that PPCSS is not only the first municipally owned and operated charter system in the nation, but today it holds the distinction of being the largest and one of the most high-performing as well. Since its inception, PPCSS has been a community partnership. We believe that collaboration among elected officials, parents, and the community is paramount to creating highly effective schools. It is this founding belief that continues to drive our practices today and what makes the City of Pembroke Pines Charter Schools a world-class educational system.

PEMBROKE PINES CITY COMMISSION



Mayor Frank Ortis, Carl Shechter, Angelo Castillo, Jay Schwartz, Iris Siple, City Manager Charles Dodge

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Diverse Voices Proclaiming a Common Vision

A Message From the City Manager and Mayor



Charles Dodge
City Manager

On behalf of the City of Pembroke Pines Charter Schools, we are honored to present the system's strategic plan, which outlines our system's unwavering commitment to academic excellence, educational equity, and stakeholder engagement over the next three years. The strategic planning process has not only served as an opportunity to reflect upon prior accomplishments, but also to reemphasize and refocus our continuous improvement efforts to ensure that all children who enter our system receive a world-class education.

This strategic plan clearly articulates goals and expectations that target seven specific areas collectively aimed at increasing student achievement. Specifically, these goals and objectives reflect a common vision and a set of priorities as we embark upon the task of preparing all students for college, career, and life in a rapidly evolving global and technological world.

As a school system and community, we are cognizant of the resources and commitment necessary for educational excellence. And on a personal level, we are continuously encouraged by this community's steadfast dedication to our schools. It is this commitment amongst all stakeholders—elected officials, administrators, teachers, students, and families—that will promote the continued excellence of the Pembroke Pines Charter Schools.

It is important to note that this strategic plan is both a dynamic plan and a working blueprint for our future. We therefore ask for your ongoing support and involvement in the process. Together we embrace this journey of teaching and learning that will ultimately lead to a prosperous and successful future.

Sincerely,

A handwritten signature in blue ink that reads "Charles J. Dodge".

Charles Dodge



Frank Ortis
City Mayor

A handwritten signature in blue ink that reads "Frank Ortis".

Frank Ortis

Creation and Implementation of the Strategic Plan



In November of 2010, the Pembroke Pines Charter Schools pursued the option of becoming an accredited school system by applying to the Southern Association of Colleges and Schools Council on Accreditation and School Improvement (SACS CASI). Upon receipt of the commitment letter from SACS CASI designating the seven schools as a candidate for district accreditation, a steering committee was assembled and began actively collaborating to prepare for the readiness visit. The committee sought recommendations from stakeholders to ascertain the state of the Pembroke Pines Charter Schools. Input from support staff, campus principals, email correspondence, and stakeholder surveys was obtained and evaluated. Utilizing data from these sources, as well as student achievement data and other pertinent information gathered from the strategic plan of the City of Pembroke Pines, system leaders began to draft strategic goals and initiatives.

Since the inception of the K-12 progression, the Pembroke Pines Charter Schools have operated informally as a district. In an effort to be officially recognized as an accredited district, stakeholders convened on a regular basis to document the schools' processes, procedures, and policies. Targeted goals and strategies were formulated that addressed the specific needs of the system, incorporated state and federal mandates, integrated the increased rigor of the Common Core State Standards, and preserved the safe learning environment for which the Pembroke Pines Charter Schools are renowned.

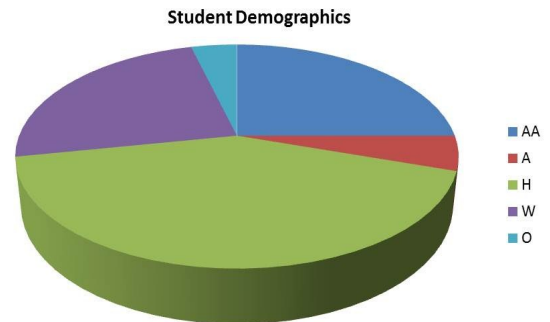
At the individual school sites, the process involved various stakeholders. Curriculum specialists shared the draft strategic plan with all teachers and staff, solicited their input and recommendations, and brought the information back to the system's leadership. Following this deliberation, stakeholder meetings were conducted at each school site, allowing parents and community members the opportunity to view the plan and provide their feedback and recommendations as well. The strategic plan was posted on the system and school websites, giving all stakeholders an additional chance to examine the plan and respond. In the fall of 2012, the strategic plan was presented to advisory board members for their review, input, and approval.

It is the intent of the school leadership to maintain the relevance of the strategic plan by involving stakeholders in the monitoring, review, and revision of this blueprint for success.

Basic Data/Demographics

K – 12 STUDENTS

African American	1409	25%
Asian	282	05%
Hispanic	2366	42%
White	1352	24%
Other	225	04%
TOTAL	5634	100%



Free and Reduced Lunch	1405	25%
Limited English Proficiency	198	4%
Exceptional Student Education	648	12%

SCHOOLS

Elementary Schools	4
Middle Schools	2
High Schools	1
TOTAL	7

ACADEMIC PERFORMANCE

Schools Rated under the State Accountability A+ Plan 2009—2012

Central Elementary:	Highest rating of A
East Elementary:	Highest rating of A
FSU Elementary:	Highest rating of A
West Elementary:	Highest rating of A
Central Middle:	Highest rating of A
West Middle:	Highest rating of A
High School:	Highest rating of A

EMPLOYEES

Faculty	339
Administrators	14
Non-instructional	25
Associates	109
TOTAL	487

VISION

Our vision, as a community, is to cultivate character and foster life-long learning through a challenging educational experience in a safe environment.

MISSION

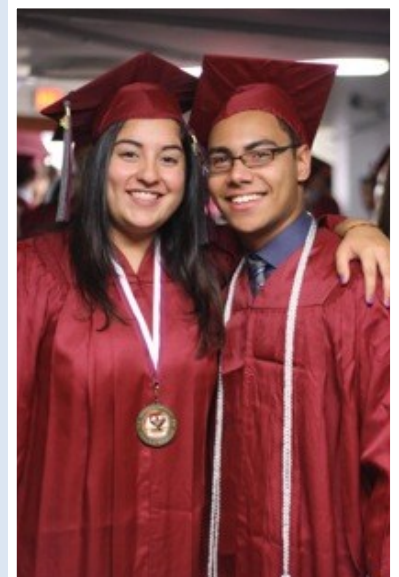
It is our mission to prepare students to succeed in a global society by providing a personalized and rigorous curriculum through excellence in teaching.



CORE BELIEFS

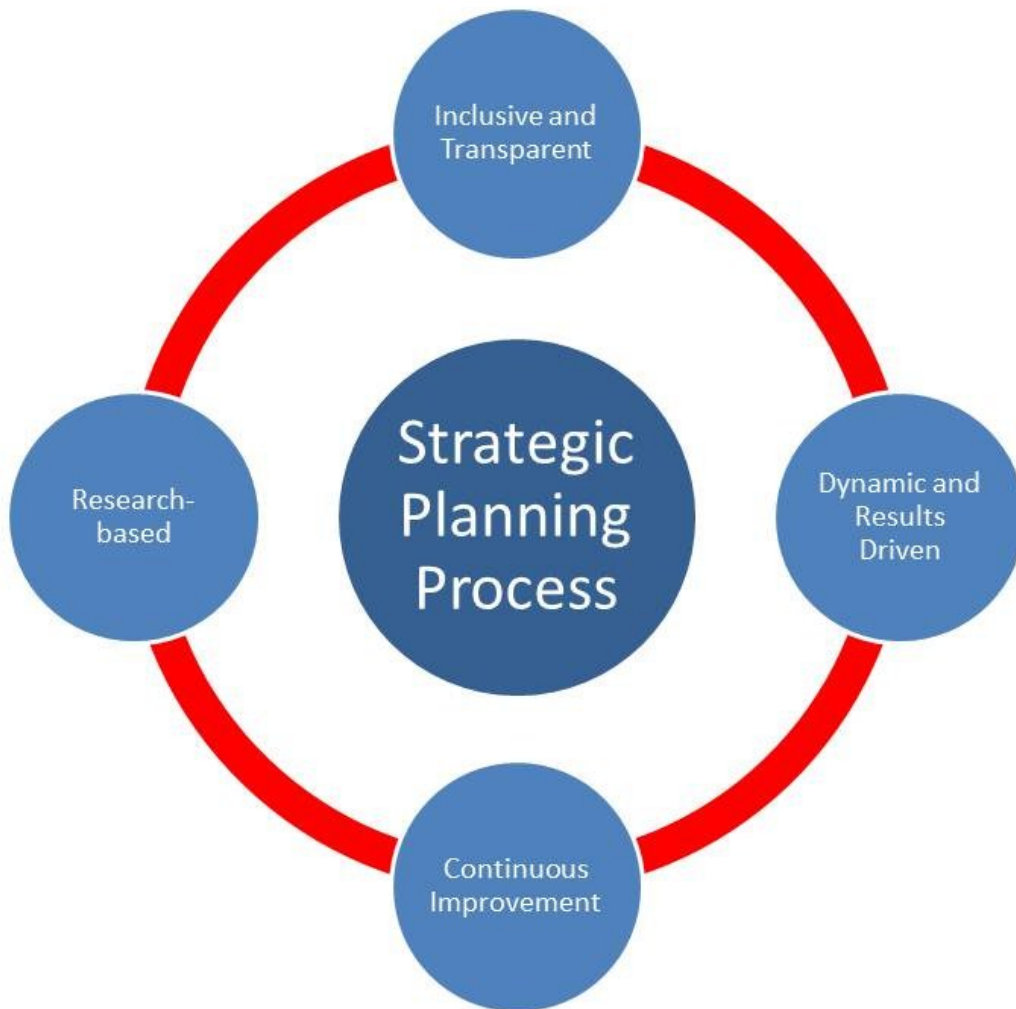
Our system believes that:

- ◆ All students are to be treated with dignity and respect and have the right to learn, grow, and maximize their full potential without limitations.
- ◆ Collaboration among all stakeholders is vital in meeting the individual needs of all students.
- ◆ All students should be educated in a safe and nurturing environment and have access to a well-rounded and rigorous curriculum.
- ◆ A highly qualified staff is directly related to student success.
- ◆ High expectations for academic achievement will prepare students for college and career readiness.



THE STRATEGIC PLANNING PROCESS

The Pembroke Pines Charter School System's Strategic Planning Process is guided by four principle elements to ensure that the plan effectively informs all decisions critical to the system's success.



ANALYSIS OF SYSTEM'S STRENGTHS AND DEVELOPMENTAL NEEDS

The Pembroke Pines Charter School System completed a thorough self-assessment and administered a comprehensive survey to all stakeholders in the Spring of 2012. Based on the information gathered from the self-reflective process and survey data, the following strengths and developmental needs were identified:

System Strengths:

- Student performance
- Community and parental involvement
- Clear purpose and direction
- Safe learning environment
- Well-maintained facilities
- Highly qualified staff
- Integration of character education

Developmental Needs:

- Technology infrastructure
- Acquisition and maintenance of hardware and software
- Enhanced stakeholder communication system
- Collection, management, and disaggregation of data

What We Want to Accomplish

FOCUS AREA: STUDENT ACHIEVEMENT

Goal 1: Improving student achievement and maintaining high academic standards

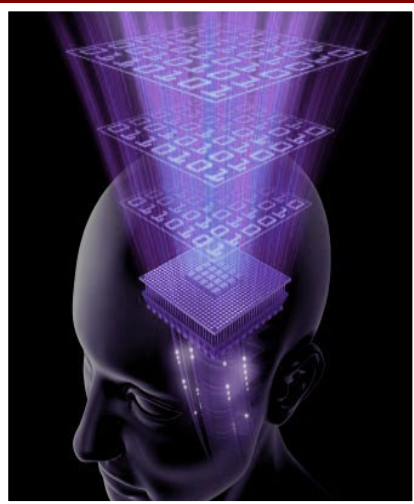
Objectives:

- ⇒ Ensure that all schools within the system achieve excellence in college and career readiness
- ⇒ Close achievement gaps through the implementation of differentiated instruction, intensive remedial programs, and innovative scheduling
- ⇒ Vertically align core curriculum to ensure that students possess the necessary prerequisite content knowledge for higher-level coursework
- ⇒ Enhance the implementation of evidence and research-based instructional strategies across all content areas for all students



FOCUS AREA: DATA ANALYSIS

Goal 2: Assessing and using data to improve instruction and inform decisions



Objectives:

- ⇒ Implement a comprehensive data management system
- ⇒ Evaluate student progress utilizing research-based instruments designed to measure critical knowledge and higher-order thinking skills
- ⇒ Implement user-friendly systems for teachers, students, parents, and principals that track student growth
- ⇒ Establish a progress monitoring system that gauges student progress and drives instruction

What We Want to Accomplish

FOCUS AREA: HIGHLY QUALIFIED STAFF

Goal 3: Recruiting, developing, and maintaining highly qualified teachers

Objectives:

- ⇒ Attract, hire, and retain high-quality and diverse teaching staff and administrators representative of student population through mentoring, leadership development, and other incentives
- ⇒ Implement a support system for teachers that focuses on the interpretation of data and common core standards
- ⇒ Provide multiple ways for teachers and teacher leaders to participate in professional development opportunities targeted and based on high-quality standards
- ⇒ Expand and enhance Professional Learning Communities to support all teachers by continuously building content knowledge and instructional skills necessary to meet the needs of all students



FOCUS AREA: A HEALTHY AND SAFE ENVIRONMENT

Goal 4: Ensuring a safe environment that promotes health and wellness for all students and staff

Objectives:

- ⇒ Review and maintain Safety Plan in conjunction with city and county agencies
- ⇒ Review and maintain K -12 Wellness Plan
- ⇒ Provide health, physical education, and extracurricular activities to enhance student wellness
- ⇒ Enhance goals to prepare children to be healthy, fit, and ready to learn

What We Want to Accomplish

FOCUS AREA: TECHNOLOGY

Goal 5: Ensuring that schools possess the technology necessary for improved classroom instruction and computer-based assessments

Objectives:

- ⇒ Provide opportunities to acquire new knowledge and/or broaden existing knowledge through the use of emergent technologies
- ⇒ Incorporate appropriate technologies into the classroom that support student achievement
- ⇒ Ensure that schools possess the infrastructure to provide teachers and students sufficient access to strategic tools



FOCUS AREA: STAKEHOLDER INVOLVEMENT

Goal 6: Improving stakeholder and community relations and partnerships

Objectives:

- ⇒ Continue to promote collaboration between business leaders, educators, and other stakeholders that supports school improvement efforts
- ⇒ Afford opportunities for parents to participate in activities, training, and workshops that promote a high-quality education for their children
- ⇒ Provide family-focused supports that engage family members in improvement initiatives and services
- ⇒ Enhance relationships with students, families, and the community that will ensure current and future commitment to the City of Pembroke Pines Charter School System



What We Want to Accomplish

FOCUS AREA: EFFECTIVE MANAGEMENT OF RESOURCES

Goal 7: Aligning and adjusting resources to accomplish plan

Objectives:

- ⇒ Ensure that resources are prioritized
- ⇒ Evaluate and reallocate funds to schools based on identified needs
- ⇒ Manage personnel resourcefully to support goal acquisition
- ⇒ Assure that implementation plans related to infrastructure and operations support technology, transportation, and safety
- ⇒ Identify and seek alternative sources of funding and grants



**PERFORMANCE INDICATORS:
HOW WE WILL MEASURE OUR SUCCESS**

FOCUS AREA: STUDENT ACHIEVEMENT

Goal 1: Improving student achievement and maintaining high academic standards

- ⇒ Graduation rate
- ⇒ Percentage of students who demonstrate readiness for college as indicated by “The College Readiness Report”
- ⇒ Percentage of students receiving college scholarships and academic recognition on achievement tests
- ⇒ SAT and ACT participation rates and scores
- ⇒ Percentage of students enrolled in accelerated courses
- ⇒ Percentage of students passing accelerated courses
- ⇒ Percentage of proficient students on all standardized tests
- ⇒ Percentage of students making annual learning gains
- ⇒ Percentage of schools meeting all Annual Measurable Objectives
- ⇒ Percentage of schools maintaining a school grade of ‘A’



**PERFORMANCE INDICATORS:
HOW WE WILL MEASURE OUR SUCCESS**

FOCUS AREA: DATA ANALYSIS

Goal 2: Assessing and using data to improve instruction and inform decisions

- ⇒ Increased ease of access to real time information—*Performance Matters*
- ⇒ Increased usage and access to Behavior and Academic Support Information System (BASIS)
- ⇒ Participation in data analysis professional development
- ⇒ Increased usage of the Progress Monitoring & Reporting Network

FOCUS AREA: HIGHLY QUALIFIED STAFF

Goal 3: Recruiting, developing, and maintaining highly qualified teachers

- ⇒ Professional development participation rate
- ⇒ Staff retention data
- ⇒ iObservation data
- ⇒ Value Added Model Scores
- ⇒ Percentage of teachers with advanced degrees and additional certifications

**PERFORMANCE INDICATORS:
HOW WE WILL MEASURE OUR SUCCESS**

FOCUS AREA: SAFE AND HEALTHY ENVIRONMENT

Goal 4: Ensuring a safe environment that promotes health and wellness for all students and staff

- ⇒ Annual evaluation of the Health and Wellness Plan
- ⇒ Annual evaluation of the Safety Plan
- ⇒ Student incident reports
- ⇒ Participation in anti-bullying and substance abuse prevention programs
- ⇒ Participation in health and fitness programs

FOCUS AREA: TECHNOLOGY

Goal 5: Ensuring that schools possess the technology necessary for improved classroom instruction and computer-based assessments

- ⇒ Infrastructure enhancements
- ⇒ Hardware and software inventory
- ⇒ Budget expenditures on digital access
- ⇒ Availability of cloud-based systems

**PERFORMANCE INDICATORS:
HOW WE WILL MEASURE OUR SUCCESS**

FOCUS AREA: STAKEHOLDER INVOLVEMENT

Goal 6: Enhancing stakeholder and community relations and partnerships

- ⇒ Parent participation in workshops
- ⇒ Database for service hours accessible to parents
- ⇒ Frequency of community partnership hosted events
- ⇒ Increase in webcasts for parents
- ⇒ PTSA and PTA membership

FOCUS AREA: RESOURCE ALLOCATION

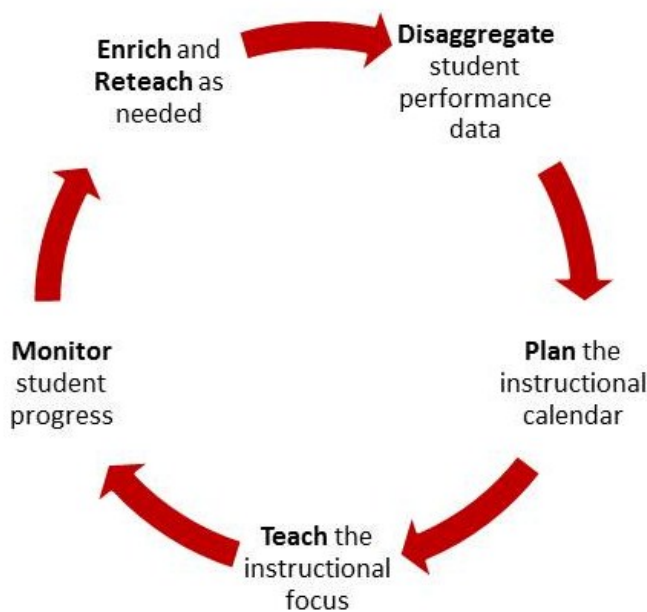
Goal 7: Aligning and adjusting resources to accomplish plan

- ⇒ Number of grant applications submitted/awarded
- ⇒ Needs assessment and survey results
- ⇒ Review of work orders completed
- ⇒ Annual budget review
- ⇒ Annual School Improvement Plan review
- ⇒ Stakeholder survey results

FLORIDA'S CONTINUOUS IMPROVEMENT MODEL

At PPCSS self-reflection and continuous improvement is practiced and valued. Florida's Continuous Improvement Model (FCIM), a capacity-building approach focused on providing data-driven instruction for all students, is followed. FCIM promotes continuous improvement and coordinates efforts in concert with other essential elements that make schools effective: strong principals, high expectations for teachers and students, sharp instructional focus, a safe and orderly climate conducive to learning, and a standards-based instructional program.

Florida's Continuous Improvement Model (FCIM) is based on the FOCUS process:



F - Formulate a plan. **Disaggregate** student performance data.

O - Optimize time by preparing and following a timeline. **Plan** the instructional calendar.

C - Concentrate on teaching standards and collaborate with the instructional team. **Teach** the instructional focus in the classroom.

U - Utilize assessments at short, frequent intervals. **Monitor** student progress using frequent assessments to maintain and monitor the teaching and learning process.

S - Sustain learning with tutorial, enrichment, and maintenance activities by providing **tutorials** for **reteaching** or **enrichment** for objectives that have been mastered.

FLORIDA'S CONTINUOUS IMPROVEMENT MODEL

The major elements of the FCIM process ensure the following:

- ◇ Evidence-based practices that build a school's capacity to establish continuous improvement as a way of work are being utilized.
- ◇ Instruction is focused and differentiated for all students.
- ◇ Collaboration among teachers, students, and instructional support staff takes place.
- ◇ Students are empowered to become active in their learning.
- ◇ Instruction is data-driven so as to remove subjectivity and replace it with a focus on student achievement.
- ◇ Planning, instruction, assessment, and support are aligned to student performance.
- ◇ Assessment results are utilized to improve teaching and learning.



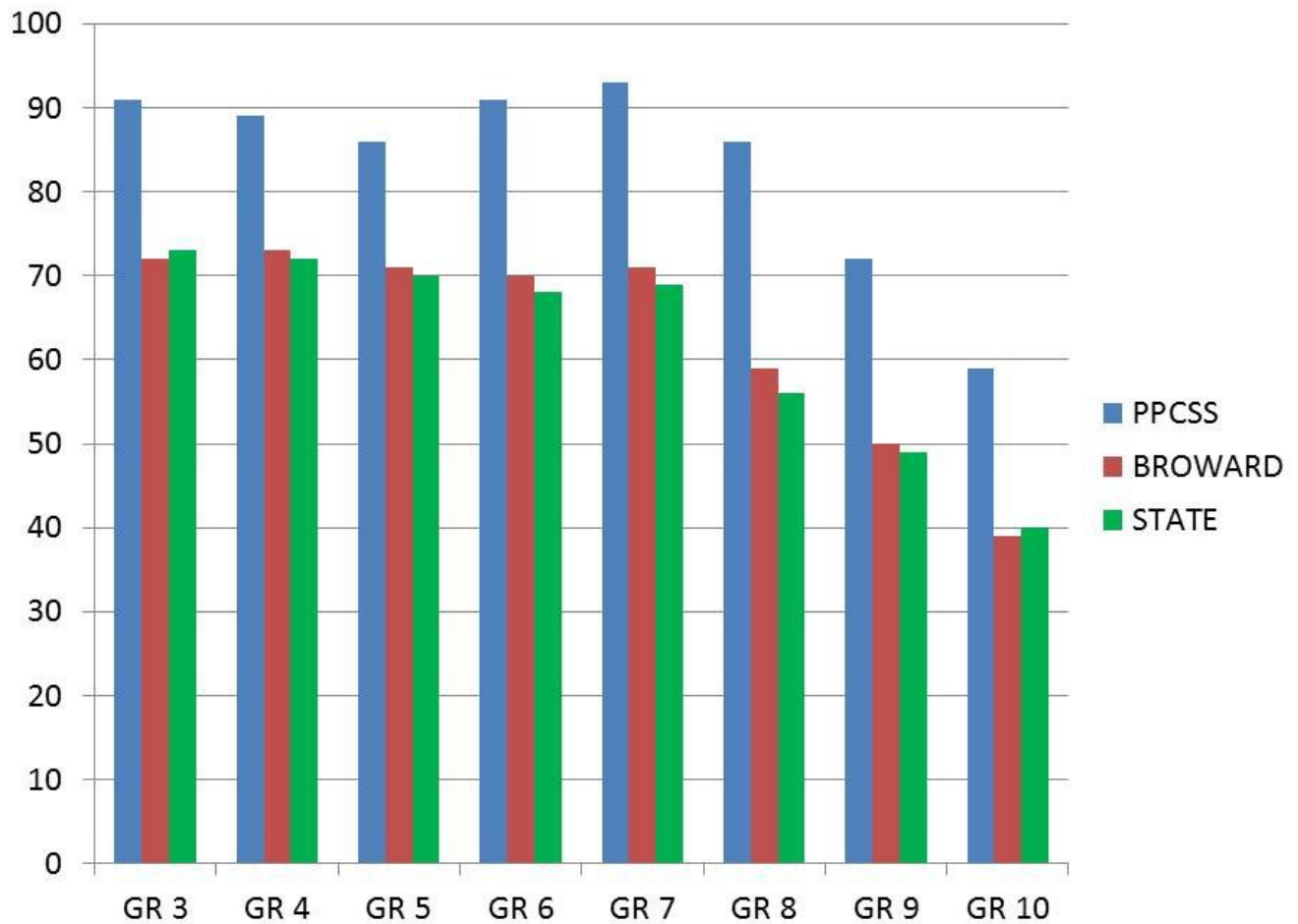
This strategic plan provides a clear direction to help the district leadership, administration, faculty and staff members maximize the opportunities for students across the district because the Pembroke Pines Charter School System believes that every student has the right to a high-quality education.



“Every member of the Pembroke Pines Charter School community has a vested interest in the success of our students, and this Strategic Plan documents our unwavering commitment to educational excellence.”

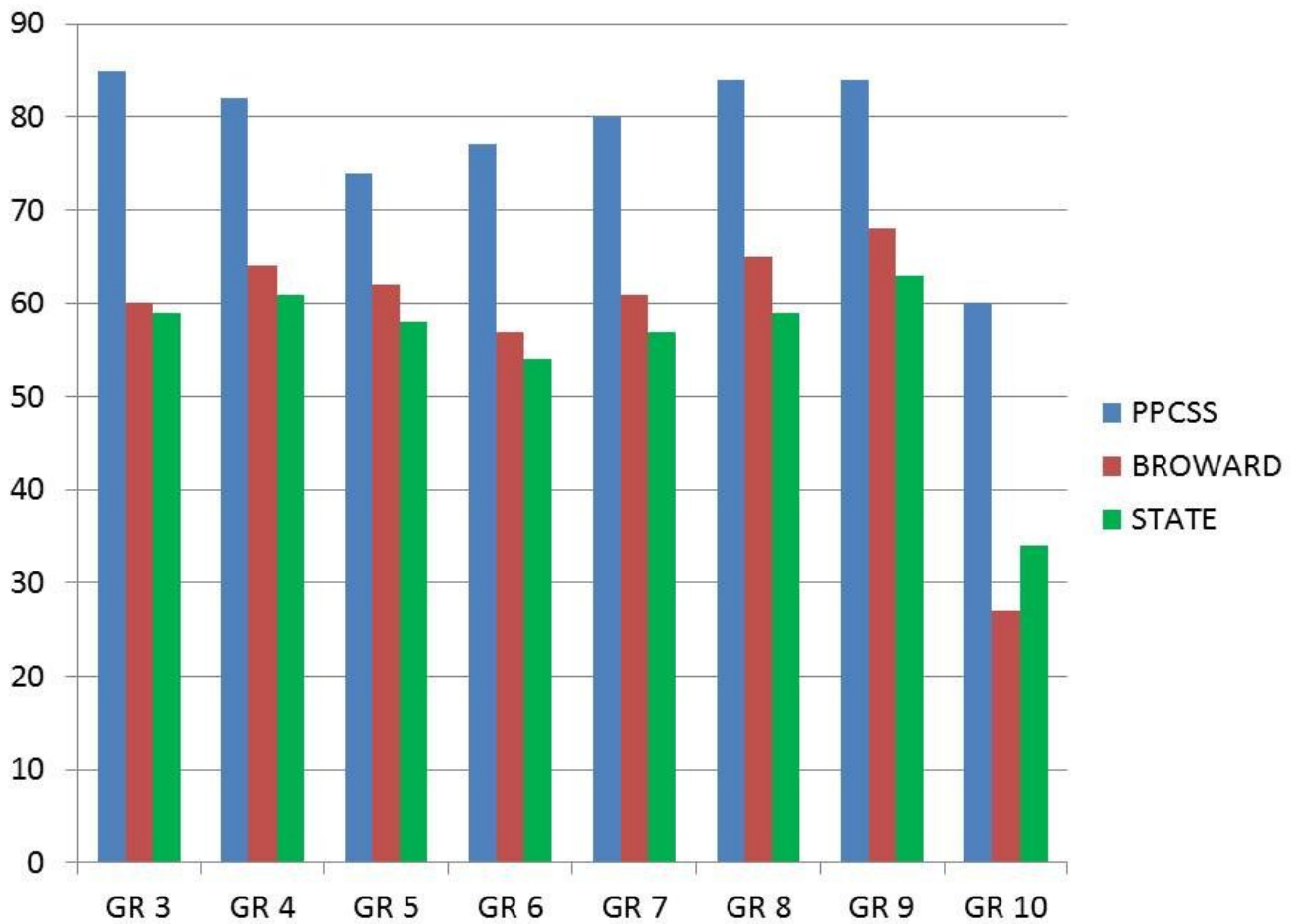
—City Manager Charles Dodge

COMPARATIVE DATA FCAT 2.0 READING PPCSS/BROWARD COUNTY/STATE 2011—2012



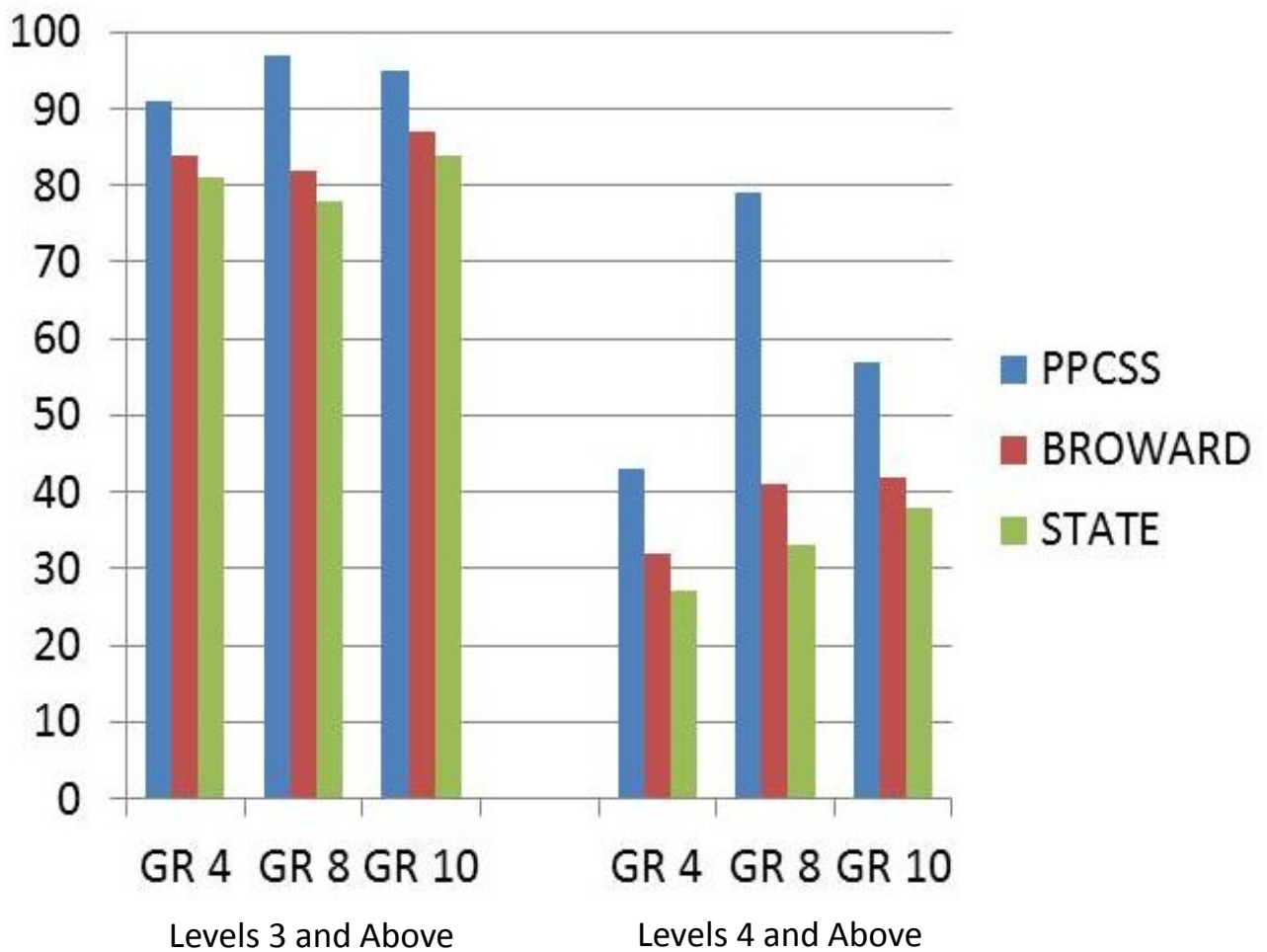
PERCENTAGE OF STUDENTS SCORING LEVEL 3 AND ABOVE

COMPARATIVE DATA
 FCAT 2.0 MATH
 PPCSS/BROWARD COUNTY/STATE
 2011—2012

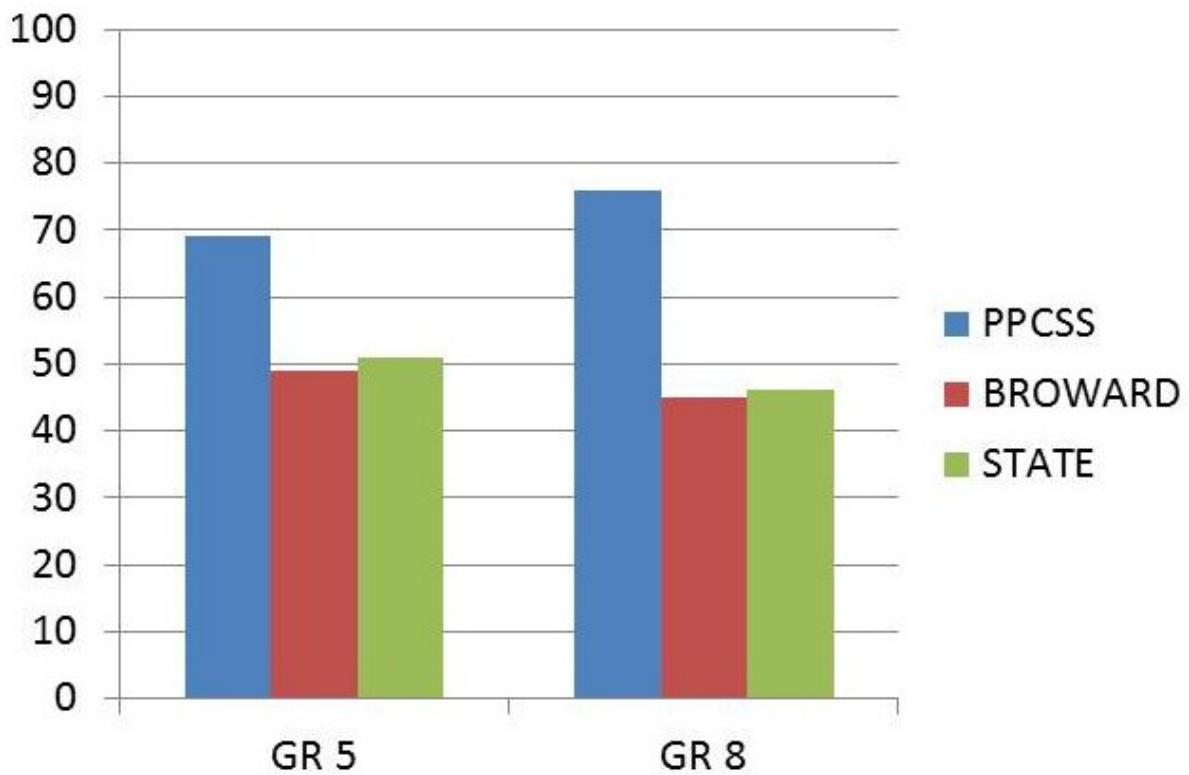


PERCENTAGE OF STUDENTS SCORING LEVEL 3 AND ABOVE

COMPARATIVE DATA
 FCAT 2.0 WRITING
 PPCSS/BROWARD COUNTY/STATE
 2011—2012



COMPARATIVE DATA
FCAT 2.0 SCIENCE
PPCSS/BROWARD COUNTY/STATE
2011—2012



PERCENTAGE OF STUDENTS SCORING LEVEL 3 AND ABOVE



The Pembroke Pines Charter School System

FSU Elementary
601 SW 172nd Ave
Pembroke Pines, FL
33029

Central Elementary
12350 Sheridan Street
Pembroke Pines, FL
33026

East Elementary
10801 Pembroke Rd
Pembroke Pines, FL
33025

West Elementary
1680 SW 184th Ave.
Pembroke Pines, FL
33029

Central Middle
12350 Sheridan Street
Pembroke Pines, FL
33026

West Middle
18500 Pembroke Road
Pembroke Pines, FL
33029

High School
17189 Sheridan Street
Pembroke Pines, FL
33331