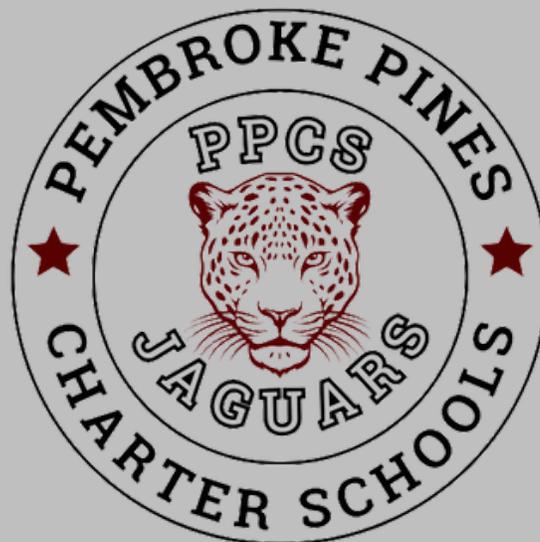


CITY OF PEMBROKE PINES PEMBROKE PINES CHARTER SCHOOL SYSTEM



STRATEGIC PLAN 2025-2030



 @PPCSSOIL

<http://pinescharter.net>

General Information

City of Pembroke Pines Charter Schools

<http://pinescharter.net/>

Academic Village High School

17189 Sheridan Street
Pembroke Pines, FL 33331
(954) 538-3700

Academic Village Middle

17195 Sheridan Street
Pembroke Pines, FL 33331
(954) 538-3700

Central Campus K-8

12350 Sheridan Street
Pembroke Pines, FL 33026
(954) 322-3300

East Elementary Campus

10801 Pembroke Road
Pembroke Pines, FL 33025
(954) 443-4800

FSU Elementary Campus

601 SW 172 Ave
Pembroke Pines, FL 33029
(954) 499-4244

West Elementary Campus

1680 SW 184 Avenue
Pembroke Pines, FL 33029
(954) 450-6990

West Middle Campus

18501 Pembroke Road
Pembroke Pines, FL 33029
(954) 443-4847

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Executive Summary

Pembroke Pines, a suburb between Miami and Fort Lauderdale, is home to the Pembroke Pines Charter School System (PPCSS), Florida's first municipally operated, not-for-profit charter school system. PPCSS includes four elementary schools, three middle schools, and one high school, providing a seamless K-12 education. The Florida State University (FSU) elementary campus, sponsored by Florida State University, is one of Florida's pioneering charter schools established as a teaching and learning laboratory. The remaining campuses are sponsored by the School Board of Broward County (SBBC). The PPCSS is governed by the Pembroke Pines City Commission, which includes the Mayor and four Commissioners, with the City Manager serving as the Superintendent.

Since its founding in 1998, PPCSS has been a strong community partnership. Family involvement and dedication are key features of the system, with parents volunteering a minimum of 30 service hours per year to engage actively in their children's education. PPCSS takes pride in the significant number of students who begin in kindergarten and continue through graduation.

Enrollment in PPCSS is managed through an annual lottery system, which fills seats for incoming kindergarten students and any openings at other grade levels. The lottery is open to all school-age students in Broward County, with priority given to Pembroke Pines residents. PPCSS is inclusive, welcoming students regardless of ability, gender, race, socio-economic status, or ethnicity.





The City Of
PEMBROKE PINES

601 City Center Way
Pembroke Pines
FL 33025

954-450-1060 

www.ppines.com 



CHARLES F. DODGE
Superintendent & City Manager



ANGELO CASTILLO
Mayor



THOMAS J. GOOD, JR
Vice Mayor



MICHAEL HERNANDEZ
Commissioner

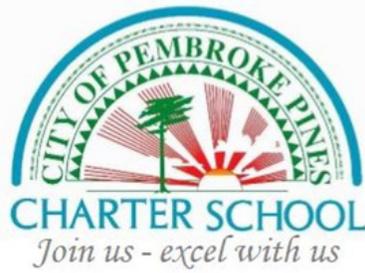


MARIA RODRIGUEZ
Commissioner



JAY D. SCHWARTZ
Commissioner

GOVERNING BOARD



PETER BAYER
Academic Village Principal



SEAN CHANCE
Central Campus Principal



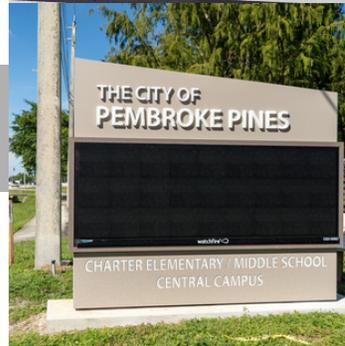
CHANNALE AUGUSTIN
East Elementary Principal



DR. LISA MARAJ
FSU Elementary Principal



MICHAEL CASTELLANO
West Campus Principal





CHARLES F. DODGE
Superintendent & City Manager

As the Superintendent of the City of Pembroke Pines Charter School System (PPCSS), I proudly celebrate our 25 years of excellence, thanks to the dedication of our teachers, staff, students, and parents. We are committed to enhancing the educational experience for over 6,000 students.

Our Strategic Plan focuses on four key areas:

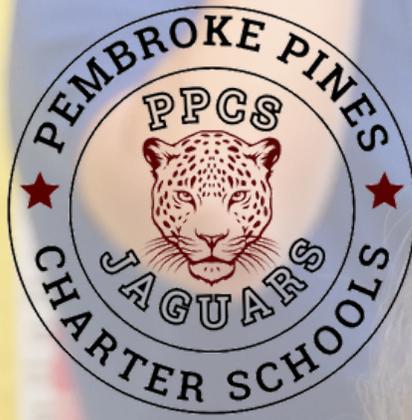
1. **Innovative Academics:** We provide a challenging curriculum that encourages critical thinking and prepares students for real-world experiences.
2. **Safe and Inclusive Environment:** We prioritize a welcoming atmosphere where all students feel valued and supported, ensuring their well-being alongside academic growth.
3. **Effective Communication:** We aim to strengthen communication with students, parents, and community partners to foster transparency and engagement.
4. **Resilient Operations:** We focus on optimizing resources and embracing innovation for sustainable growth amid today's challenges.

The development of this Strategic Plan allows us to reflect on our accomplishments and maintain our focus on continuous improvement. We are committed to providing every student with the exceptional education that has become the hallmark of our system.

As a school system and community, we understand the dedication and resources required for educational excellence, as well as the fiscal and human challenges we face. With the ongoing support of our teachers, staff, students, parents, and business partners, we are confident in our ability to continue promoting both academic excellence and social-emotional well-being.

By concentrating on these strategic areas, we will equip our students with the academic and interpersonal skills needed to thrive in an increasingly global society. With strong support from our stakeholders, highly qualified educators, engaged parents, and City Commission members, we remain steadfast in our commitment to providing a well-rounded education for all students.

Our Strategic Plan is a living document, continuously reviewed and aligned with our vision and mission, guiding us toward sustained success in the years to come. Together, we look forward to shaping a bright future for every student at PPCSS.



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.

Vision

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

Purpose Statement

Empowering Students for the Possibilities of Tomorrow!

STRATEGIC PLANNING PROCESS

Defining the Mission and Vision: PPCSS reviewed the current mission and vision. This set the foundation for strategic planning by providing direction and ensuring that all stakeholders understand the institution's goals. The mission and vision inspire and align the efforts of all stakeholders.



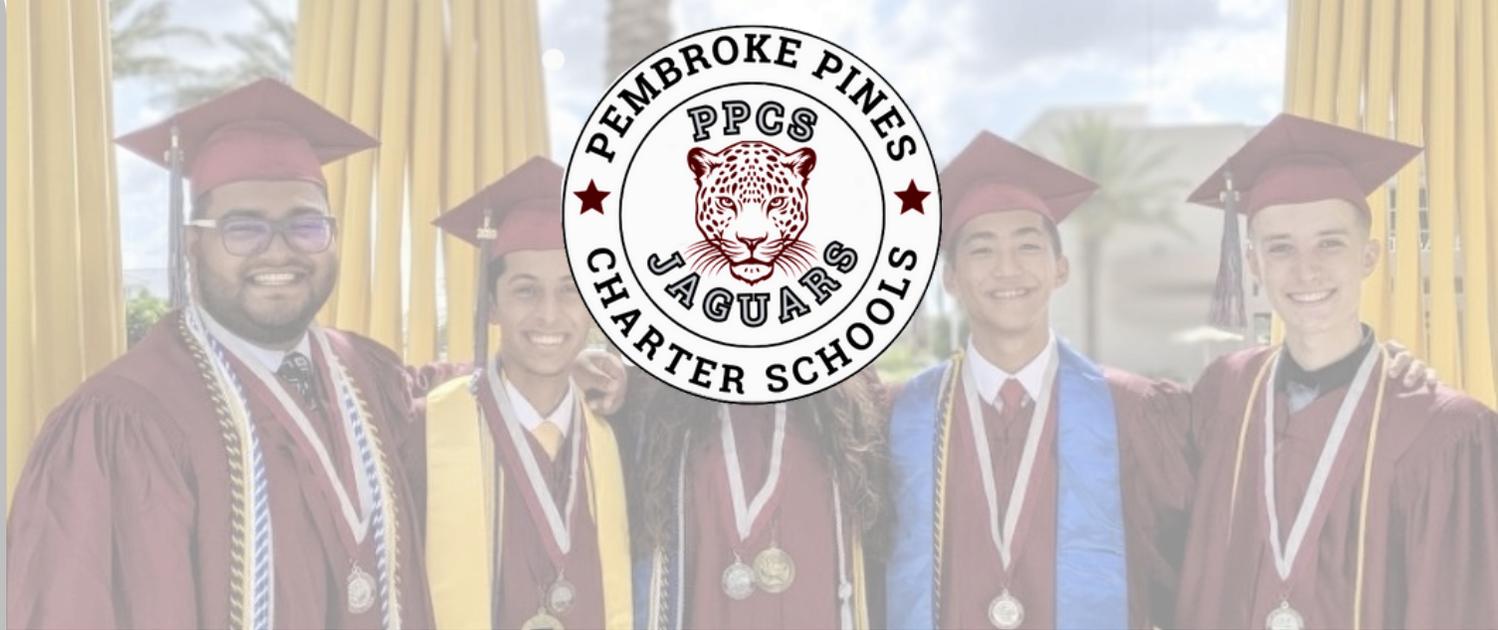
Conducting a Situational Analysis: PPCSS assessed internal and external processes. This analysis helped identify current successes, challenges, and resources, allowing leaders to make informed strategic decisions.

Formulating Strategic Focuses and Objectives: PPCSS developed specific strategic focuses to achieve our mission and vision based on insights gathered during the situational analysis. This included setting measurable objectives, prioritizing initiatives, and allocating resources effectively. The four strategic focus areas are adaptable to changing circumstances and clearly communicate how PPCSS plans to leverage its strengths and opportunities while mitigating weaknesses and threats.



Implementing and Evaluating the Plan: The final step involves putting the formulated strategies into action. This requires assigning responsibilities, creating timelines, and monitoring progress. Regular evaluation and adjustments are crucial, as they help ensure our organization remains on track to meet its objectives, respond to unforeseen challenges, and take advantage of new opportunities as they arise.





100%

Graduation Rate

88%

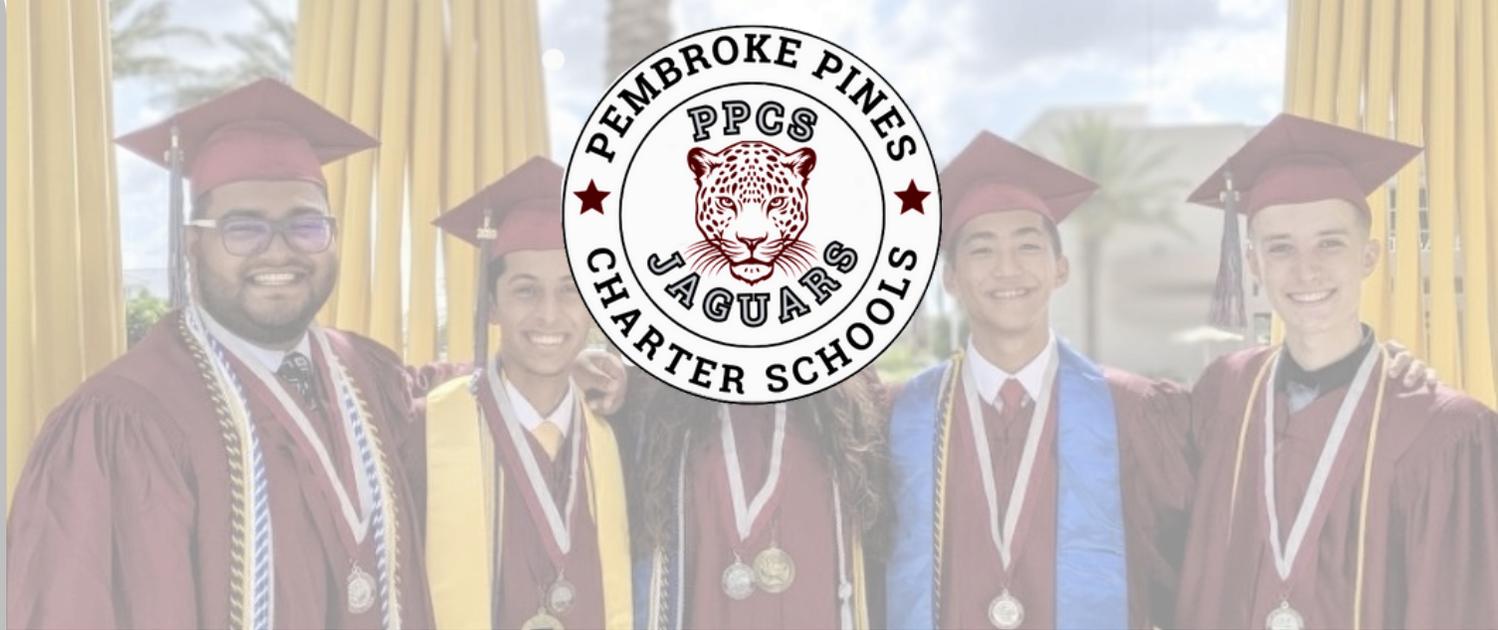
Cambridge Diploma Rate

1. Parental Involvement:

The City of Pembroke Pines Charter Schools have fostered a strong culture of parental involvement, recognizing that family engagement is essential to student success. Through regular communication channels, including newsletters, parent-teacher conferences, and an active Parent Teacher Association (PTA) and Parent Teacher Student Association (PTSA), parents are empowered to participate actively in their children’s education. The schools provide numerous volunteer opportunities and educational workshops, allowing parents to take an active role both in the classroom and in broader school initiatives. This high level of involvement creates a supportive learning environment where students, parents, and educators collaborate to ensure that every student reaches their full potential.

2. Graduation Rate:

A key indicator of the City of Pembroke Pines Charter Schools’ excellence is its impressive graduation rate. With a focus on personalized academic support, college readiness programs, and career counseling, the schools ensure that students are well-prepared to meet graduation requirements and pursue post-secondary opportunities. The charter schools offer a variety of pathways, including advanced placement (AP) courses, dual enrollment options, and career-oriented programs, which allow students to tailor their high school experience to their aspirations. The commitment to academic rigor, combined with individualized guidance, enables the schools to consistently achieve high graduation rates, a testament to their dedication to student success.

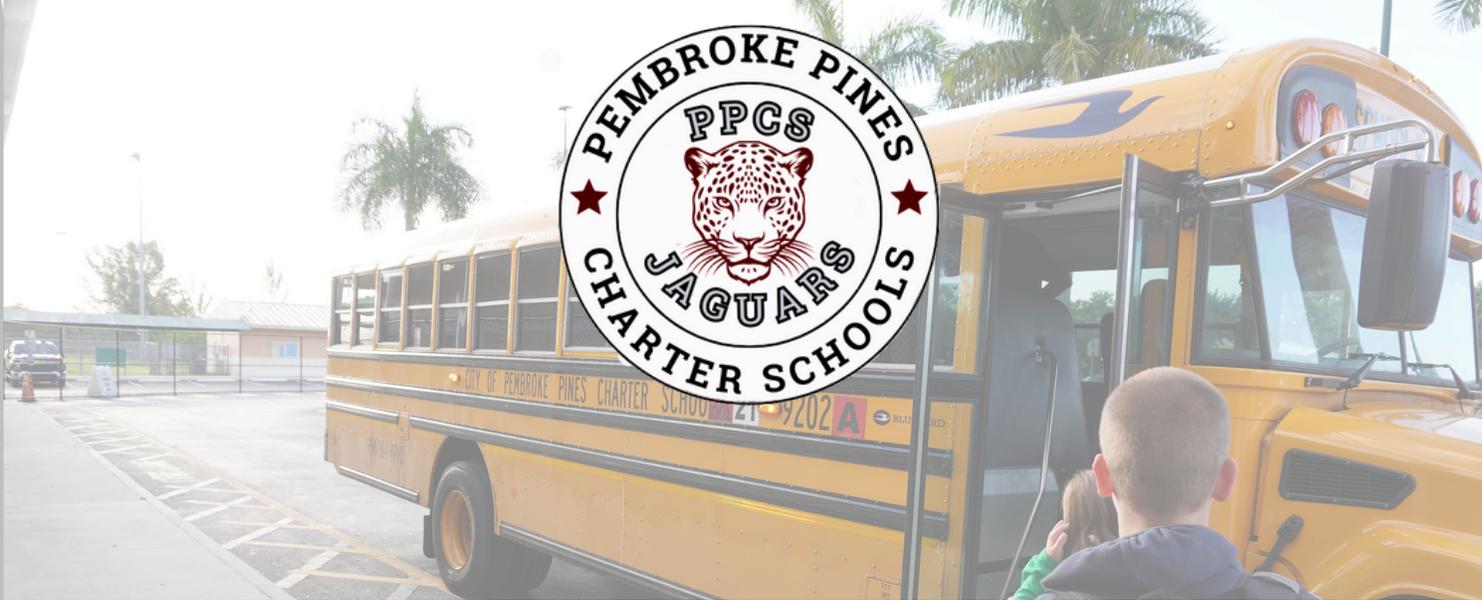


3. Academic Achievement:

The City of Pembroke Pines Charter Schools are distinguished by their strong academic performance. Students consistently excel in standardized testing and other key academic benchmarks, placing the schools among the top performers in the state. The schools' curriculum is designed to challenge students across all grade levels, promoting critical thinking, creativity, and problem-solving skills. Teachers use data-driven instruction to identify areas for improvement, providing targeted interventions and enrichment programs to support student growth.

Through a combination of rigorous academics, technology integration, and a focus on lifelong learning, the charter schools ensure that students are equipped with the knowledge and skills they need to succeed in an increasingly competitive world.

These strengths—parental involvement, a high graduation rate, and academic achievement—form the foundation of the City of Pembroke Pines Charter Schools' success, contributing to a holistic educational experience that prepares students for future accomplishments.

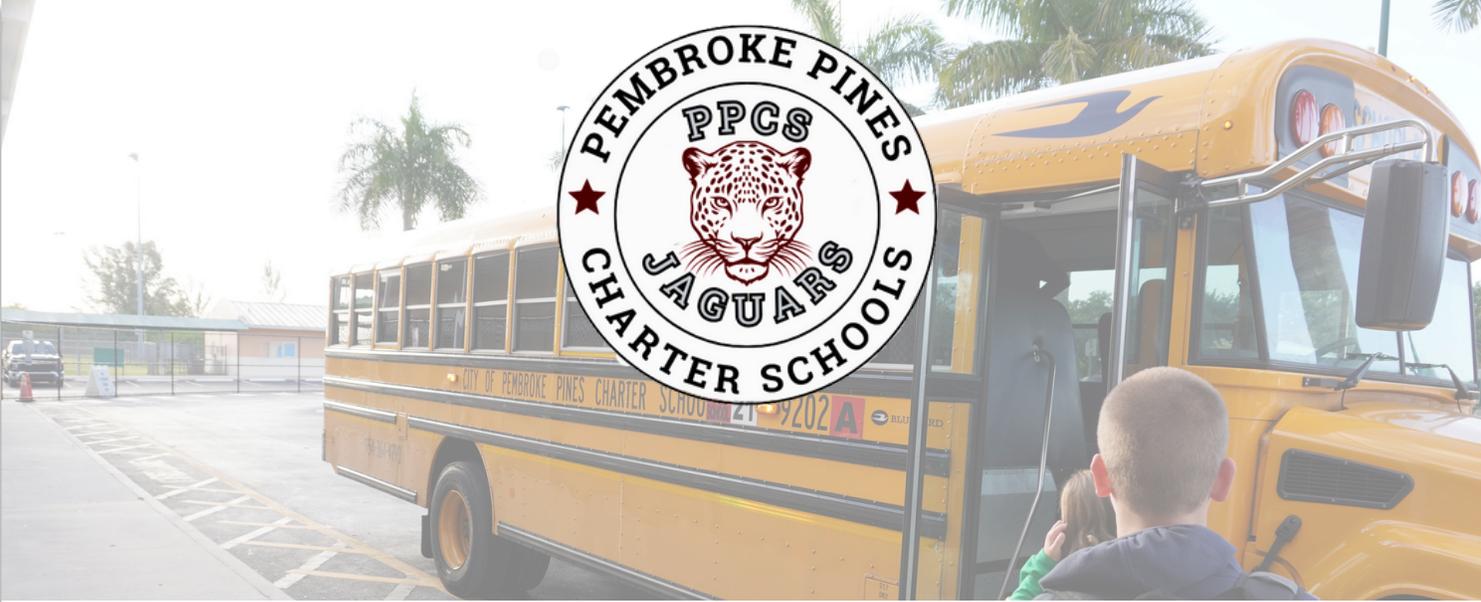


1. Funding:

One of the significant challenges The City of Pembroke Pines Charter Schools faces is the allocation of resources, particularly in terms of technology and devices, which is often constrained by limited funding. In an era where digital learning is increasingly vital, the need for up-to-date technology is critical. However, the schools must balance tight budgets while ensuring that students and teachers have access to the necessary tools, such as laptops, tablets, and reliable internet connectivity. The lack of consistent funding from state and federal sources places additional pressure on the schools to make difficult decisions about resource distribution. This challenge highlights the need for innovative funding strategies, community partnerships, and grants to bridge the gap and support the evolving needs of 21st-century education.

2. Enrollment:

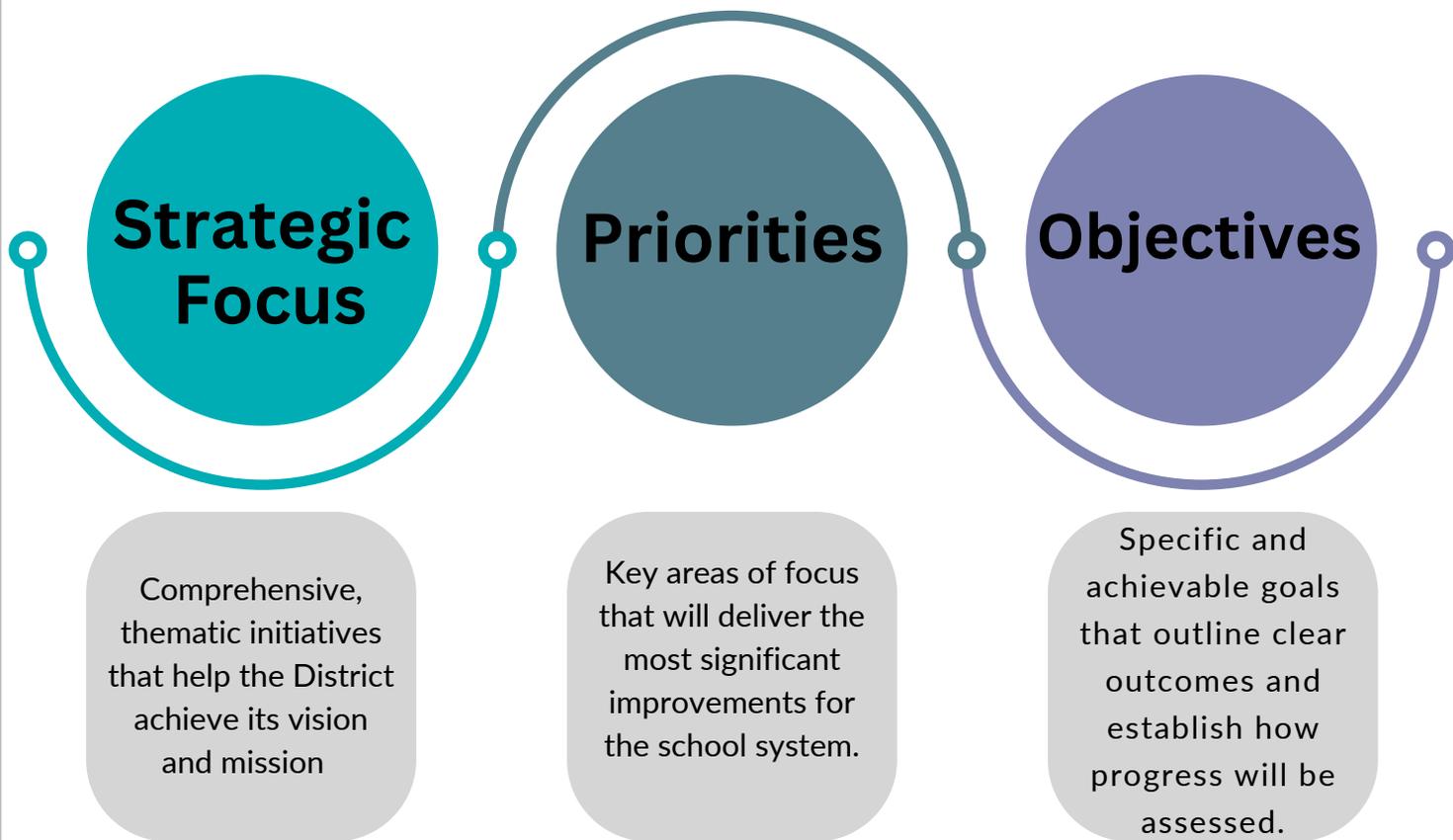
Filling enrollment seats is becoming an emerging concern for The City of Pembroke Pines Charter Schools. While the schools have historically enjoyed strong enrollment numbers, recent trends suggest a gradual shift that may require attention. Factors such as increased competition from other local schools and changes in family preferences are beginning to impact student numbers. Though this has not yet developed into a critical issue, the potential for under-enrollment could affect funding and resource allocation in the future. To address this emerging problem, the schools may need to explore new outreach strategies, engage with prospective families, and highlight the unique strengths of their academic programs. By being proactive, the schools can ensure continued growth and stability while maintaining their commitment to academic excellence.



3. Retention of Highly Qualified Teachers:

Like many schools across the nation, The City of Pembroke Pines Charter Schools face the challenge of retaining highly qualified teachers. Competitive salaries, workload pressures, and limited professional development opportunities can contribute to teacher turnover. Retaining talented educators is crucial for maintaining the schools' high academic standards and for building long-term relationships with students and families. Addressing this challenge involves finding ways to provide competitive compensation, creating a supportive and collaborative work environment, and offering ongoing professional development to help teachers grow and feel valued. By focusing on teacher retention, the schools can ensure continuity in the classroom and sustain the quality of education that has made them a top choice for families.

These challenges—resource allocation due to limited funding, managing enrollment demand, and retaining highly qualified teachers—are areas that require focused attention and innovative solutions. By addressing these issues, The City of Pembroke Pines Charter Schools can continue to thrive and provide exceptional education to their students.



Strategic Focus 1: Relevant, Rigorous & Innovative Academics

- Priority 1: Ensure an exceptional education that supports all learners with meaningful college and/or career readiness.
- Priority 2: Through progress monitoring, close achievement gap and accelerate every student toward full academic potential.
- Priority 3: As part of the continuous improvement plan, prioritize recruitment and retention of highly skilled teachers.

Strategic Focus 2: Fostering a Safe, Healthy, & Inclusive Learning Environment

- Priority 1: Lifeskills and Wellness
- Priority 2: Safety Protocols and Initiatives
- Priority 3: Student Support

Strategic Focus 3: Effective Stakeholder Communication

- Priority 1: Enhance and diversify communication to strengthen stakeholder engagement
- Priority 2: Elevate and expand meaningful two-way communication with stakeholders to ensure equity and accessibility
- Priority 3: Increase stakeholder involvement as active participants and advocates in PPCSS

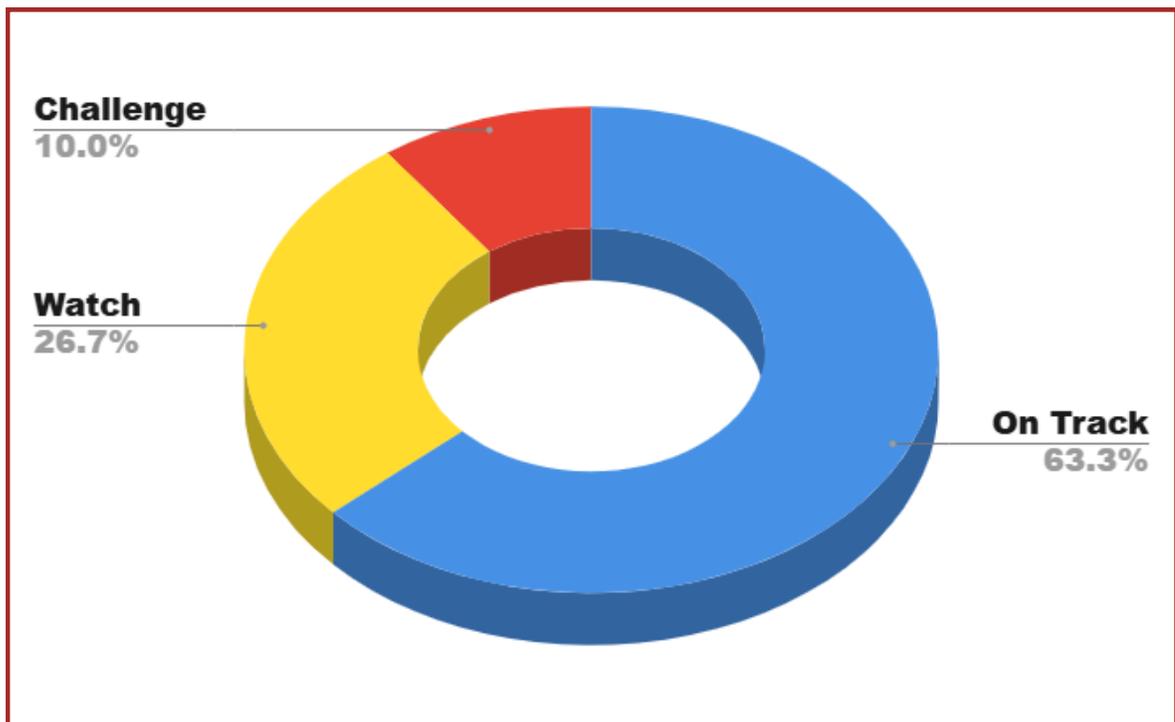
Strategic Focus 4: Streamlined and Resilient Operations for Sustainable Growth

- Priority 1: Resource Optimization
- Priority 2: Operational Efficiency
- Priority 3: Financial Sustainability

Performance Summary

The annual performance summary for the Pembroke Pines Charter School System from the 2022-23 to the 2023-24 academic year highlights significant advancements in both academic performance and community engagement. During this period, the schools implemented enhanced curriculum initiatives that resulted in improved standardized test scores and increased student participation in advanced placement courses. Additionally, a focus on life-skills and wellness, as well as college and career programs has contributed to a more supportive school environment, while fostering student well-being and resilience. The schools also expanded extracurricular offerings, promoting greater involvement in sports and arts, while strengthening partnerships with local organizations to enhance resources and support for families. Overall, the progress reflects a commitment to excellence and holistic development for every student in the Pembroke Pines Charter School System.

Objective Status: SY 2023-24



Three indicators were developed during the analysis phase of the strategic planning process to determine the status of each Priority within the strategic focuses:



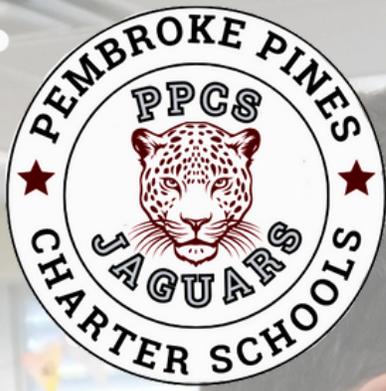
On track towards meeting the goal



On track but requires close monitoring and/or action steps



Requires additional resources/support or action steps



STRATEGIC FOCUS 1

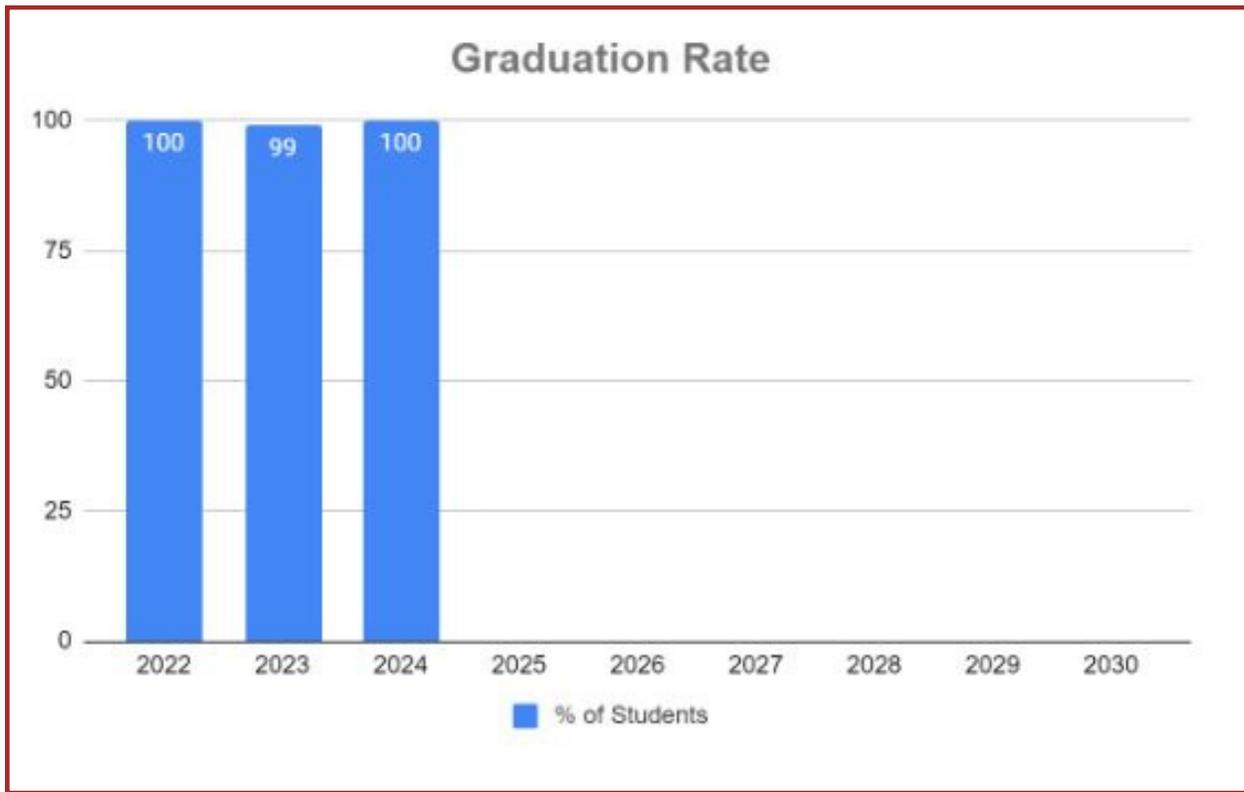
Relevant, Rigorous & Innovative Academics

PPCSS is dedicated to delivering exceptional education by recruiting and retaining skilled teachers who implement state-approved curricula and adhere to a continuous improvement plan. This plan includes monitoring student progress, analyzing data, and refining instructional methods. Through ongoing progress monitoring, we ensure that the needs of every student are addressed, preparing them effectively for college and career readiness. The City of Pembroke Pines Charter Schools' strategic plan supports Florida's Formula for Reading Success by focusing on the six key components of reading and four types of assessments. It also promotes a tiered instruction model (T1, T2, T3) with supports for students with disabilities and English Language Learners.



Priority 1: Ensure an exceptional education that supports all learners with meaningful college and/or career readiness.

Objective 1: 100% of PPCSS students will obtain a high school diploma.



Purpose: Graduation rates serve as a critical measure of a school system's effectiveness, reflecting students' academic achievement and contributing to their preparedness for college and the workforce.

Key Action Steps:

- Students and parents will monitor graduation progress through Broward Focus
- BRACE Advisor provides support to students and parents
- BRACE Advisor facilitates meetings and workshops for students with post-secondary institutions
- Provide on-site PSAT opportunities

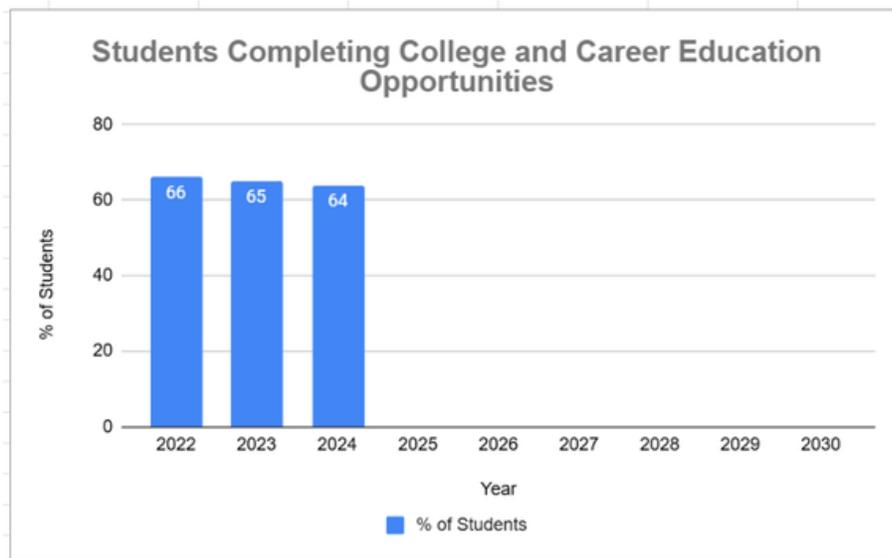
Data Insights: The high school graduation rate for PPCS consistently stays above the 98%. This has resulted from the focus on academics, community ties, resources in place for all learners, and parental involvement embedded in our schools' structure.





Priority 1: Ensure an exceptional education that supports all learners with meaningful college and/or career readiness.

Objective 2: Increase the percent of students successfully completing college and career education opportunities (AP, AICE, DE, CAPE) from 64% to 70%.



Purpose: Boosting the percentage of students enrolled in CTE, AP, AICE, DE, and CAPE courses are essential for ensuring access to high-quality and innovative instructional programs. CTE, AP, AICE, DE, and CAPE courses provide valuable skills and career pathways, and expanding enrollment ensures that more students, regardless of background, can benefit from these opportunities, improving their preparedness for future careers and college success.

Key Action Steps:

- Maintain and support AICE, AP, and DE programs.
- Developed research-based CTE infographics highlighting career clusters, market trends, and educational pathways.
- Focused CTE program promotion on underrepresented groups, with a strong emphasis on gender equity.
- Ensured career pathway programs aligned with industry standards, offering equitable access to curriculum, work-based experiences, and college/career preparation.

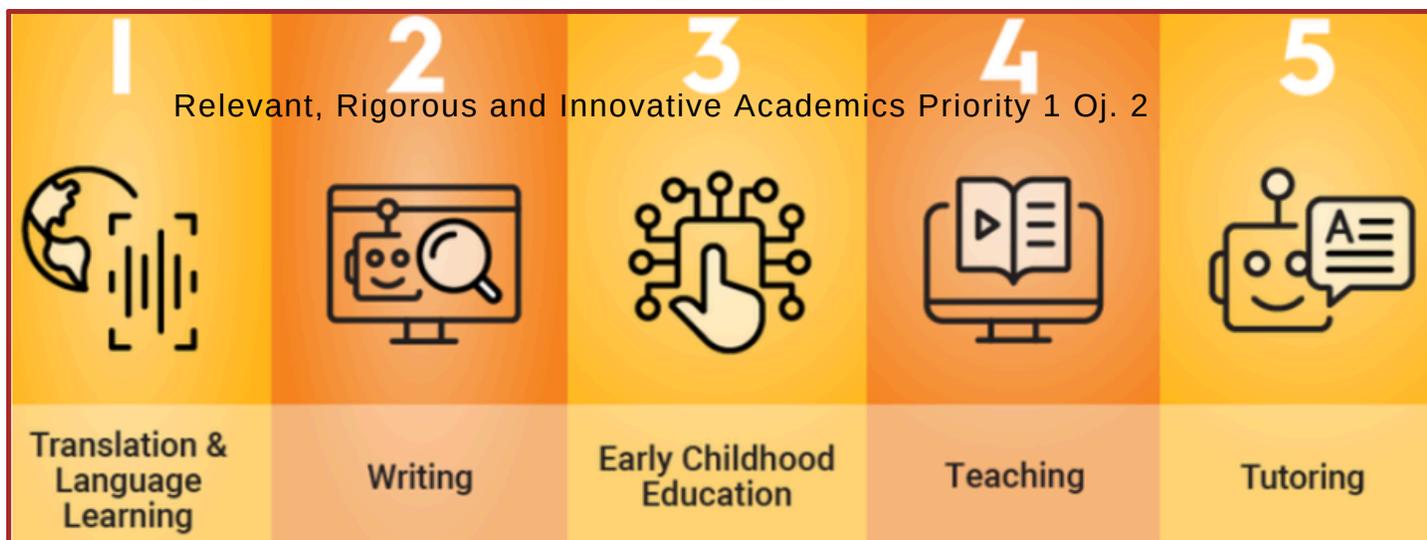
Data Insights: There is a slight decrease in the percentage of students completing higher education courses. This is in part due to more students students enrolled in higher education opportunities and not meeting with success. By closely monitoring student enrollment and following key action steps PPCSS will increase the percent of students successfully completing their college and career opportunities.





Priority 1: Ensure an exceptional education that supports all learners with meaningful college and/or career readiness.

Objective 3: Equip 100% of learners with the skills to leverage other virtual learning tools such as AI, to enrich their innovative learning experiences.



Purpose: Enhancing students’ learning experiences by fostering innovation, critical thinking, and adaptability. By integrating these advanced technologies, students are better prepared for the evolving digital landscape, making them more competitive and effective in future academic and career pursuits. It also promotes personalized learning, creativity, and problem-solving, which are essential for success in the modern world.

Key Action Steps:

- Provide instructional leaders with the tools and trainings necessary to support the staff through an effective implementation of new technologies and AI.
- Provide Professional Development for Educators: Train teachers and staff on the effective use of AI and virtual learning tools to enhance instruction, creating a supportive learning environment that maximizes student engagement and understanding.
- Encourage Project-Based Learning: Promote hands-on, project-based learning experiences where students can apply AI tools and virtual learning technologies to solve real-world problems, enhancing creativity and critical thinking.
- Monitor and Assess Student Progress: Implement systems to track students’ proficiency in using AI and virtual learning tools, ensuring that all students are progressing and receiving support where needed.

Data Insights :

Artificial Intelligence (AI) has increased across all technological platforms and PPCS is committed to teaching students responsible application of AI features. In the educational environment, AI can increase personalized learning along with increased time management and efficiency. Ethical inclusion of AI in the school system will support responsible , fair, and equitable use in the classroom.





Priority 2: Through progress monitoring, close the achievement gaps and accelerate every student toward their full academic potential.

Objective 1: Using state approved curriculum, increase the percentage of students meeting or exceeding grade-level performance on state assessments in English Language Arts, Mathematics, Algebra I, Geometry, Science, and Social Studies by at least 5 percentage points in each subject.

Assessments	22-23 (Baseline)	23-24	24-25	25-26	26-27	27-28	28-29	2030 Goal
ELA	74%	80%						79%
Math	75%	86%						80%
Algebra	79%	73%						85%
Geometry	77%	76%						82%
Science (gr 5)	71%	67%						76%
Science (gr 8)	64%	67%						69%
Civics (gr 7)	89%	92%						94%
Biology	90%	91%						95%
US History (gr 10)	72%	65%						77%

Purpose: Improving student performance on state-wide assessments in these core subjects is crucial for ensuring that students are making sufficient progress toward graduation and are prepared for college and careers.

Key Action Steps:

- Through consistent, systemic data chats and progress monitoring, provide early intervention and remediation to students
- Support highly effective instruction by providing district-wide Science of Reading professional development aligned with the Florida Educational Standards

Data Insights: Student performance has increased in grade level courses but decreased in accelerated courses. This may be the result of consistent reinforcement of foundational skills in grade level courses and less targeted, differentiated instruction in accelerated courses. There are more opportunities for grade level support than accelerated support given.





Priority 2: Through progress monitoring, close the achievement gaps and accelerate every student toward their full academic potential.

Objective 2: Increase the achievement levels in underperforming subgroups on state assessments in English Language Arts and Mathematics by 10%.

English Language Arts Grades 3-10

YEAR	BLACK	ELL	FRL	HISPANIC	SWD	WHITE
22-23 (Baseline)	72%	56%	65%	72%	45%	72%
23-24	76%	63%	72%	77%	53%	81%
24-25						
25-26						
26-27						
27-28						
28-29						
2030 Goal	82%	66%	75%	80%	55%	82%

Mathematics Grades 3-10

YEAR	BLACK	ELL	FRL	HISPANIC	SWD	WHITE
22-23 (Baseline)	67%	65%	67%	73%	55%	77%
23-24	71%	69%	70%	77%	59%	82%
24-25						
25-26						
26-27						
27-28						
28-29						
2030 Goal	77%	75%	77%	83%	65%	87%

Continued



Priority 2: Through progress monitoring, close the achievement gaps and accelerate every student toward their full academic potential.

Objective 2: Increase the achievement levels in underperforming subgroups on state assessments in English Language Arts and Mathematics by 10%.

Purpose: The achievement gap in education refers to the difference in academic performance between various student groups. Specifically, this often involves comparing the academic outcomes of the highest-performing subgroup, typically White students, to other groups to ensure that all students are progressing adequately. Several factors contribute to this gap, including those within the K-12 system, such as attendance, as well as external socio-economic influences.

Key Action Steps:

- Increase stakeholder involvement with an updated system-wide MTSS process including monthly progress reporting via the schoolwide communication system.
- Support Facilitators meet regularly with math and reading Professional Learning Communities (PLCs).
- Student/Teacher data chats and goal setting to increase student accountability.
- Evaluate curriculum resources and provide updated access as indicated for specific subgroup needs.
- Progress monitoring support through data chats with school counselors, administration, peer teachers, and other leadership personnel.
- Provide innovative resources and support to subgroups of greatest needs through mentoring, college and career counseling, and networking opportunities.

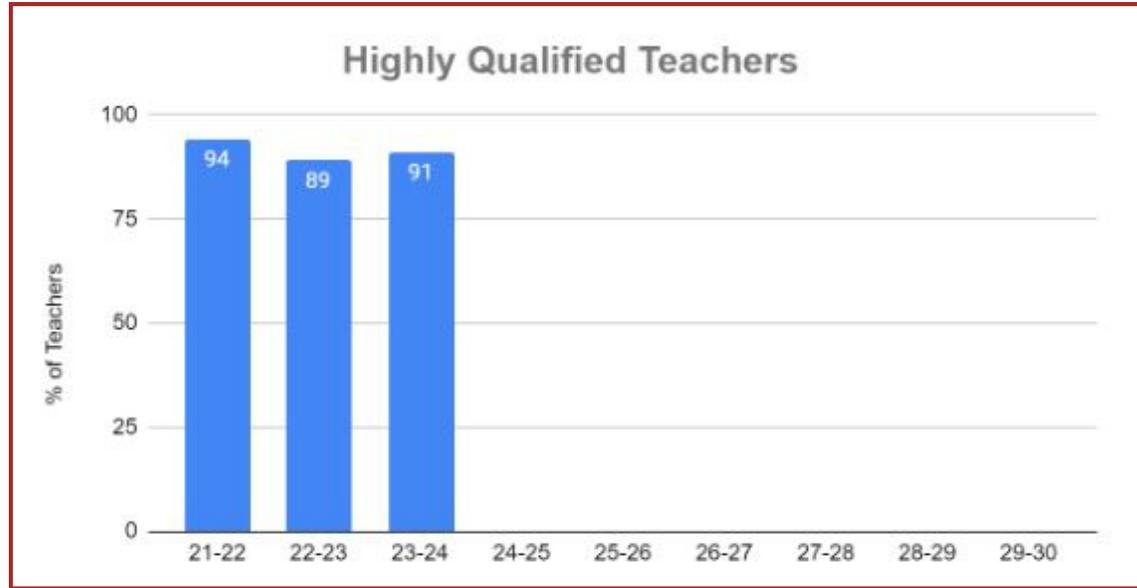
Data Insights:

PPCS has experienced an increase in academic achievement data across all populations. This area of growth can be attributed to various interventions throughout the system such as increased teacher training and support, targeted small group instruction, and frequent progress monitoring. Culturally responsive teaching along with an inclusive curriculum and a strong, community supported learning environment contributes to school-wide academic success. The goal for all students is to experience their full academic potential.



Priority 3: As part of our ongoing improvement plan, PPCSS will continue to prioritize the recruitment and retention of highly skilled teachers.

Objective 1: By 2030, PPCSS will decrease the number of teachers needing to complete their certification exams by 10%.



Purpose: To increase the number of highly qualified teachers, PPCSS will provide additional support to out-of-field teachers. By providing alternate certification pathways, more teachers will become certified, increasing the amount of highly qualified teachers employed by the district. By helping more teachers complete certification early in their careers or through alternative methods, PPCSS will work to support teacher retention by reducing the barriers teachers face in maintaining their credentials.

Key Action Steps:

- Develop partnerships with universities and alternative certification programs to offer more flexible options for teacher certification.
- Offer test preparation courses during teacher education programs to help candidates pass certification exams the first time.
- Provide mentorship and coaching to new teachers to help them meet certification requirements through practical, hands-on support rather than formal exams.
- Create professional learning communities for teachers to share strategies, tips, and resources for navigating certification requirements.

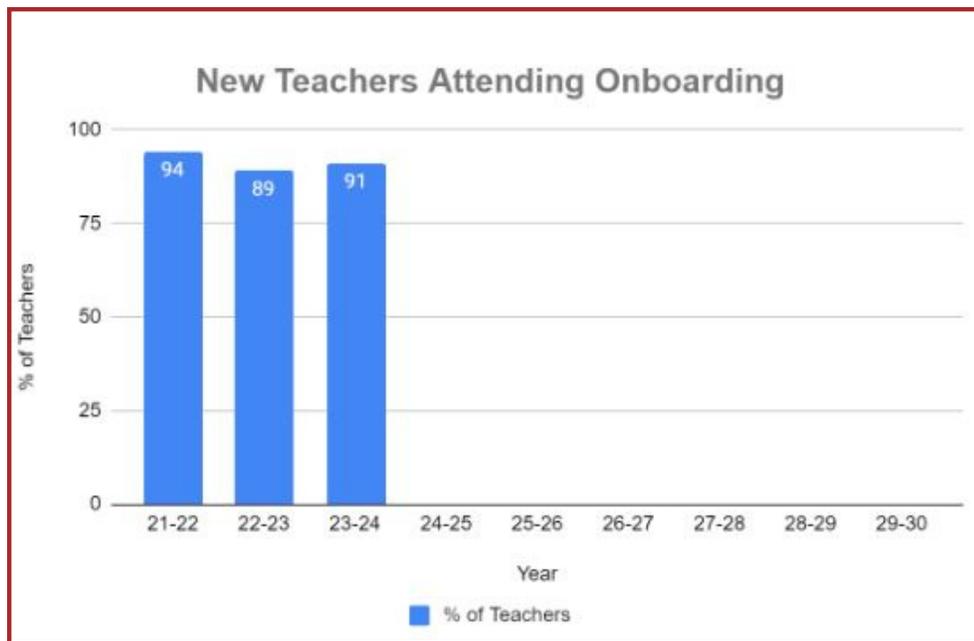
Data Insights: Many educators come to the profession as a second career and are in need of education credentials. In order to best support students, PPCS is committed to employing highly qualified, professionally certified teachers. Through targeted support, PPCS is on track to decrease the number of teachers who still need to pass their certification exams.





Priority 3: As part of our ongoing improvement plan, PPCSS will continue to prioritize the recruitment and retention of highly skilled teachers.

Objective 2: 100% of newly hired teachers will be provided with a New Teacher Onboarding training and additional mentorship at their employment site.

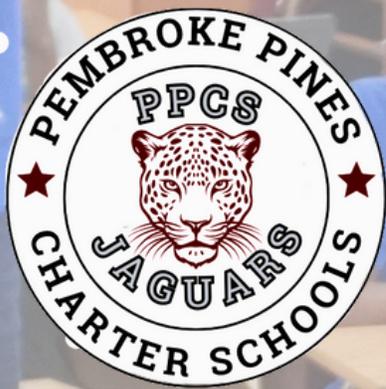


Purpose: Help new teachers transition smoothly into the PPCSS school culture, policies, and expectations, ensuring they are equipped to manage their classrooms effectively from the start. Provide essential training on curriculum, teaching strategies, and classroom management to ensure that new teachers are well-prepared to deliver high-quality instruction.

Key Action Steps:

- Maintain and update our structured onboarding curriculum that covers essential topics such as school policies, procedures, curriculum standards, classroom management, and technology use.
- Review the process that includes a timeline for onboarding to ensure all new hires complete the training within their first few weeks of employment.
- Provide role-specific training tailored to the grade level or subject area the new teacher will be teaching.
- Provide mentorship and support for new teachers that allow for ongoing guidance in navigating the new employment environment and resources.

Data Insights: The percentage of new hire teachers attending the Onboarding Training is increasing. This is in part due to teacher availability and training availability dates. Incentivizing attendance has increased new teacher hire participation.



STRATEGIC FOCUS 2

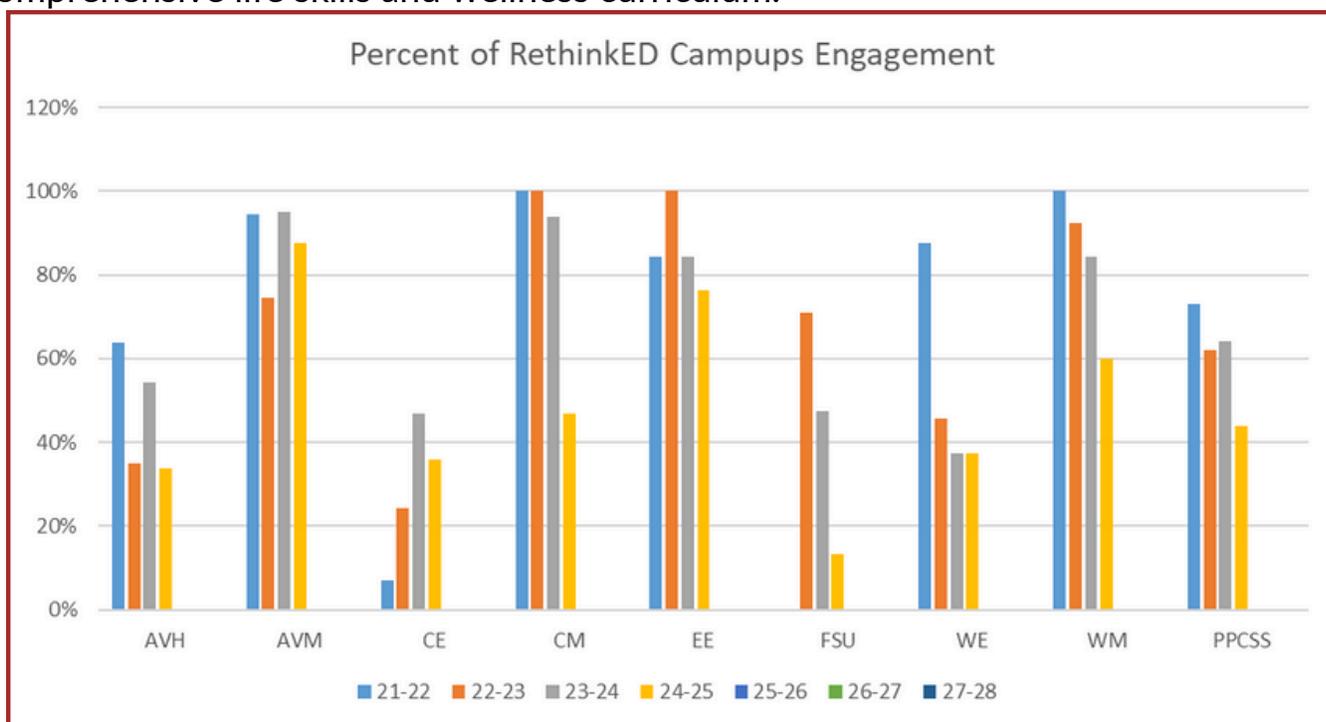
Fostering a Safe, Healthy, & Inclusive Learning Environment

PPCSS is dedicated to fostering an environment that enhances safety and support for all students and staff across all campuses. By prioritizing social-emotional learning and support, we help students concentrate on reaching their full potential. Recent updates and improvements at each campus have further strengthened the safety and well-being of our entire community.



Priority 1: Promote essential life skills and overall wellness by providing life skills and wellness instruction through a focus on practical skills, personal growth, and resilience.

Objective 1: 100% of PPCSS students will participate in state-approved, comprehensive life skills and wellness curriculum.



Purpose: To equip students with essential life skills and promote their well-being, ensuring they are prepared to face the challenges of adulthood and lead successful, healthy lives.

Key Action Steps:

- PPCSS students will utilize ReThink Ed, an evidenced-based curriculum that is aligned with FLDOE Resiliency Education Standards. Lessons will focus on Awareness of Self & Others, Self-Management, Relationship Skills, Responsible Decision Making, and Resiliency.
- Students identified as At-Risk from the ReThinkEd survey will participate in small-group sessions led by a social worker and/or school counselor to address targeted behaviors.
- High-risk students identified from ReThink Ed will be referred to the Student Assistance Program (SAP) to receive individual, weekly evidenced-based mental health assessment, intervention, and treatment from a licensed mental health therapist (licensed under Chapter 490 or Chapter 491). To support their needs, these students will have more frequent check-ins and sessions and may be referred to community based mental health partners for additional support services.

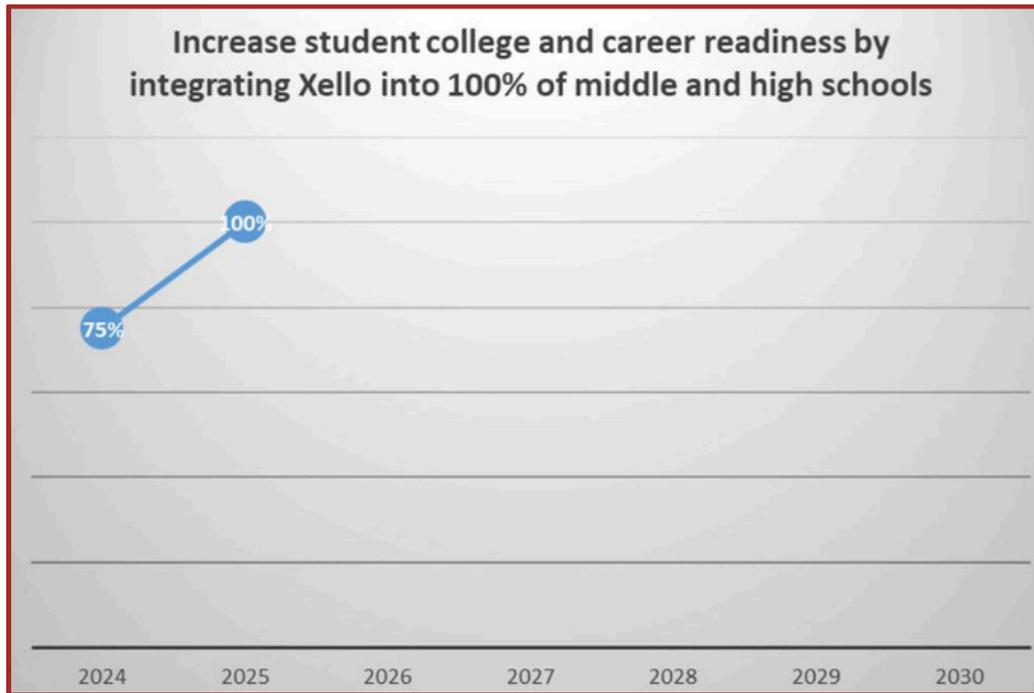
Data Insights: Data shows that PPCSS had the highest campus engagement in the 2021-2022 school year, even though some campuses were not effectively using ReThink Ed. During the 2023-2024 school year, all campuses demonstrate use of the platform.





Priority 1: Promote essential life skills and overall wellness by providing life skills and wellness instruction through a focus on practical skills, personal growth, and resilience.

Objective 2: Increase student college and career readiness by integrating Xello into 100% of middle and high schools.



Purpose: The purpose of this objective is to empower students with the tools and guidance needed to explore career pathways, set achievable goals, and make informed decisions about their future. By utilizing Xello, the district aims to provide equitable access to career planning resources, foster student engagement, and strengthen support from families and educators, ultimately preparing students for success in college, careers, and life beyond school.

Key Action Steps:

- Train teachers and counselors to incorporate Xello into career exploration and goal-setting activities for all students in grades 6-12.
- Ensure all students in middle and high school log into Xello within the first month and complete their personalized career plans by the end of each school year.
- Host workshops and provide resources for families to support students in using Xello and participating in the career planning process.
- Regularly track student progress through Xello data and provide reports to school staff to ensure students are meeting milestones and goals.

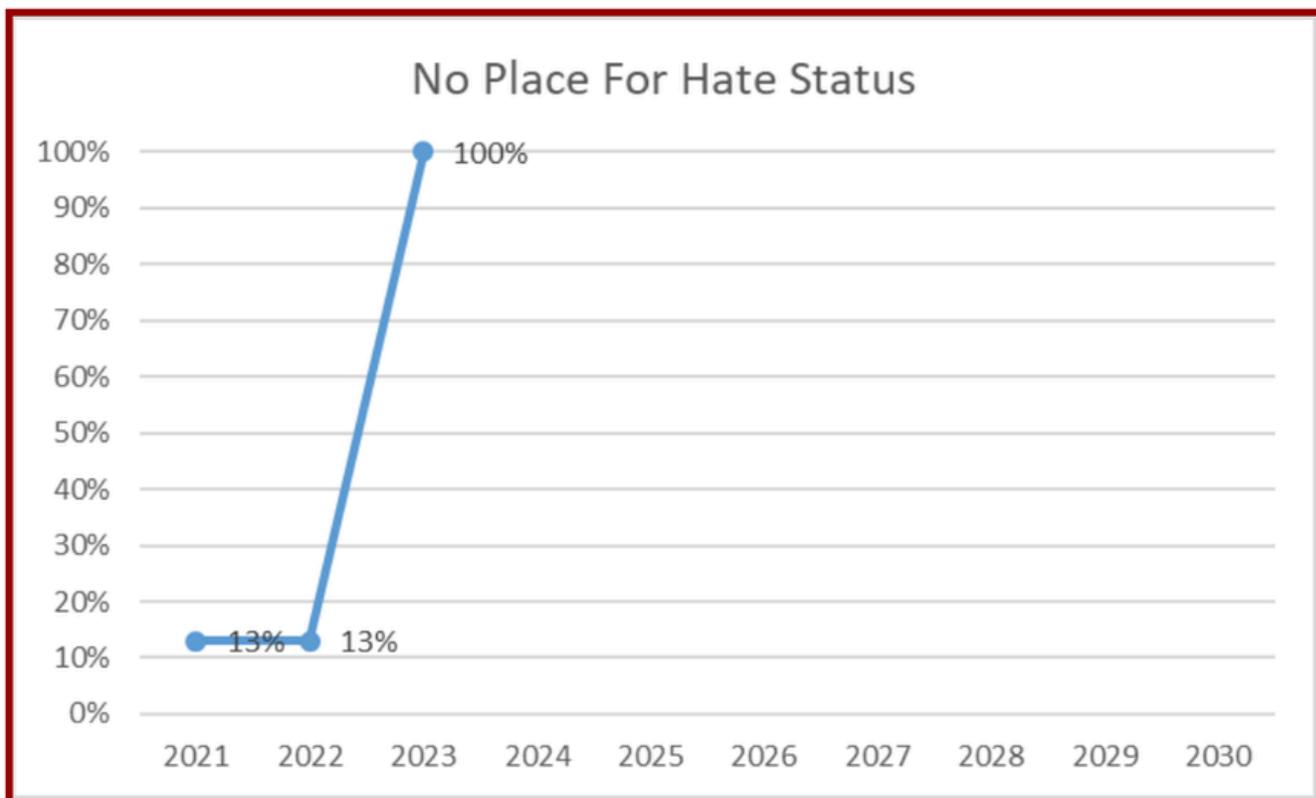
Data Insights: A pilot implementation of Xello took place in the 2023-2024 school year. However, the platform was not fully implemented until the 2024-2025 school year. By delivering an engaging student experience, 100% of the PPCSS students will become college and career ready.





Priority 1: Promote essential life skills and overall wellness by providing life skills and wellness instruction through a focus on practical skills, personal growth, and resilience.

Objective 3: 100% of PPCSS Campuses will maintain No Place for Hate designation.



Purpose: To promote a positive, inclusive, and respectful school environment by combating prejudice, discrimination, and bullying, and to establish a culture of respect and equity within schools and communities by actively addressing and preventing hate and bias.

Key Action Steps:

- Designate school-based Equity Liaisons
- School-based Equity Liaisons participate in on-going professional development
- Train staff on inclusivity
- Form student groups and peer education programs to promote inclusivity
- Integrate diversity lessons and celebrate different cultures

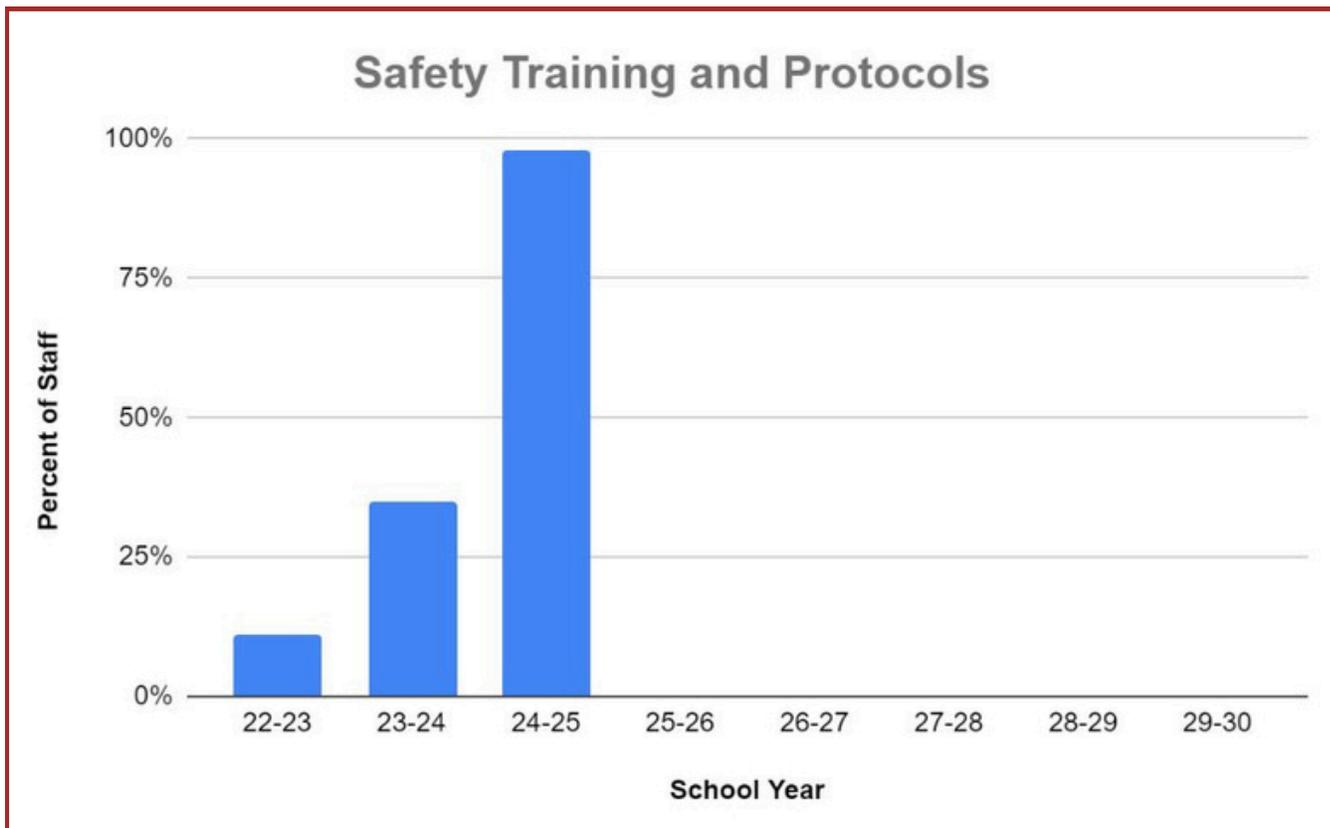
Data Insights: Due to the initiative of the Equity Liaisons, an increase of campus designation for No Place for Hate is noted. Through a collaborative, student-driven, customizable program, The No Place for Hate is a holistic, school-wide approach to improve school climate.





Priority 2: Unwavering commitment to school safety by enacting robust protocols and proactive initiatives.

Objective 1: 100% of the PPCSS instructional and non-instructional staff participate in safety training and protocols.



Purpose: To ensure preparedness for emergencies, maintain daily security, align with best practices, and comply with regulations. This includes regularly updating procedures to enhance response efficiency and build confidence in a secure school environment.

Key Action Steps:

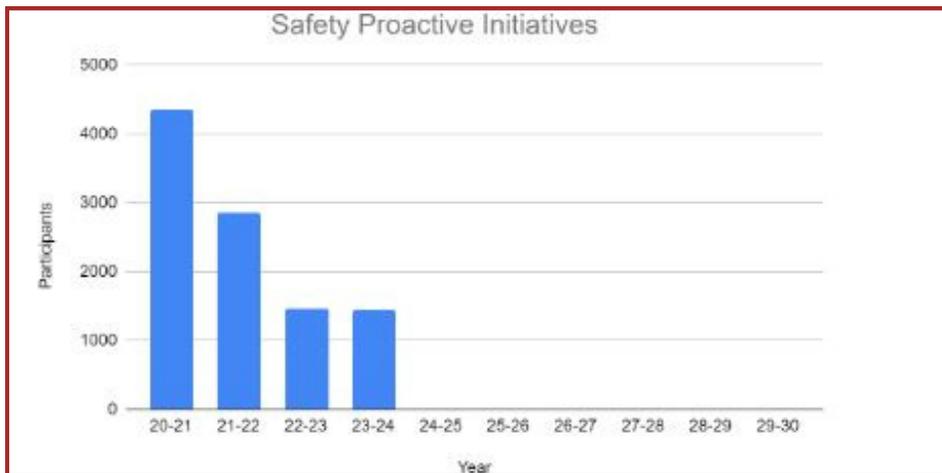
- Conduct a thorough risk assessment to identify potential vulnerabilities
- Collaborate with local law enforcement and safety experts to design effective protocols
- Train staff and students on emergency procedures
- Schedule regular drills and reviews

Data Insights: The increase in staff participation for the safety training and protocols for the 2024-2025 school year is due to PPCSS offering multiple training delivery methods.



Priority 2: Unwavering commitment to school safety by enacting robust protocols and proactive initiatives.

Objective 2: Promote a Culture of Safety Through Proactive Initiatives.



Purpose: Foster a school-wide culture that prioritizes safety and encourages active participation from students, staff, and parents in safety initiatives.

Key Action Steps:

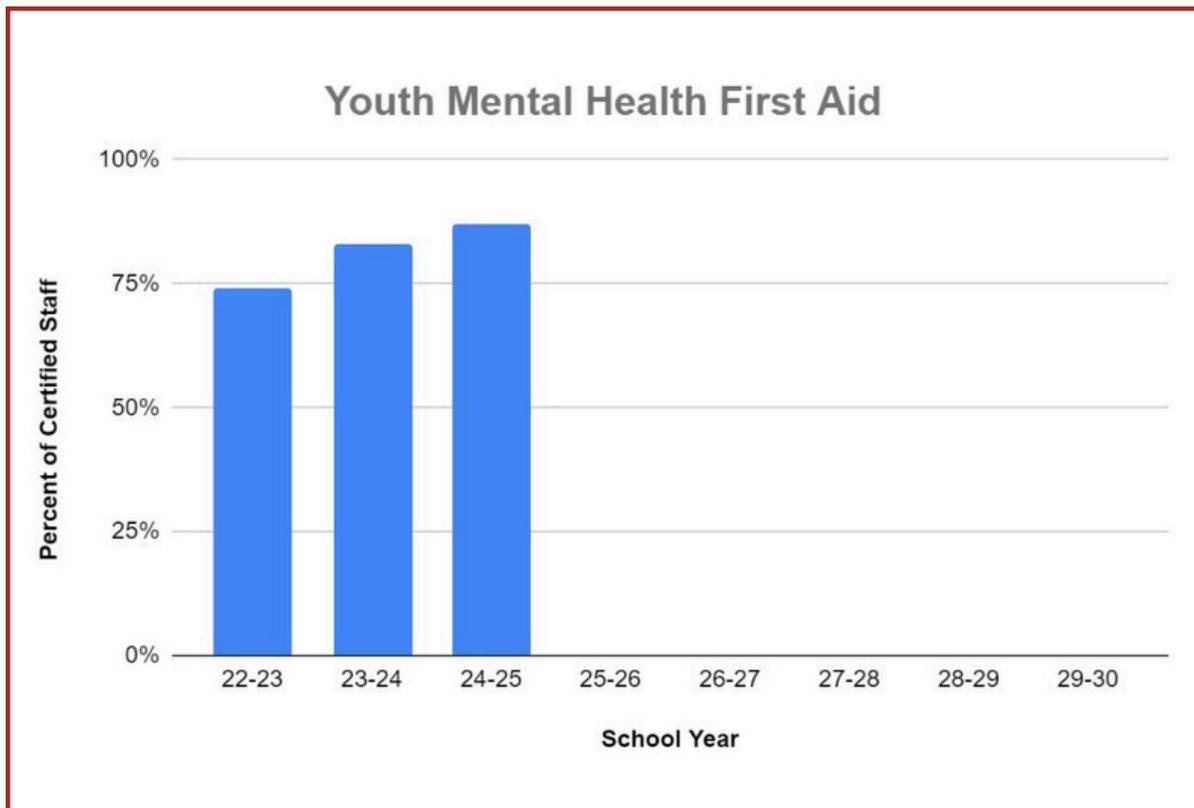
- Integrate safety education into the curriculum
- Organize awareness campaigns
- Create feedback mechanisms to continuously improve safety measures
- Implement regular safety workshops and seminars for students and staff
- Establish a safety committee with representatives from various stakeholder groups
- Launch community engagement activities to raise awareness, and create anonymous reporting systems for safety concerns

Data Insights: The number of participants in the safety proactive initiative workshops has decreased from the 2020-2021 school year. During this time, PPCSS only offered volunteer hours for virtual participation of the Jaguar Pointer Workshops. A decrease in parent and community engagement may be due to an increase in alternative opportunities for volunteer hours.



Priority 3: PPCSS provides a secure learning environment where every student feels protected and valued.

Objective 1: 80% of the PPCSS instructional and non-instructional staff will be certified in Youth Mental Health First Aid.



Purpose: Teach participants about the warning signs and risk factors of mental health issues in adolescents, including anxiety, depression, and substance use disorders. It emphasizes early intervention and provides strategies for helping youth in crisis.

Key Action Steps:

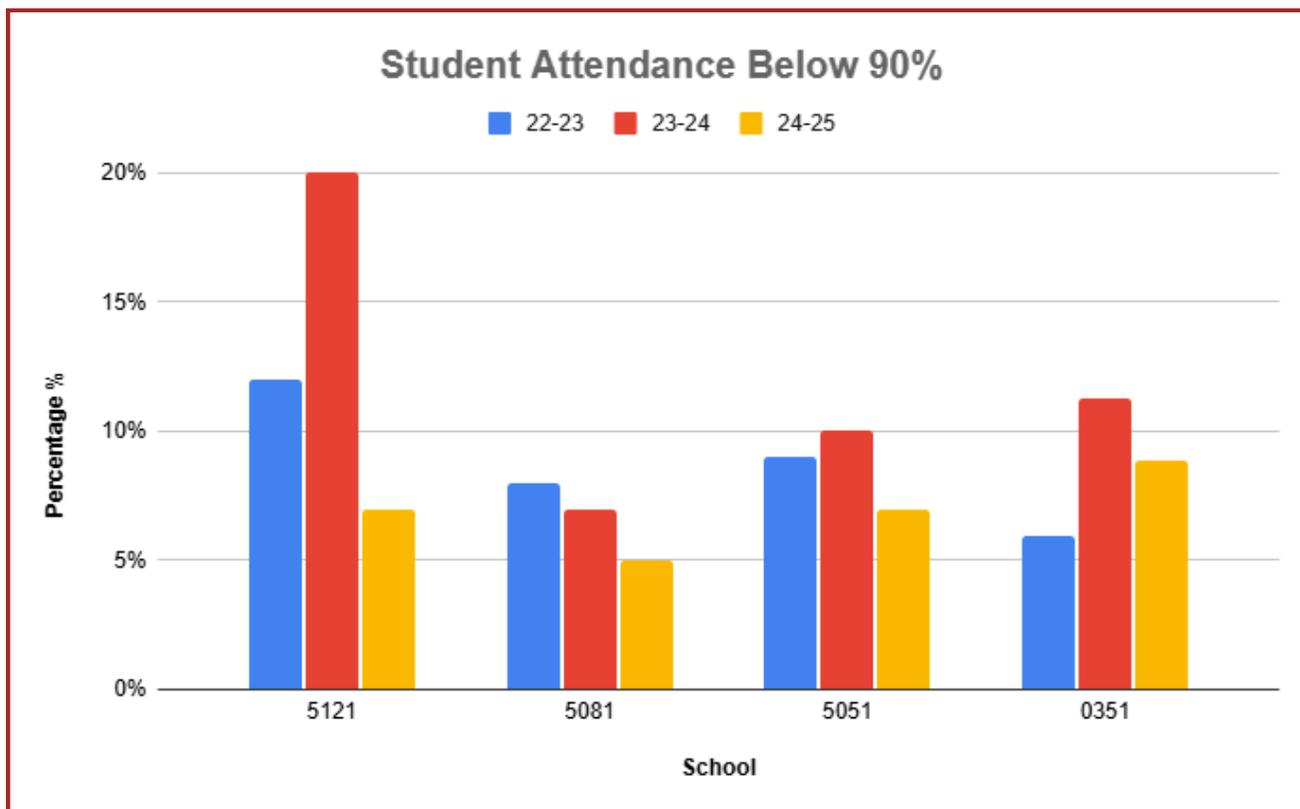
- Share State mandate with new hires
- Share the YMHFA Training Schedule
- Have staff register for a YMHFA training
- Staff will complete the pre-work on their own before attending the instructor-led training
- Staff will attend the instructor-led component of the YMHFA training
- Staff will take the post-test and satisfy all components of the YMHFA training to obtain certification

Data Insights: There is an increase in instructional and non-instructional staff participation. Staff participation in youth mental health training has increased due to current state mandates, increased awareness on the need for these resources and the provision of stipends as incentives.



Priority 3: PPCSS provides a secure learning environment where every student feels protected and valued.

Objective 2: Decrease the percentage of students attending school less than 90% of the school year.



Purpose: To improve overall student engagement and academic success by reducing absenteeism and ensuring that students benefit fully from their education.

Key Action Steps:

- Host workshops for parents and students
- Use data to identify students with chronic absenteeism. Develop targeted interventions, such as check-ins or mentorship programs, to address specific attendance barriers.
- Implement initiatives that promote student engagement, such as clubs, sports, and social events that make school more enjoyable.
- Ensure access to resources like counseling, tutoring, and transportation assistance for students facing challenges that may affect their attendance.
- Collaborate with local organizations for additional support.

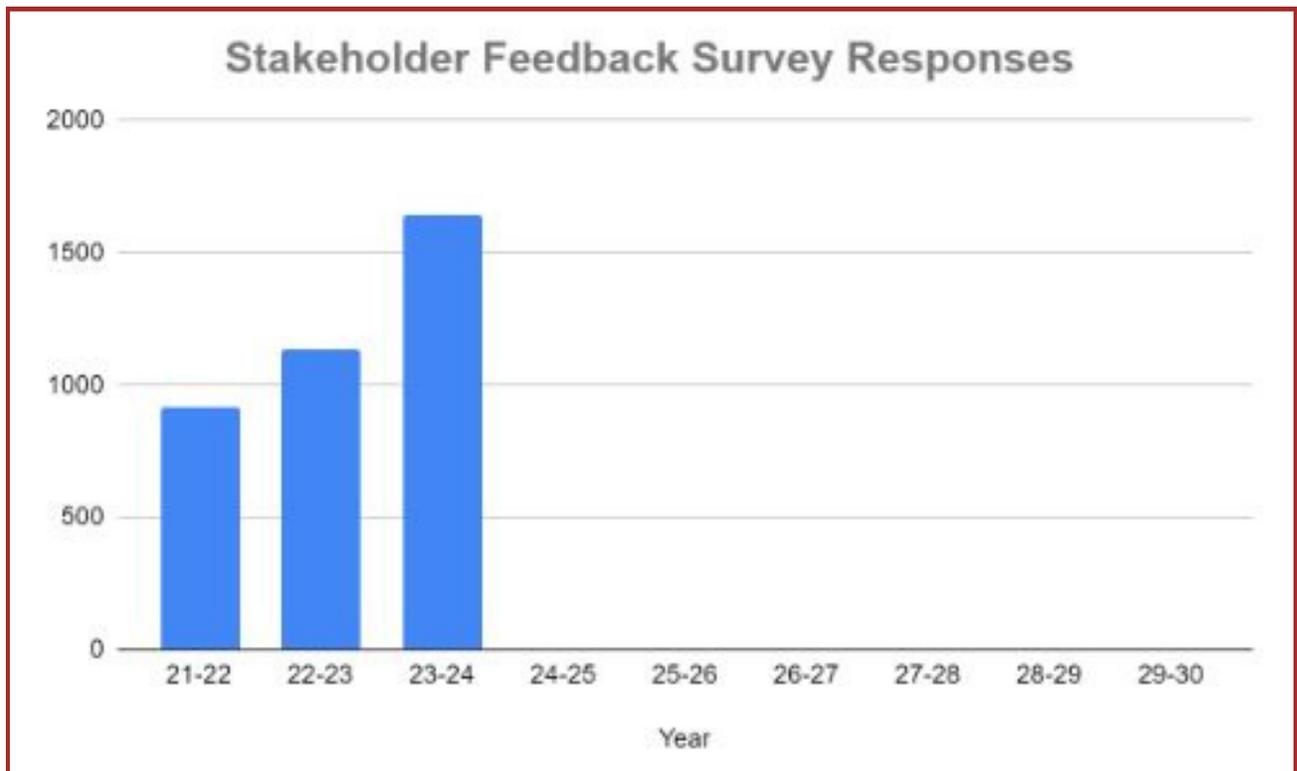
Data Insights: Student absenteeism increased in most campuses for the 2023-2024 school year. Through the implementation of various initiatives, such as increased parent involvement and additional student assistance programs, PPCSS has successfully decreased the amount of student absences for the 2024-2025 school year.



Priority 3: PPCSS provides a secure learning environment where every student feels protected and valued.



Objective 3: Increase the percentage of positive stakeholder survey feedback regarding school safety by 10%.

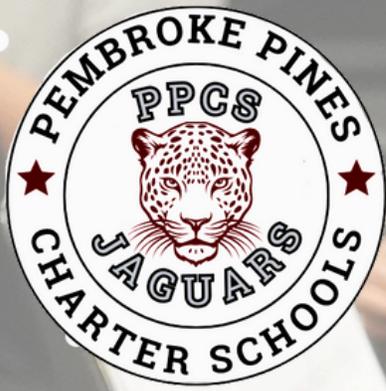


Purpose: To enhance perceptions of safety within the school community, ensuring that students, parents, and staff feel secure and supported, which contributes to a more effective and welcoming educational environment.

Key Action Steps:

- Use multiple communication channels (emails, newsletters, social media) to inform stakeholders about the survey's purpose and importance. Highlight how their feedback will directly impact decision-making.
- Ensure the survey is user-friendly and accessible on various devices. Keep it concise, focusing on key questions to encourage completion.
- Send reminders and personalized messages before the survey closes.
- After the survey, share the results and outline how stakeholder feedback will influence future actions.

Data Insights: Stakeholder survey participation and feedback has increased in the last few school years. PPCSS has educated stakeholders on the value of this information, which has led to an increase in participation. Additionally, PPCSS has used multiple communication channels to inform and remind stakeholders of the importance of this survey and its results.



STRATEGIC FOCUS 3

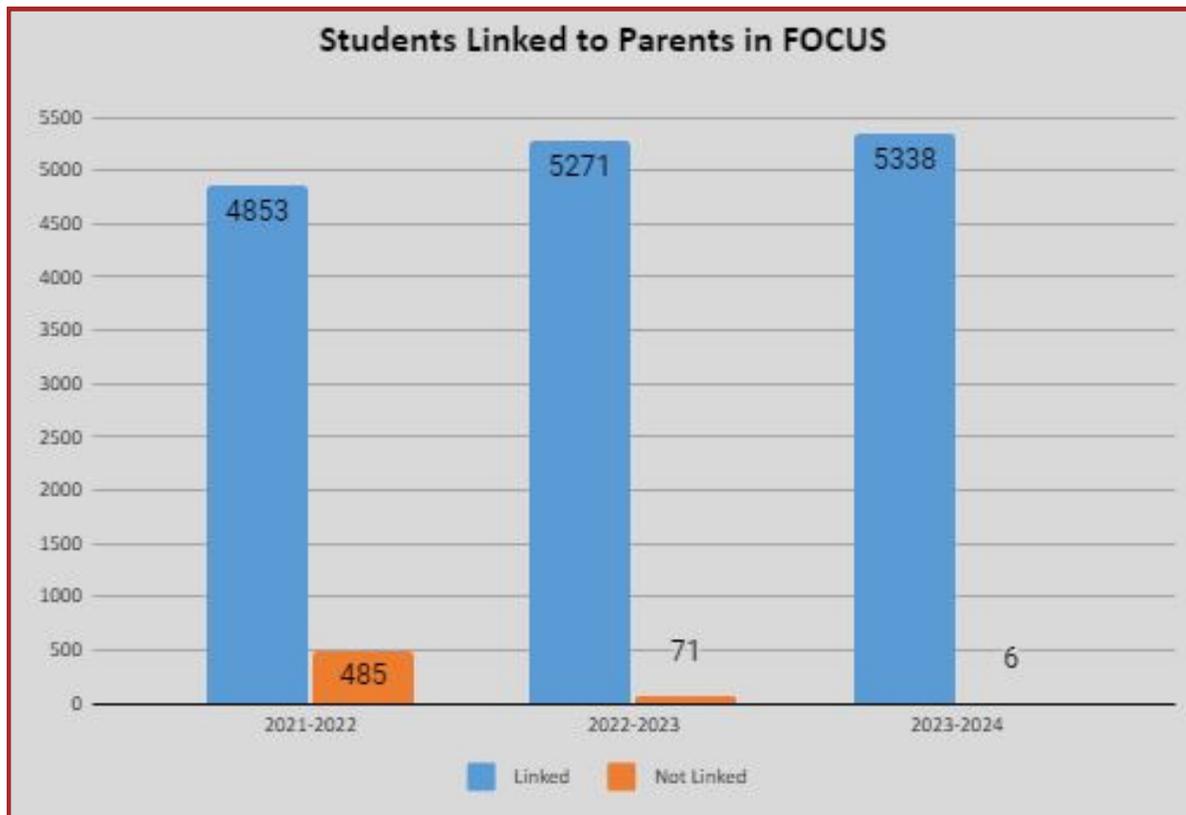
Effective Stakeholder Communication

Our goal is to maintain open lines of communication with all stakeholders within and outside of the Pembroke Pines Charter School System. We are committed to implementing strategies that offer diverse methods for sharing and receiving information. By fostering ongoing two-way communication, we aim to enhance stakeholder engagement, encourage greater participation in system-related activities, and remain receptive to valuable feedback.



Priority 1: Enhance and diversify communication strategies to strengthen stakeholder engagement.

Objective 1: Percentage of linked parents in Focus Communications platform will increase to 100%.



Purpose: Ensuring that all parents are connected through the Focus Communications platform, facilitates seamless communication between the school and families, improving access to important information, and strengthening parental involvement in their child's education

Key Action Steps:

- Continue implementation of comprehensive outreach campaign to inform and assist parents in linking to the Focus platform.
- Send personalized invitations via email and direct mail and provide step-by-step instructions on how to sign up and use the platform.
- The Office of Innovative Learning and site-based staff will assist parents with the registration process and address any technical issues or questions.

Data Insights:

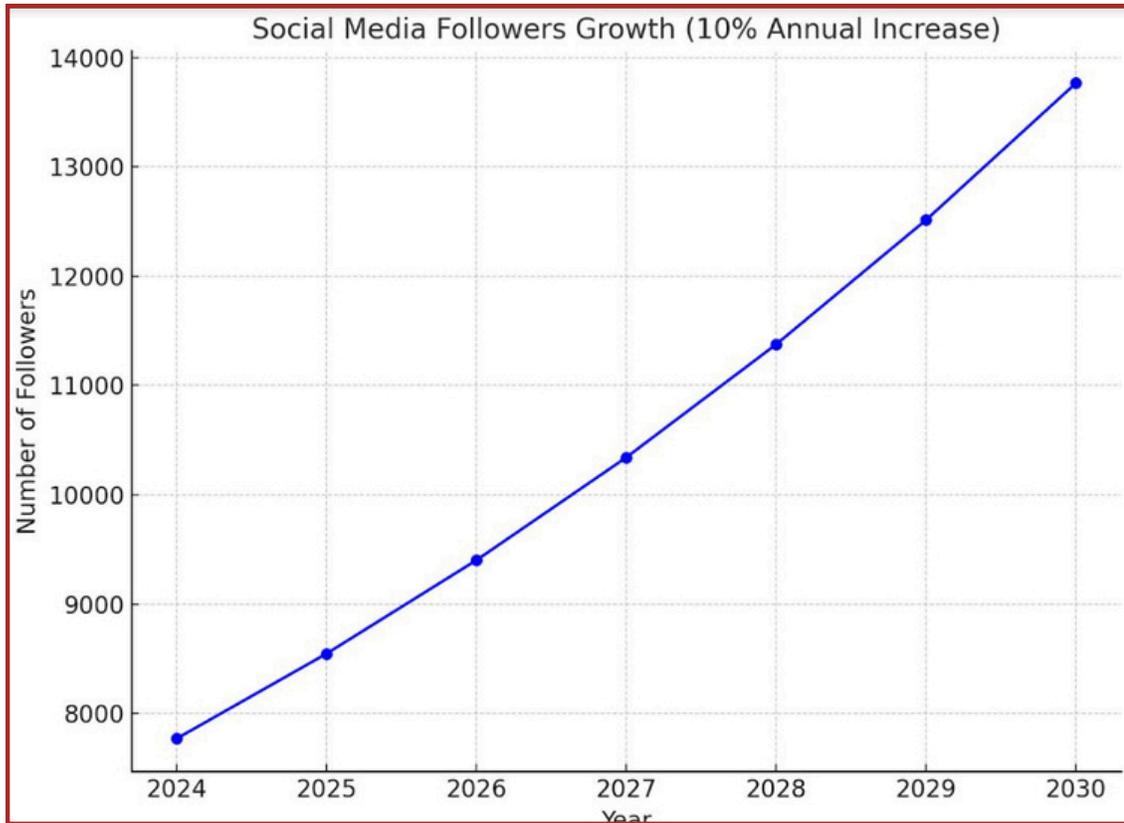
The bar graph indicates a steady increase in the number of parents linked to their child's FOCUS account with a goal of 100% compliance. The upward trend is attributed to efforts to educate all stakeholders on the Focus platform.





Priority 1: Enhance and diversify communication strategies to strengthen stakeholder engagement.

Objective 2: Increase social media engagement on site based accounts by 10% in the next five year.



Purpose:

Encourage greater awareness, interaction, and participation in school activities and initiatives by increasing social media engagement.

Key Action Steps:

- Develop and post engaging content such as polls, quizzes, live videos, and behind-the-scenes stories that encourage audience interaction.
- Highlight student achievements, school events, and community partnerships to drive shares, comments, and likes, while ensuring content is relevant and valuable to the school community.
- Establish a regular posting schedule across all platforms.
- Use analytics to identify the best times for posting to maximize visibility and engagement.
- Protect our stakeholders by ensuring that all posted content respects student confidentiality and is indicated on our release forms.

Data Insights:

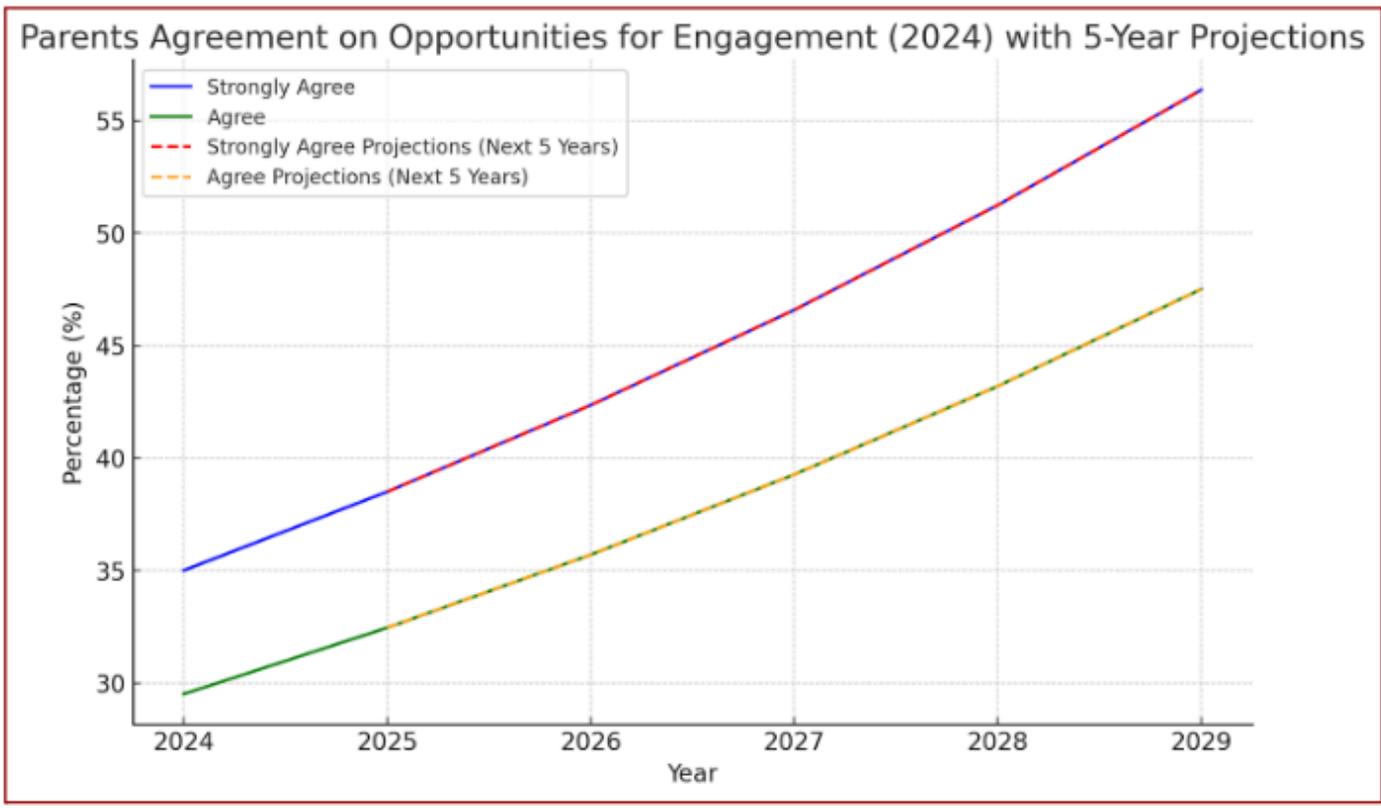
The projected annual 10% increase in social media followers reflects anticipated growth driven by various factors. Site-based social media liaisons will continue to increase engagement through relevant, informative posts. Site based leadership and staff will encourage stakeholders to engage with the platform by providing incentives.





Priority 2: Elevate and expand meaningful two-way communication with stakeholders to ensure equity and accessibility.

Objective 1: Increase by 10% the number of parents who agree or strongly agree in the annual survey that they have opportunities to engage with their child’s school.



Purpose: Fostering stronger relationships between parents and the school enhances communication and provides meaningful opportunities for parental involvement, ultimately contributing to improved student success and a more cohesive and inclusive school community.

Key Action Steps:

- Expand the number of volunteer opportunities on campus
- Continue to offer parent workshops on topics like student success, technology, school safety, and mental health.
- Continue to focus on improving communication by regularly updating parents about engagement opportunities through various channels.
- Offer feedback loops, such as surveys or suggestion forms, to give parents a voice in shaping these opportunities, ensuring their needs and interests are addressed.
- Partner with PTA/PTSA to offer engaging student and family activities throughout the year.

Data Insights:

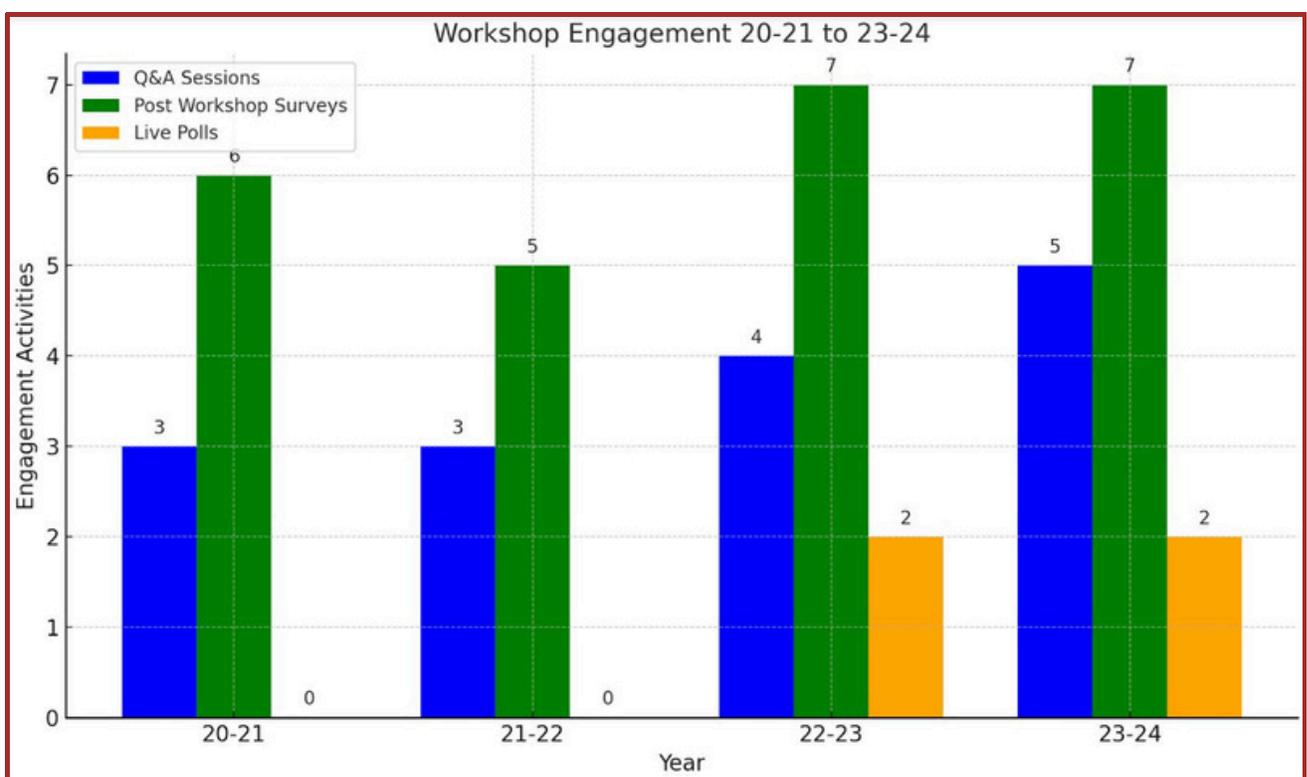
The graph indicates a positive trajectory of parents who agree or strongly agree that there are opportunities to engage with their child’s school. This is attributed to system-wide initiatives to increase the number of opportunities for families to engage with the schools.





Priority 2: Elevate and expand meaningful two-way communication with stakeholders to ensure equity and accessibility.

Objective 2: Increase engagement in the Jaguar Pointer Series (JPW) workshops by 10% by enhancing two-way communication features such as live polls, Q&A sessions, and follow-up surveys ensuring ongoing dialogue between families and the schools.



Purpose: Increasing real time two-way communication during Jaguar Pointer Series workshops fosters greater collaboration between families and the City of Pembroke Pines Charter Schools ensuring meaningful and ongoing dialogue that supports student success.

Key Action Steps:

- Integrate interactive features such as live polls, and real-time Q&A sessions.
- Continue to provide post-workshop surveys to gather feedback for continuous improvement, and meet the needs of the participants.
- Offer volunteer hours to all eligible family members to participate in JPWs.
- Use all communication networks to expand participation including email, social media, and advisory board meetings.

Data Insights:

Workshop Engagement 20-21 to 23-24

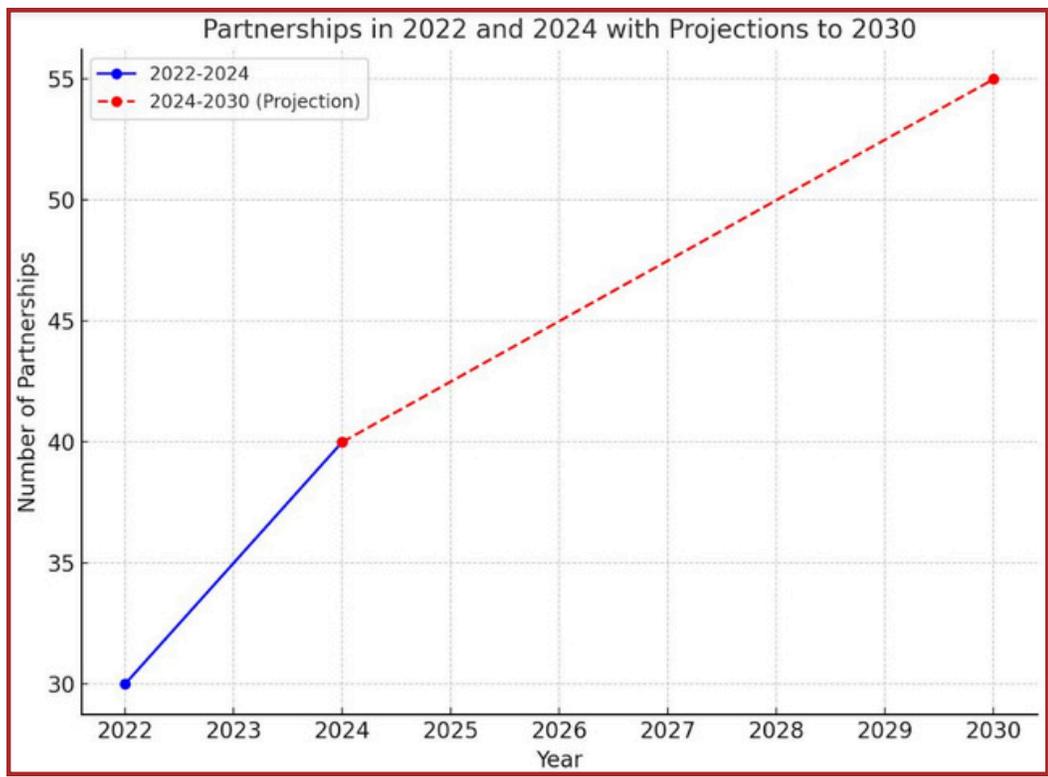
The data on workshop engagement from 20-21 to 23-24 shows a mix of Q&A sessions, post-workshop surveys, and live polls that highlight shifts in participant involvement. By 23-24, live polls and post-workshop surveys remained steady while Q&A sessions increased. Moving forward, a shift toward a more interactive, real-time approach to address participant questions will be implemented.





Priority 3: Increase stakeholder involvement as active participants and advocates in PPCSS.

Objective 1: Increase the number of partnerships with businesses, community organizations and law enforcement agencies from 40 partners to 50 partners.



Purpose: Strengthening community engagement and support for the school by increasing the number of partnerships with businesses, community organizations, and law enforcement agencies creating more opportunities for collaboration, resource-sharing, and enriching student experiences.

Key Action Steps:

- Host networking events or community forums specifically designed to connect with potential partners, including local businesses, nonprofits, and law enforcement agencies.
- Engage current partners to refer new organizations and businesses that may be interested in collaborating with the school.
- Provide incentives or recognition for partners who help expand the network, creating a ripple effect that brings in new partners through trusted relationships.
- Encourage local business partners to participate in Career Day and college and career readiness programs.
- Work with partners to offer family and community events.

Data Insights: Number of Partnerships Over Time

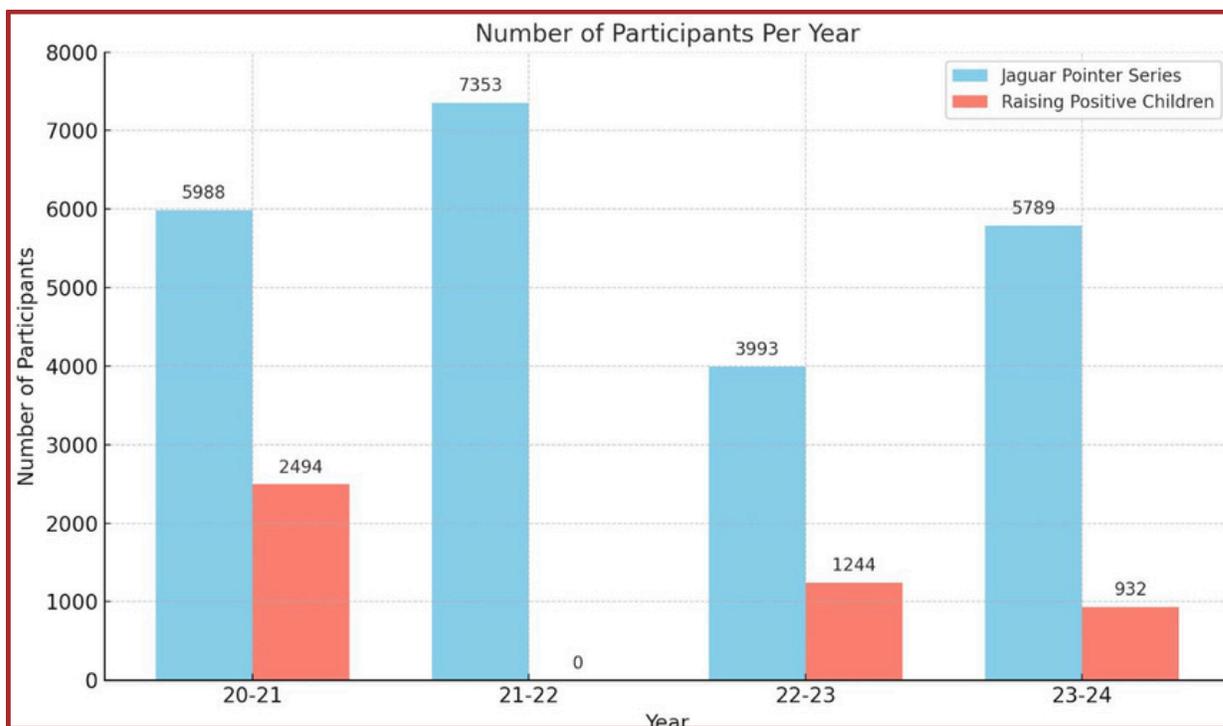
The chart illustrates an increase in partnerships over time. This upward trend is attributed to an expanding network and an established reputation in the community, which make partnerships with new organizations more likely. The overall positive trajectory reflects a proactive approach to networking and meeting industry demands.





Priority 3: Increase stakeholder involvement as active participants and advocates in PPCSS.

Objective 2: Increase parent participation in Jaguar Pointer Workshops and Raising Positive Children by 10%.



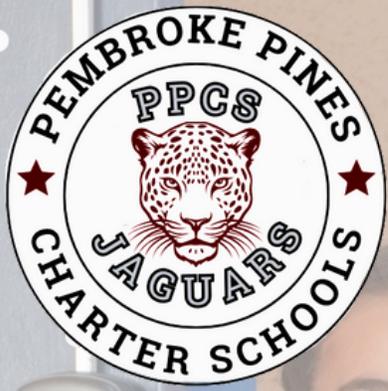
Purpose: Increasing parental involvement in the Jaguar Pointer Series Workshops and Raising Positive Children promotes stronger family engagement, and supports student achievement through increased access to valuable educational resources and collaborative opportunities.

Key Action Steps:

- Offer sessions at different times (e.g., evenings or weekends) to accommodate parents with varying schedules.
- Offer recorded versions of workshops and follow-up activities for parents who are not able to attend live sessions.
- Post workshops on our school website.
- Include virtual parent workshops in addition to in-person.

Data Insights:

The data on program participation shows fluctuations across the years for the "Jaguar Pointer Series" and "Raising Positive Children." In 20-21, increase in participation was likely due to the need for online training during the pandemic. By 22-23, participation declined across both programs, likely due to the resumption of in-person offerings, which decreased the demand for virtual training options. After the initial decline in participation there is an increased trajectory based on participant feedback and needs assessments.



STRATEGIC FOCUS 4

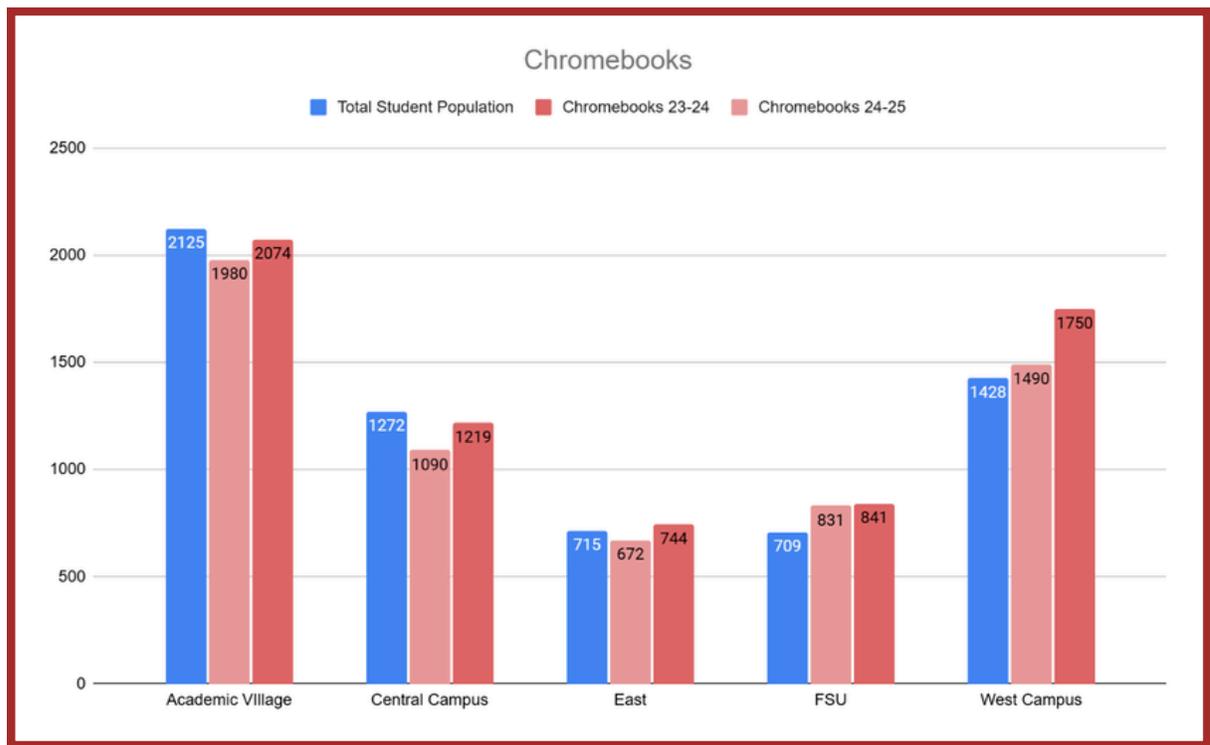
Streamlined and Resilient Operations for Sustainable Growth

Our strategic plan for streamlined and resilient operations is designed to position our K-12 school system for sustainable growth. By focusing on operational efficiency, resilience, and innovation, we aim to create an educational environment that not only meets the needs of today's students but also prepares them for a successful future.



Priority 1: Optimize resource allocation to enhance educational outcomes and operational efficiency across our educational system.

Objective 1: Achieve a 1:1 student-to-computer ratio to enhance digital learning opportunities and ensure equitable access to technology for all students.



Purpose: A 1:1 student-to-computer ratio ensures equitable access to digital resources and information. One-to-one computer usage helps advance technology skills, boosts student engagement, and significantly impacts student academic achievement. Having an inventory management system to help track accurate records on the number of technological devices accessible as well as replacement and maintenance would help identify needs and shortages.

Key Action Steps:

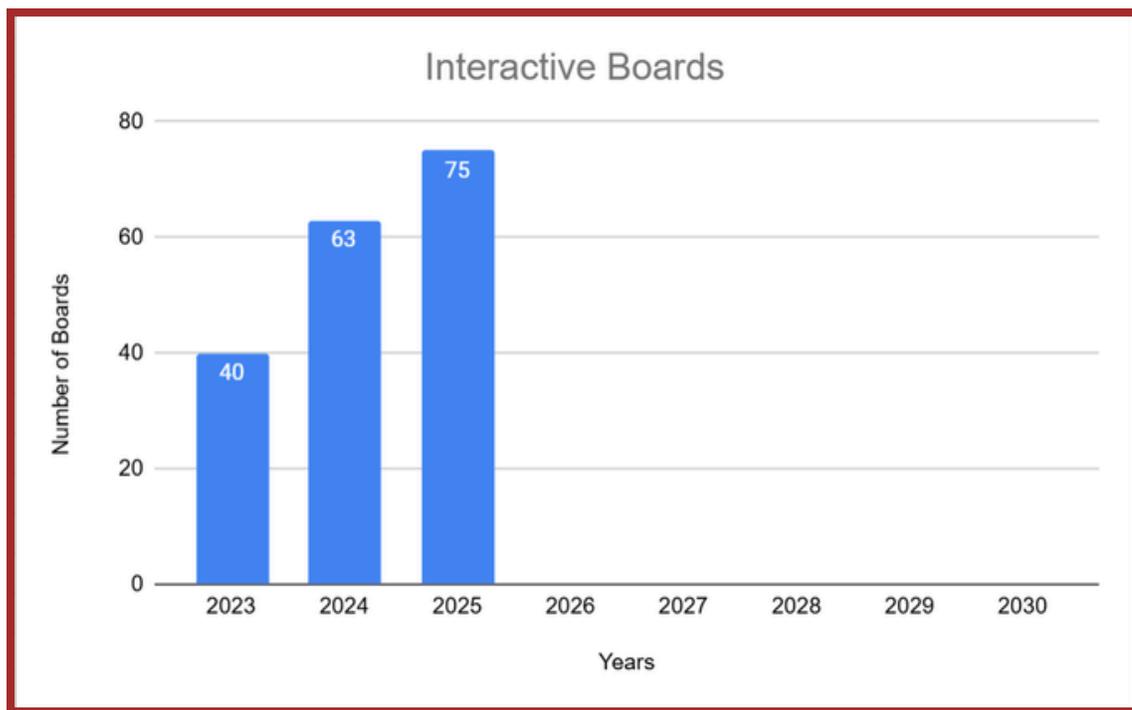
- Utilize an inventory management software that tracks the number of available technology devices that need repair.
- Maintain inventory controls to make data-informed decisions on inventory allocations.

Data Insights: PPCSS has more devices than students, but some campuses still fall short of a 1:1 device-to-student ratio. This imbalance calls for a targeted device allocation strategy to ensure all campuses meet this standard. To address this, the district has acquired additional carts and Chromebooks, prioritizing schools with lower availability and replacing outdated or damaged devices to support effective learning with up-to-date technology.



Priority 1: Optimize resource allocation to enhance educational outcomes and operational efficiency across our educational system.

Objective 2: Improve the effective use of technological resources including interactive touch displays/whiteboards, and learning management system (Canvas), etc.



Purpose: To achieve this objective, strategic implementation of technological solutions that enhance technology resources, ensure the usage of the learning management systems (LMS), and provide teachers and staff with training and support to maximize their effectiveness in the classrooms.

Key Action Steps:

- Replace outdated technology with affordable and engaging interactive technology products that are user-friendly.
- Invest in targeted technology training for educators, developing customized professional development pathways aligned with curriculum needs.
- Maintain the current LMS that helps to streamline curriculum delivery, assignments, and communication between teachers and students.

Data Insights: The system has significantly increased interactive boards, growing from 40 in 2021-22 to 75 in 2023-24. This 88% rise supports more classrooms with modern teaching technology, fostering interactive, engaging lessons and enhancing teaching and learning outcomes.



Priority 1: Optimize resource allocation to enhance educational outcomes and operational efficiency across our educational system.

Objective 3: Secure and effectively utilize funds from CTE, accelerated programs, and grants over the next three years to support school initiatives, with 100% of these funds allocated to enhance academic programs and infrastructure, as evidenced by program expansion and growth metrics.

Funding Sources

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
High School Cap Allocation	N/A	N/A	166,936		
Percent Allocated	N/A	N/A	100%		
Grant Funding	\$9,506,753.80	\$13,859,903.30	\$5,198,997.22		
Percent Allocated	100%	100%	100%		
Acceleration Funding	\$1,561,354	\$1,710,259	\$2,117,462	\$2,215,951	
Percent Allocated	100%	100%	100%	100%	

Purpose: PPCSS aims to optimize fund allocation to sustain the existing Career and Technical Education (CTE) and accelerated programs aligned with Florida’s Workforce Education Initiative. For the next three years, 100% of the funds will be fully allocated to improving infrastructure, professional development, and exploring new programs to ensure students develop workforce skills in a competitive learning environment.

Key Action Steps:

- Identify and pursue all available CTE accelerated programs and grants at the federal, state, and local levels.
- Prioritize funding allocations based on evidence-based practices and measurable outcomes.
- Provide professional learning opportunities for CTE teachers to improve their instructional skills.
- Support innovation by incentivizing collaboration between community and technical colleges.

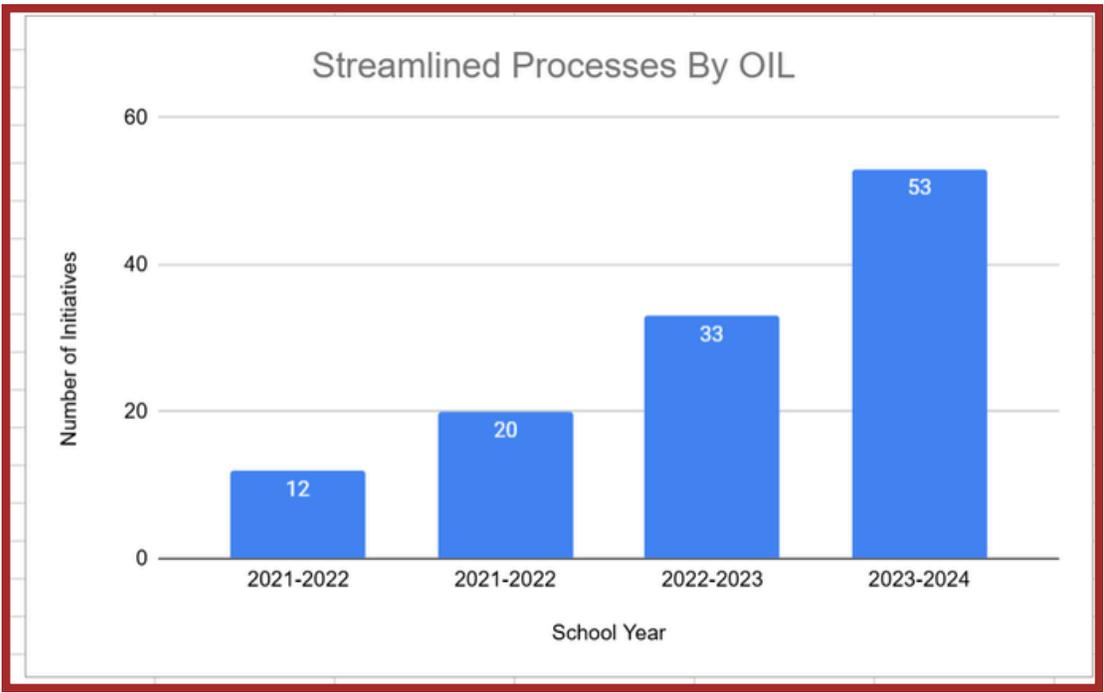
Data Insights: Florida’s acceleration funding supports advanced learning programs like AP, AICE, Dual Enrollment, CTE, and CAPE, allowing students to take challenging courses, earn college credits, and gain career skills. All funds are reinvested to expand program offerings, provide resources, and ensure accessibility. Federal grants from 2021-2024 have also bolstered these programs in response to pandemic-related needs.





Priority 2: Improve operational efficiency by streamlining processes and maximizing the effective use of resources to support a high-quality educational environment.

Objective 1: Monitoring and refining operational workflows with annual reviews and updates, aiming for a 10% increase in workflow efficiency.



Purpose: Operational efficiency is important as it increases productivity, removes ineffective or redundant practices, and improves the school’s overall climate. PPCSS acquired an Enterprise Resource Planning (ERP) system to manage workflow, track, analyze, and evaluate productivity and efficiency. To utilize the system effectively, a newly established process is in development that includes monitoring the status of work orders, reviewing productivity reports, and sharing feedback with key stakeholders.

Key Action Steps:

- Provide ongoing training on the features, expanded services, and report
- Sharing data to system leaders to evaluate the efficiency of the process
- Review reports and share meeting minutes with stakeholders

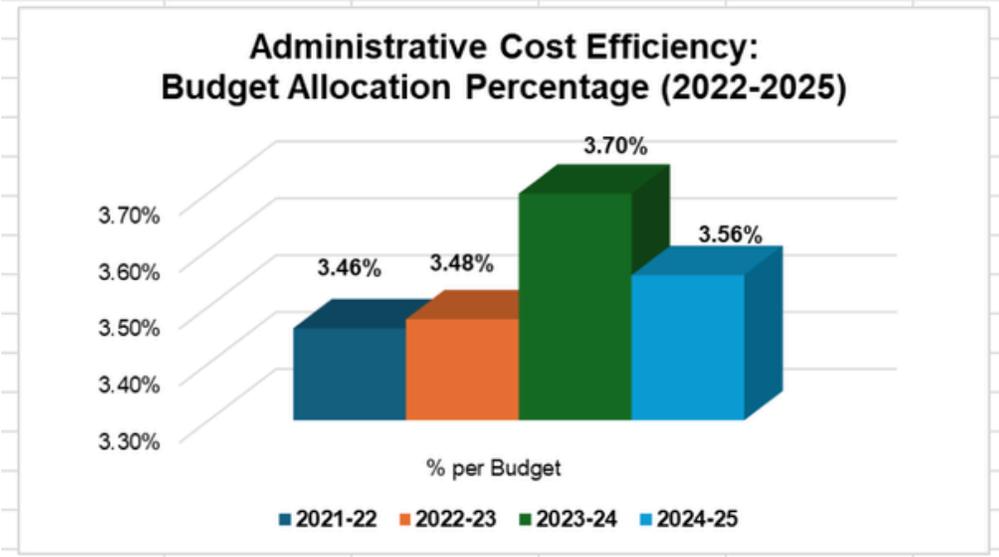
Data Insights: The number of processes under review and refinement has increased significantly, from 12 streamlined processes in 2021-2022 to a projected 53 streamlined processes in 2024-2025. This demonstrates a systematic effort through the Office of Innovative Learning to expand the scope of operational efficiency initiatives, with a clear upward trend in the number of processes being optimized each year.





Priority 2: Improve operational efficiency by streamlining processes and maximizing the effective use of resources to support a high-quality educational environment.

Objective 2: Collaborate with City of Pembroke Pines departments to ensure efficiency and the maximization of resources.



Purpose: The City of Pembroke Pines and the Pembroke Pines Schools System collaborate with the various city departments to help streamline schools’ operations. To improve process efficiency implementing new strategies are in development to optimize shared resources, eliminate waste, and increase productivity across departments. By implementing these action steps, PPCSS can enhance its operational efficiency and maximize the effective use of resources to sustain a high-quality educational environment that benefits both students and the learning community.

Key Action Steps:

- Maximize resource utilization
- Refine the framework for evaluating the effectiveness of collaborative efforts and budget adjustments.
- Monitor the budget ratio towards administration and city department usage to ensure efficiency.

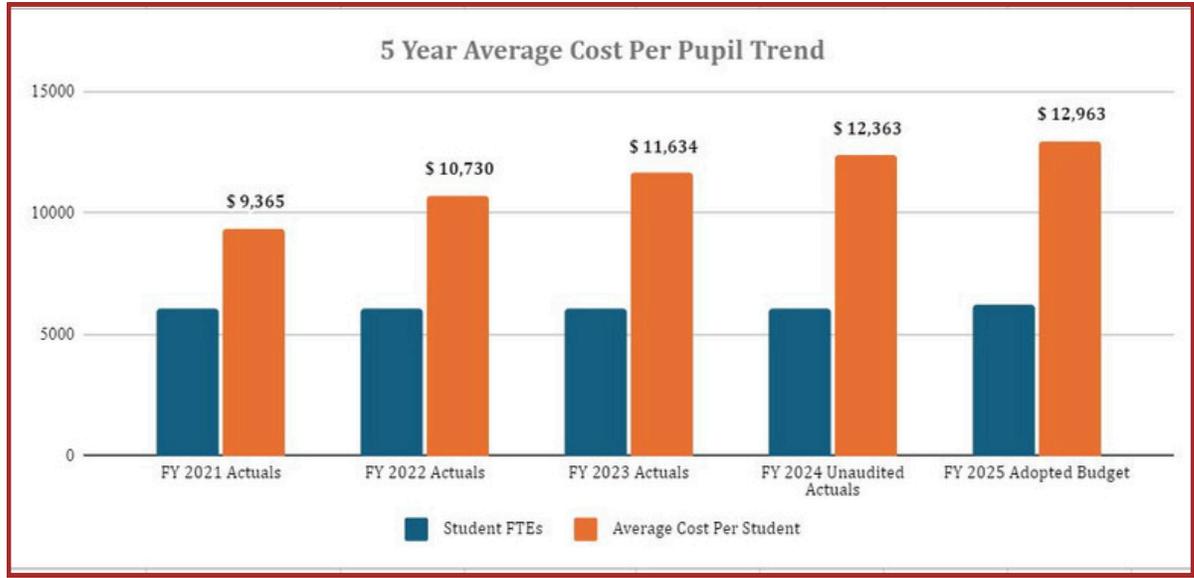
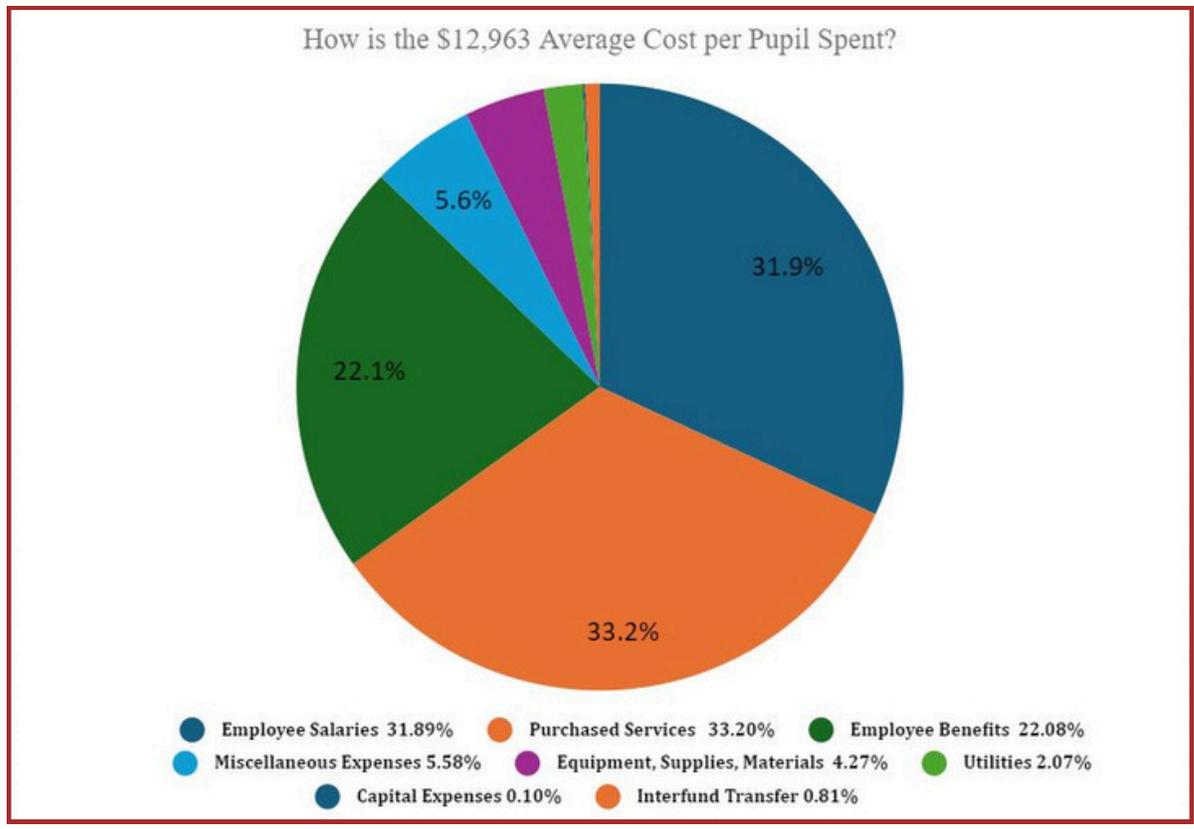
Data Insights: City Administrative Fees support essential functions like Payroll, Finance, IT, Human Resources, and Procurement. Stable management of these costs ensures more budget is directed to student learning, prioritizing instructional support and efficient use of resources for student-focused outcomes.





Priority 3: Ensure financial stability by implementing prudent budgeting practices and securing diverse revenue streams to support the school’s long-term goals and sustainability.

Objective 1: Assess and adjust budget to align with strategic priorities, needs and market conditions.



Continued



Priority 3: Ensure financial stability by implementing prudent budgeting practices and securing diverse revenue streams to support the school's long-term goals and sustainability.

Objective 1: Assess and adjust budget to align with strategic priorities, needs and market conditions.

Purpose: PPCSS uses prudent budgeting practices to ensure financial stability. The City of Pembroke Pines is recognized as a leader in sustaining its financial strength with limited funds from the state to fund its many academic programs. PPCSS has sought diverse revenue sources by maintaining partnerships with various businesses and educational institutions. Given the dynamic nature of the market, the charter school system's reputation for financial stability depends on adaptation and innovation.

Key Action Steps:

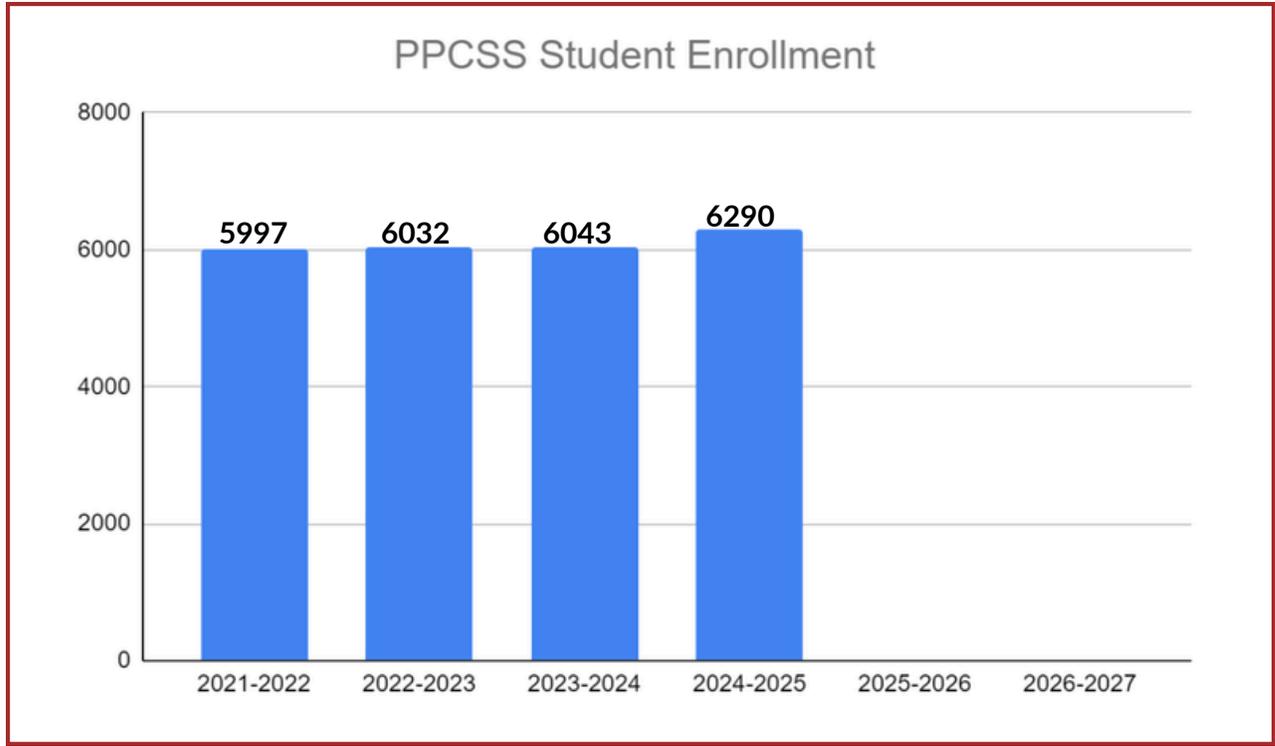
- Develop strategies to ensure expenditures are aligned with strategic priorities, needs, and market conditions.
- Continue regular financial audits to ensure compliance with regulations and identify potential areas for improvement.
- Maintain partnerships with local businesses, organizations, or other educational institutions to create joint ventures or revenue-sharing agreements.

Data Insights: To calculate the average cost per pupil, the FY 2024-2025 PPCS budget of \$81,008,632 is divided by the projected enrollment of 6,249, yielding \$12,963 per student. This cost is influenced by enrollment changes, staff salary increases, capital project expenses, and student needs. For 2024-25, at least 53 cents of every dollar will go toward instructional staff, support staff, and school administration salaries and benefits.



Priority 3: Ensure financial stability by implementing prudent budgeting practices and securing diverse revenue streams to support the school’s long-term goals and sustainability.

Objective 2: Ensure that all school sites are at maximum student capacity.



Purpose: As a school of choice, the PPCSS has a waitlist, indicating a high demand for the educational opportunities provided to a diverse population. Recruiting and retaining students on the waitlist requires periodic monitoring to maintain the district's financial strength and continue providing academic excellence and other services. The goal is to ensure that all campuses are operating at full capacity.

Key Action Steps:

- Track key metrics such as application numbers, waitlist length, and enrollment rates
- Communicate regularly with waitlisted students regarding their status.
- Provide training and support to school enrollment teams charged with enrollment and customer service matters.

Data Insights: Since 2021-2022, district enrollment has grown from 6,034 to a projected 6,249 for 2024-2025, with capacity already exceeded this year. Despite pandemic-related dips, demand remains high, with a waitlist of 5,000–10,000 students. This trend highlights the challenge of accommodating growth and meeting future enrollment needs.





CHARTER SCHOOL

Join us - excel with us

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Excel with us*

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BE BOLD.

DREAM BIG. 

what it takes.

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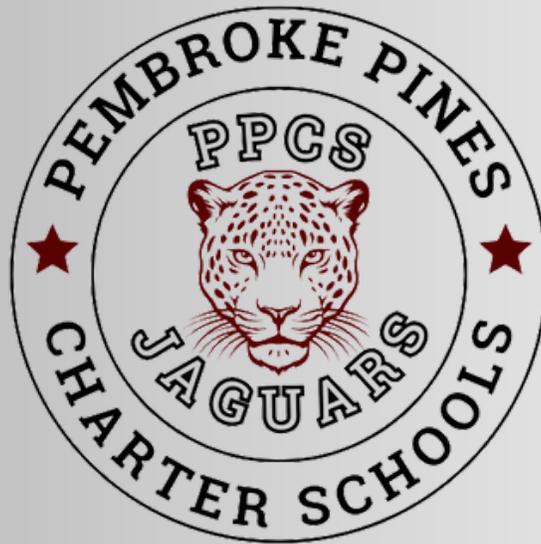
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