



Philanthropic Strategic Plan

OVERVIEW



2012-2013



OCPS Vision:

To be the top producer of successful students in the nation.

OCPS Mission:

To lead our students to success with the support and involvement of families and the community.

OCPS Goals:

- Intense Focus on Student Achievement
 - High-Performing and Dedicated Team
 - Safe Learning and Working Environment
 - Efficient Operations
 - Sustained Community Engagement
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Philanthropic Strategic Plan Committee Members

Alan Fidelo
Philanthropic Strategic Plan Chair



School Board Appointees

Bill Sublette
School Board Chair

Christine Moore
School Board Vice Chair, District 7

Daryl Flynn
School Board Vice Chair, District 2

Rick Roach
School Board Member, District 3

Kathleen "Kat" Gordon
School Board Member, District 5

Superintendent Appointees

William Gordon, Ed.D.
Area Superintendent,
North Learning Community

Bridget Williams, Ed.D.
Area Superintendent,
West Learning Community

Mark Hunt
Director, Career and Adult Education

Merewyn Lyons, Ed.D.
Executive Director, Race to the Top

Dale C. Kelly
Senior Director, Budget



Foundation Appointees

Alan Fidelo
PSP Committee Chair
Foundation Immediate Past Chair
FTF, Inc.

Jim McIlrath
Foundation Board Member
McIlrath Law Firm

Eddie Sanabria
Foundation Board Chair
CFE Federal Credit Union

Douglas Storer
Foundation Board Member
H. J. High Construction

Cynthia L. Williams
Foundation for Orange County Public Schools
Executive Director





Executive Summary

Orange County Public Schools (OCPS) aspires to be the top producer of successful students in the nation. By most objective measures, OCPS is one of the top urban districts in Florida. However, OCPS is committed to becoming a nationally-recognized urban district that prepares all students for success in college and careers. To achieve this ambitious goal will require programs and resources beyond the district's reach. It will require nothing less than the resources and commitment of our entire community.

About OCPS

With 183,000 students and 184 schools, OCPS is the 11th largest school district in the nation and the fourth largest in Florida. The district has made tremendous academic strides over the past 12 years. In 2000, only 27 percent of the district's traditional schools earned an A or B grade under Florida's school grading system. In 2012, 77 percent of the district's traditional schools earned a grade of A or B, notwithstanding markedly higher FCAT cut score requirements for these grades. The number of students enrolled in high rigor Advanced Placement (AP) courses has tripled over the past decade, and enrollment in challenging honors courses has become the norm rather than the exception. Most significantly, the graduation rate from the district's traditional high schools rose from 49 percent to 91 percent over the past 12 years.

**Never doubt
that a small
group of
thoughtful,
committed people
can change the
world. Indeed, it is
the only thing that
ever has.**

-Margaret Mead





OCPS students have access to a wide range of academic programs, including:

- International Baccalaureate (IB) magnet programs at 10 middle and high schools;
- Twenty-six magnet programs in fields as diverse as theater and performing arts, international studies, law and finance, science and technology, engineering, veterinary science, foreign language, criminal justice, medical technology, and foreign language;
- A full complement of AP and honors courses at each middle and high school; and
- A total of 262 career and technical education programs, many of which begin in middle school;
- Online and virtual education courses in 32 different disciplines.

Orange County's high schools and graduates have achieved widespread recognition for their academic excellence. A record 17 of Orange County's 19 high schools were recognized by the Washington Post in its annual Challenge Index National Rankings of the top public and private high schools in the nation, and 16 high schools received an A or B grade under Florida's accountability system. Forty-seven OCPS graduates earned admission into one of U.S. News & World Report's top 20 colleges and universities in the nation or into one of the U.S. military academies, and this year the district recognized 39 National Merit Scholars, eight National Achievement Scholars, and three National Hispanic Recognition Scholars. Graduates of the Class of 2012 earned nearly \$31 million in academic scholarships.

Orange County is a diverse community and its public schools reflect that diversity. Thirty-five percent of its students are Hispanic, and 29 percent are African-American. OCPS students come from 212 countries and speak 160 different languages. English language learners comprise 14 percent of the student population. Many of the issues the district struggles with are a result of poverty. More than half of OCPS students are eligible for the free-or-reduced-price lunch program. With the recession, homelessness has spiked and, in the most recent school year, more than 6,500 OCPS students were homeless, up from 1,811 in 2007-08.

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Funding Challenges

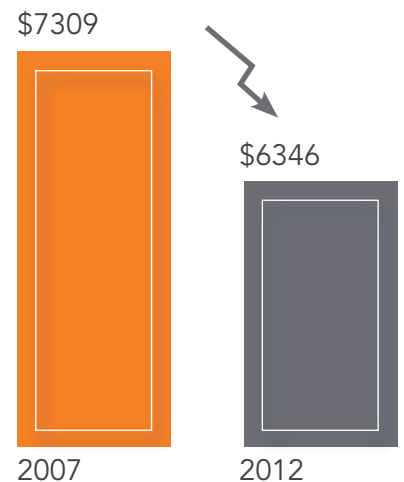
Even during this recession, Orange County’s student population continues to grow. Yet Florida’s funding for public schools has fallen with the struggling economy. State per student funding is down 13.2 percent since July 2007, or down from \$7,309 per student in 2007 to \$6,346 per student in 2012. In 2010 our community helped fill the funding gap through the passage of an extra one mill in property taxes over the next four years. While the additional revenue provided by the one mill—approximately \$81 million—helped stabilize OCPS’s annual \$1.6 billion operating budget, even with the added revenue per student funding is down seven percent. Nor is OCPS immune from the same rising costs of health care, pensions, and operating expenses experienced by the private sector.

OCPS is doing all it can to operate efficiently and economically. A recent report from the Florida Department of Education listed the Orange County school district as having the lowest administrative costs of all 67 districts in Florida. Increased competition and a reorganization of its supply center operations saved an average of 45 percent off the retail cost of supplies at the school level. Another \$1.6 million was saved through the re-use of surplus supplies, and aggressive bidding and negotiations have saved another \$12.3 million on supplies in the most recent year.

With 66,699 students transported daily, OCPS is the largest transportation provider in Central Florida. OCPS transportation costs amount to \$47.1 million annually. Through scheduling efficiencies, the district reduced its fleet by 319 buses in recent years and sold its surplus buses for a taxpayer profit of \$2 million. Another \$8.4 million in ongoing operational costs was saved last year through utilizing a dedicated pool of relief drivers and by reorganizing the department’s management and staff, re-negotiations on wages, and a number of other methods to reduce costs without impacting services.

The largest capital expenditure of the Orange County school district is its ongoing \$3 billion facilities renovation program. Since the completion of an independent facilities audit in 2011, OCPS brought in a new management team, reorganized the facilities division, instituted the reforms called for by the audit, and developed an aggressive plan to drive down costs. As part of this initiative, the district developed new prototype school designs that will save taxpayers \$2 million or more on a typical elementary school. In addition, OCPS is now building schools on smaller parcels of land and developing methods to effectively use under capacity schools to achieve the most efficient use of facilities.

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State spending per student for 2007 and 2012

Why a Philanthropic Strategic Plan?

Orange County Public Schools (OCPS) receives significant support from the community. Last year OCPS proudly received classroom support and financial assistance from 51,140 registered volunteers, 2,422 school-business partnership agreements, and 29,430 PTA/PTSA members. The business and philanthropic community donated more than \$2.4 million in direct financial support for our schools. In addition, OCPS employs a professional grant writing team which worked with district teachers and leaders to generate \$283.5 million in government and private sector grants last year.

The dollars donated by the private sector or obtained through various grants fund a host of invaluable programs in our schools such as character development and anti-bullying initiatives, reading programs, after-school programs, mentoring initiatives, and various health care initiatives, to name just a few. In recent years OCPS successfully competed for numerous federal grants, such as the \$24 million Race to the Top grant, three Teacher Incentive Fund proposals totaling \$87 million, a \$3.68 million School Leadership Program grant, a Healthy Schools/Healthy Families grant, numerous 21st Century Community Learning Centers after school program grants, and others, along with many state, foundation and corporate grants.

Notwithstanding the significant community support OCPS receives, the school board, superintendent, and Foundation for OCPS concluded that a more strategic approach is needed for the district's philanthropic efforts. They realize that a holistic approach, focused on the systemic needs of all 184 schools and all 183,000 students, is needed and that our community's business and philanthropic leaders will demand the equivalent of a business plan before investing further significant resources in OCPS.



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In June 2011, a collaborative team of representatives met to begin designing a philanthropic strategic plan. The school board, superintendent and foundation agreed on a process that was formally adopted in a November 2011 Memorandum of Understanding (MOU).

Under the MOU, a Philanthropic Strategic Plan (PSP) Committee was formed consisting of five appointees of the superintendent's senior staff, five appointees of the school board who are board members, and five appointees of the foundation from its board. The PSP Committee will continue to meet at least quarterly to entertain and vote upon philanthropic initiatives proposed by any member of the community, foundation, board, or OCPS staff. The committee is charged with establishing a process for tracking, measuring and publicizing program outcomes of funded initiatives, and for updating the plan by June 30 of each subsequent year.

The PSP Committee began meeting on February 15, 2012, and considered 19 proposals for philanthropic support. The PSP Committee, as a strategic planning committee, decided early in the process to only review proposals and initiatives of a systemic nature, i.e., those which will result in systemic improvements in the quality of education delivered to OCPS students. Individual schools within OCPS will continue to pursue, on their own, the many community support and philanthropic opportunities available to them.

What follows is an overview of the collaborative work of the PSP Committee culminating in the OCPS inaugural Philanthropic Strategic Plan. It is our hope that you will become our partner in the OCPS Philanthropic Strategic Plan and will invest your capital in the children of Orange County and the promise of the future.

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Guide To Reading The Philanthropic Strategic Plan

Upon adoption of the Philanthropic Strategic Plan Memorandum of Understanding, OCPS leadership, foundation members, and school board members identified district priorities which lacked funding or had significant funding gaps. Educators and administrators with expertise in those areas proposed effective, proven strategies for meeting the unmet needs of our students if adequate funding could be obtained. The PSP Committee then reviewed the 19 proposals presented and selected the strongest for inclusion in the PSP. In determining which initiatives to take to the community, the committee selected those that will have the greatest positive effect on student achievement and those that will improve the health and well-being of the largest number of OCPS students.

The Philanthropic Strategic Plan contains eight initiatives which address known gaps in academic achievement, academic progress, college and career readiness, early childhood development, student wellness, and the technology needs of OCPS students. Each initiative is presented through a brief one-page summary which describes the need for the program, its cost, and the return on investment (ROI) donors can expect.

Following each one-page summary is a concept paper which describes in detail key information on the proposed initiatives including: (1) Targeted Population; (2) Needs Statement; (3) Proposal; (4) Current Partners; (5) Return on Investment; (6) Evaluation Plan; (7) Sustainability; (8) Key Personnel; (9) Budget; (10) OCPS Strategic Objective(s); and (11) Primary OCPS Contact Person(s).

Budgets for each initiative are comprehensive and described in detail so that a potential investor in OCPS may choose to support a specific component of an overall initiative. Some donors may choose to adopt a particular school or group of schools under a specific initiative. Others may invest in a complete program. Donors are invited to become active partners in the initiative in which they invest and to serve in an advisory capacity as the program they fund is fully developed and implemented.

Sustainability is an important component of the OCPS Philanthropic Strategic Plan. The school board, superintendent and foundation are seeking multi-year commitments from potential donors so that we may demonstrate the measurable impact, capacity and worthiness of the programs to be implemented.

By presenting the eight initiatives in this manner, the School Board of Orange County, superintendent, and Foundation for OCPS are providing potential donors with all the vital information necessary to make a funding decision in support of educational excellence in Orange County Public Schools.

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Summary of Initiatives

Ensure All Children Are Ready to Learn:



Expand full-day prekindergarten classes in 12 high-risk schools which currently only offer half-day programs due to funding constraints. Total Cost: \$1,331,040.

Provide a licensed practical nurse, registered nurse, or nurse practitioner in every OCPS school to reduce absenteeism, improve student performance, and support student health. Total Cost: \$4,559,244.

Improve Academic Achievement:



Implement a literacy tutoring program for all at-risk students who scored at Level 1 on FCAT-Reading in third and tenth grades. Total Cost: \$14,277,744.

Expand Read2Succeed and Morning Book Clubs, proven literacy programs offered in elementary and middle schools. Total Cost: \$167,538.

Expand Science, Technology, Engineering, and Mathematics (STEM) instructional programs, professional development, and the recruitment of students into STEM classes and careers, and build community partnerships in support of the district's STEM programs. Total Cost: \$1,116,874.

Bridge the digital divide for targeted students living in poverty through offering low-cost computers and discounted broadband service. Total Cost: \$949,060.

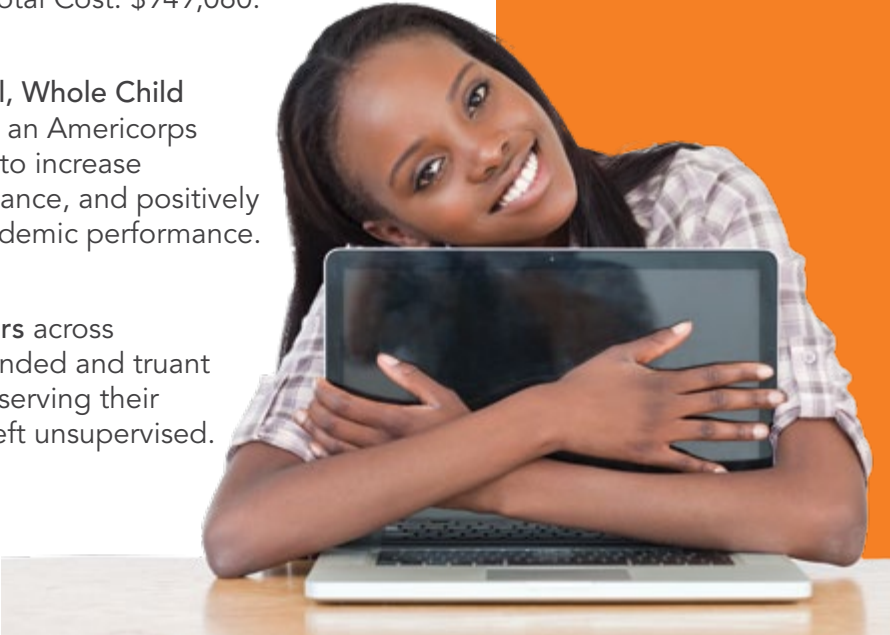
Ensure Graduation:

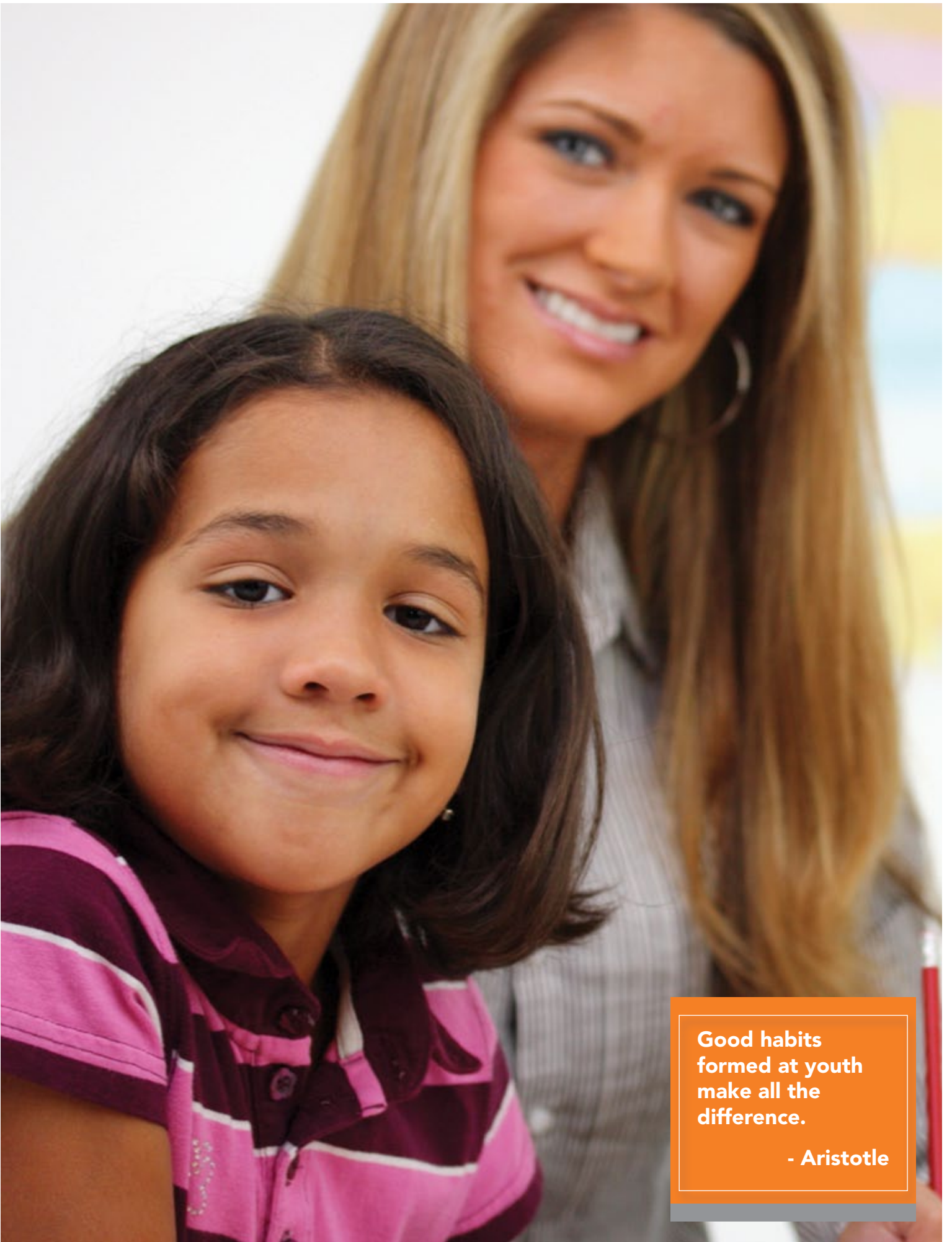


Expand City Year's Whole School, Whole Child intervention and support model, an Americorps program which has been proven to increase graduation rates, improve attendance, and positively impact student behavior and academic performance. Total Cost: \$6,523,367.

Establish eight suspension centers across Orange County to provide suspended and truant students with a safe haven while serving their suspension and in lieu of being left unsupervised. Total Cost: \$1,245,952.

Education is the key to unlock the golden door of freedom.
- George Washington Carver





**Good habits
formed at youth
make all the
difference.**

- Aristotle

Philanthropic Development

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**Orange County
Public Schools**

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