



Strategic Plan (2022-25)

2023-24 Metrics

5 Key Areas of Growth

1. Facilities and School Safety
2. Improved Financial Stability
3. Academic Excellence
4. Culture, Climate and Community
5. Improved Operational Governance

Area 1

Facilities and School Safety

Objective One: Plan for facility expansion to accommodate K-8.

Metrics for 2023-24:

1. Before the end of Fall Semester 2023: Identify facility options for SY 24-25 based on the current financial mode and to support School Choice enrollment in January 2024.
2. Before the end of Spring Semester 2024: Develop a facility needs assessment to identify appropriate facility options to support our growing school model (K-5 to K-8) for SY 24-25 and onward. Identify prospective facilities that serve our school and are supported by our financial projections.

Objective Two: Ensure physical security elements and protocols are in place with appropriate enforcement mechanisms.

Metrics for 2023-24:

1. 90% of parents/guardians agree that the campus is safe. (last year: 83% Agree)
2. 90% of students agree that they feel safe at school.
3. 90% of parents/guardians agree that the school communicates about emergencies. (last year: 84% agree)
4. 98% of parents/guardians use Pikmykid to retrieve kids at the end of the day, with a small percentage (2% or less) using another secure method approved by the school, as needed.

Objective Three: Ensure health and wellness protocols are in place with appropriate enforcement mechanisms.

Metrics for 2023-24:

School is in compliance with all health requirements as outlined by CDE and / or CDPHE.

Area 2

Improved Financial Stability

Objective One: Improve the school's financial stability for the current year and future years.

Metrics for 2023-24:

1. End FY24 with an unrestricted fund balance of \$50,000.
2. Maintain healthy cash flow, maintain a positive trend year over year demonstrating growth in unrestricted funds allowing FASD to plan for strategic initiatives.
3. End FY24 with days cash on hand of 45 to 60.
4. Develop an updated five-year financial model.
5. Set up an interest-bearing savings account with a target balance of \$75,000.

Objective Two: Develop a robust stream of diversified income resources including fundraising, special event revenue, corporate sponsorships, and community partnerships, grants, and American and French government support.

Metrics for 2023-24:

1. Meet a fundraising target of \$80,000.
2. Secure at least one external revenue stream (corporate sponsorship, grant, dining out events, shopping events, or other donations)
3. Increase fundraising participation to 50% of all families.

Objective Three: Continue to increase enrollment and student retention.

Metrics for 2023-24:

1. Reach 85% capacity for kindergarten for August 2024 enrollment.
2. Maintain 95% retention rate for returning families in grades K-5.
3. Lower attrition rate between the end of Round 2 to Oct 1st Count to 15% or below

Area 3

Academic Excellence

Objective One: Achieve accreditation from the French Ministry of Education and the French Agency for the Advancement of French Abroad (AEFE) and become one of the 48 accredited schools in the U.S. The application window is during two weeks in September.

Metrics for 2023-24: (None. Moved to 2024-25)

Objective Two: Communicate at the start of each academic year all pertinent dates and milestones to ensure parents, teachers, and children are working in tandem to foster academic success.

Metrics for 2023-24:

90% of families indicate that the school communicates effectively with families about relevant school activities.

Objective Three: Maintain the strong academic standing to position FASD for charter renewal in advance of the expiration date of our current charter (June 2025).

Metrics for 2023-24:

1. 85% of students will grow the equivalent of one year's proficiency in French as demonstrated by comparing the French National Diagnostic at the beginning and end of year.
2. 85% of the identified student population will have met the proficiency target of meets / exceeds by Spring 2024, as measured by STAR reading and math assessments.
3. Receive a "Performance" rating on the School Performance Framework.

Area 3

Academic Excellence (Continued)

Objective Four: Establish clear and consistent policies and protocols for hiring and retaining staff which promote the FASD mission of maintaining the highest academic standards of the United States and France [French Ministry of Education].

Metrics for 2023-24:

1. Conduct year-end evaluation of the hiring policy and practices based on staff performance, adopt any amendments to the policy as needed by June 2024.
2. 90% of teachers will receive a satisfactory or above rating on FASD teacher evaluation.

Objective Five: Expand to Middle School

Metrics for 2023-24:

1. Retain 85% of current students who matriculate to FASDenver Grade 6.

Area 4

Culture, Climate and Community

Objective One: Ensure foundational staff training.

Metrics for 2023-24:

1. 90% of staff are meeting expectations for classroom management.
2. 90% of staff are consistently and effectively implementing the school's instructional approach and curriculum.

Objective Two: Improved Communication: FASD will continue to improve our internal communication processes with the Board, Head of School, PTO, SAC, Classroom Parents.

Metrics for 2023-24:

1. Increase use of Bloomz as measured by 85% of families using the app.

Objective Three: Internal Community Outreach - The active participation of families and volunteers in fundraising, classroom and recess support, chaperoning field trips, and special events is a cornerstone of our success. The Board, School Director, and PTO will work collaboratively to remove barriers to family participation and volunteer involvement.

Metrics for 2023-24:

1. 50% of parents volunteer at the school at least once during the school year.
2. The PTO establishes a leadership cohort with all executive roles being filled.

Area 4

Culture, Climate and Community (Continued)

Objective Four: Classroom Culture for our Scholars: Create classroom and playground environments that support and emphasize courtesy, kindness, and manners. Leverage volunteers and PTO support to supplement and reinforce this message.

Metrics for 2023-24:

1. 90% of staff indicate that the disciplinary matrix is effective in reducing disciplinary infractions.
2. 80% of students indicate that good behavior is rewarded.
3. 90% of parents / guardians access and understand PBIS through Bloomz.

Objective Five: Faculty Support - Create a welcoming and supportive professional environment that encourages retention and investment in our school.

Metrics for 2023-24:

1. 100% of new teachers indicate that the welcome packet provided helpful support.
2. 100% of new teachers indicate that they used resources (e.g. transitional housing) in the welcome packet.
3. The school was able to meet all incoming transitional teachers' housing needs.
4. Annual staff satisfaction rating is Satisfactory (e.g., on a scale of 1-5, 3 = Satisfied, 4 = Very Satisfied, and 5 = Extremely Satisfied) for a welcoming and inclusive school community.

Area 5

Improved Operational Governance

Objective One: Board Recruitment, Communication, & Succession: Broaden awareness of the Board, its role and portfolio, and establish an effective pipeline for recruiting new and diverse Board Members from both within and external to the FASD community.

Metrics for 2023-24:

1. **Two remaining board vacancies** are filled, ideally with some external community (non-parent) members.
2. Board leadership has established a board leadership transition plan by Jan. 2024.
3. Robust new board member orientation in place by April 2024.

Objective Two: Committee Creation - Formalize Board-level committees by identifying, creating, scoping, and staffing critical standing committees which are essential to accomplishing school goals.

Metrics for 2023-24:

1. Build membership of SAC to comply with state statute.
2. 100% of Board committees are fully operational by June 2024.
3. Clear committee structure and objectives are outlined on the Board section of the website by March 2024.

Objective Three: School Staff Succession - Develop a process for succession planning for critical leadership vacancies.

Metrics for 2023-24:

1. Finalize School Director succession plan in November 2023
2. Create a long-term organizational structure aligned with the long-term facility and financial model by June 2024.

Area 5

Improved Operational Governance (Continued)

Objective Four: Board Training & Compliance: Identify/streamline Board compliance with city, state, federal regulations.

Metrics for 2023-24:

1. Create a School Governance Calendar for 2023-24 by August of each year, and include an annual review of by-laws, School Director evaluation, budget revision.
2. Develop a **strong onboarding process for all new Board Members**, clearly outlining roles and responsibilities and all required trainings by March 2024
3. Finalize a Board handbook, including all board policies in one place June 2024.
4. **100% of board members are in compliance with CDE training requirements.** (Current members by January 2024, new members by August 2024).