DRAFT STRATEGIC PLAN

MISSION
The mission of Ben Franklin Academy is to develop young adults with character like America's founding Renaissance man, Benjamin Franklin: well-read, scientifically curious, and civically engaged.

VISION
Our students will excel academically through a challenging, sequenced curriculum that emphasizes math, science, and literacy. We will be a data driven institution, focusing on individual students. Our students, teachers, parents, staff, and leaders will be held accountable for the success of our school. Finally, we recognize that an education is incomplete without fostering the arts, sports, nature, and character.

CORE VALUES
Ben Franklin Academy (BFA) holds the following core values:

- Character development based on Benjamin Franklin's Thirteen Virtues;
- Academic achievement using 21st century technology to implement the Core Knowledge sequence, a rigorous mathematics curriculum, and daily, hands-on science instruction;
- Individual focus on students regardless of achievement, aptitude, or grade level. Students will be taught at their level no matter the challenges and without labels;
- Well-rounded students due to the appropriate balance of academic rigor and child development;
- Financial stability as a priority;
- Parental involvement in their child(ren)'s education;
- Positive culture where educational success is a priority and a love for learning is rampant; and
- Employment of the best, most enthusiastic, and passionate teachers, staff, and administrators.

SWOT (STRENGHTS, WEAKNESSES, OPPORTUNITIES, AND THREATS) ANALYSIS

BFA's competitors provide pre-kindergarten through eighth grade education. This includes all public, private, and charter schools within a 15-mile radius. BFA has various substantial advantages over traditional public schools and has a significant cost advantage over private schools. While less differentiated from other charter schools, BFA is unique in its commitment to the development of well-rounded young adults through its emphasis on math, science, and literacy.

STRENGTHS	WEAKNESSES
• BFA is a new school modeled after the combined successes of other established charter schools. • BFA strives to balance academic rigor and childhood. • BFA provides unique hands-on science and technology programs. • BFA hires dedicated, enthusiastic, and passionate teachers, staff, and administrators. • BFA is run by approachable, experienced administrators. • BFA provides a unique character education program. • BFA has a strong community of families and high parental involvement. • BFA prioritizes financial stability and has established a healthy savings plan while investing in its current students, staff, and community. • BFA utilizes fluid flexible ability grouping. • BFA maintains a healthy wait list for enrollment. • BFA has established a positive reputation in the community. • BFA focuses on literacy as shown through the literacy support available to all students as well as the separation of reading and writing instruction in middle school. • BFA's new campus is easily accessible from many areas.	• BFA faces the challenge of balancing a "well-rounded" education with its focus on literacy and STEM. • BFA is new and unproven. • BFA's campus lacks optimal recreational space. • BFA has limited parking options. • BFA must develop a sense of community in a student population with diverse addresses and experiences. • BFA is not located within a neighborhood.

OPPORTUNITIES	THREATS
• Dissatisfaction with traditional, neighborhood public schools by general public due to class sizes, teachers, curriculum, etc. • Lack of pre-existing perceptions of BFA by general public, allowing BFA flexibility to adapt to needs or trends. • High demand for charter schools as demonstrated by wait lists. • Desirability of "schools of choice" and perception of charter schools as a trend.	• Lack of understanding within the general public about charter schools. • Prevalence of implementation of Core Knowledge sequence in local charter schools and a general lack of differentiating characteristics. • Reliance on per pupil revenue (PPR) funding. • Performance metrics not being met. • Addition/expansion of new/existing charter schools as current charter schools cannot meet enrollment demand. • General improved perception of traditional, neighborhood public schools if funding increases and class size decreases. • Option certificates (i.e., vouchers) for private schools allowing for the enrollment of students who wouldn't otherwise choose private education. • Lack of parking options at BFA, which could lead to parent and/or neighborhood tensions. • Inability to further expand BFA's campus. • A change in the political climate of Douglas County School Board, Colorado Department of Education, and other elected officials. • Neighborhood schools increase performance metrics substantially.

GOALS AND OBJECTIVES

BFA will strive to meet all goals as specified in the DCSD Ben Franklin Academy Contract and the application (collectively, Charter Contract) and the Colorado Department of Education Charter School Grant Program applications as well as those described below.

Long-Term Objectives	Annual Objectives	Functional Strategies	Responsibility/Status
1. Improve educational experience on continual basis	1.1 Improve scores on all student assessments 1.2 Expand integration of technology 1.3 Continue individual student growth 1.4 Implement curriculum with fidelity	1.1.1 Collect and monitor assessment data 1.2.1 Evaluate current uses of technology and revise as appropriate 1.2.2 Identify areas for expansion 1.3.1 Measure through standardized tests and teacher observation 1.4.1 Evaluate efficacy of curriculum and revise as appropriate	Admin, SAC ACTIVE
2. Maintain financial stability	2.1 Support core functions fully with PPR and mil levy funds 2.2 Invest in curriculum and programming as appropriate	2.1.1 Utilize conservative budgeting techniques, including substantial reserves	Board, Admin ACTIVE
3. Increase parent satisfaction and demand for enrollment	3.1 Create demand and maintain a strong wait list 3.2 Conduct annual parent surveys of teachers and administration as well as experience at BFA 3.3 Improve/increase parental involvement 3.4 Create and maintain goodwill in community	3.1.1 Develop and implement a marketing/PR plan 3.2.1 Review and address with staff, teachers, and administrators and/or make policy adjustments as necessary 3.4.1 Organize two activities with the greater community each year (PAC) 3.4.2 Initiate and maintain involvement in community business organizations (PTO)	Board, Admin, PTO, PAC ACTIVE

Long-Term Objectives	Annual Objectives	Functional Strategies	Responsibility/Status
4. Promote staff and professional development	4.1 Foster a performance culture 4.2 Provide opportunities for professional development 4.3 Utilize a mentor program 4.4 Develop and manage staff 4.5 Implement BFA academic programs with fidelity	4.1.1 Implement a pay for performance program 4.1.2 Conduct teacher surveys twice per year 4.1.3 Perform formal evaluations annually 4.1.4 Perform monthly teacher observations	Admin ACTIVE
5. Maintain and develop facility	5.1 Monitor need for additional space (i.e., instructional or recreational) and plan as needed 5.2 Maintain facility in order to maximize useful life	5.1.1 Develop and follow master site plan 5.1.2 Develop and begin implementation of master plan strategy 5.2.1 Develop and follow maintenance plan	Board, Admin ACTIVE
6. Renew Charter Contract by June 30, 2014	6.1 Meet annual goals of Charter Contract	6.1.1 Seek 10-year renewal	Board ACTIVE
7. Purchase building by 2016 from Highmark	7.1 Secure an investment grade investment rating 7.2 Continue to accumulate savings as possible	7.1.1 Build a continually improving financial track record over three years 7.1.2 Continue to operate at/near maximum capacity with a wait list of 50% or higher of enrollment 7.1.3 Ensure total lease expenses remain less than 20% of revenue	Board, FIN, Admin ACTIVE