SPERO
Academy

2019-2024

Strategic Plan

Introduction

The following information will serve as a working
document to help establish a new 5-year strategic plan for Spero Academy.
This working plan will be broken down into two parts,
which will be completed sequentially, and will allow for
future planning in years four and five of the strategic plan process.
Within each goal, Board committee(s) and/or the
School's Administration will be assigned to focus work in these areas.

Part 1	(1) **_Financial Sustainability_** (Finance, Facilities, Administration, Marketing)

The financial sustainability of Spero Academy is of utmost importance to the overall health and long-term plans for the school. The following information outlines the goals associated with ongoing fiscal management/goals and the creation of external funding sources.

Goal	Action Steps	Progress Update
● Create and manage a fiscal plan to reach 18-20% fund-balance	○ Develop a forecasting model as part of annual budgeting process to anticipate future year's fund balance percentages (Finance) ○ Include plans for financial impact of full enrollment on fund-balance ratios(Finance w/ Jenny-Bergan KDV) ○ Review potential external funding sources, including foundation support (Admin)	
● Develop a plan for utilization of funds over 18-20% fund-balance to be used for programmatic needs	○ Identify major spending needs which are not already funded (Admin) ○ Develop an application process for one-time project spending (Finance)	
● Create and manage a comprehensive and sustainable facility budget with the goal of replication in future planning.	○ Utilize monthly detailed spending reports provided by accountant in preparing annual budgets and monitoring spending (Facilities)	

	○ Create documentation system for facility expenses as a tool for anticipating costs for secondary facility.(Facilities) ○ Create a detailed facility budget including utilities, FFE, repairs & maintenance, and service contracts/preventative maintenance. The budget should provide a sufficient level of detail to enable the Facilities Committee to benchmark the facility operating costs against similar facilities and identify areas of concern or opportunities for improvement. (Facilities) ○ Create a mechanism to track variances from budget for each line item on a monthly basis, with a YTD comparison for prior years. (Facilities) ○ Review & update scopes of work for annual service contracts a minimum of four months prior to the start of the contract and obtain two bids for each service whenever possible. (Facilities)	
● Create a comprehensive compensation plan for all employee categories	○ Research existing market value for therapist (Admin) ○ Create a comparison sheet for Governance review (Admin)	

● Maintain current enrollment and upward trend of reaching family and meeting enrollment goals.	○ Maintain social media presence. (Marketing) ○ Continue information sessions. (Marketing)	

Part 1	(2) *Programmatic Excellence and Innovation-Measurements* (Accountability)

First and foremost, Spero Academy is an academic institution with the mission of creating educational opportunities, which benefit children with disabilities. The following information outlined in this goal will support and enhance academic achievement and innovative practices that support academic achievement.

Goal	Action Steps	Progress Update
● Analyze current curriculum content to discover potential gaps	○ Survey Teachers (Accountability) ○ Review Test Data (Accountability) ○ Review curriculum as laid out in curriculum review cycle (Accountability)	
● Research external curricula that align with Spero Academy's educational goals and student needs	○ Refine and/or create curricula that align with Spero Academy's educational goals (Accountability) ○ Research external curricula based on student needs using internal assessment data (Accountability)	
● Develop a protocol from the data to support innovative curriculum	○ Create a school-wide cohesive and comprehensive curriculum menu (Accountability) ○ Develop procedures to assist teachers in utilizing the most effective curricula for student	

	achievement across grade level transitions. (Accountability)	

Part 1	(3) Strategic Partnerships (Governance)

Spero Academy recognizes that while the primary focus of the school is to educate students, there are strategic partnerships with external organizations that would benefit the learning, social, emotional, and financial programs associated with the school. The following information outlined in this goal will provide a plan for increased partnerships for a more holistic programmatic offering of services.

Goal	Action Steps	Progress Update
● Identify potential gaps in all programmatic elements of Spero Academy	○ Identify partnerships, agencies, and organizations that could potentially fill those gaps (Governance) ○ Develop a plan for engagement and partnership, which includes contact information, purpose, outcome, and resources (Governance)	
● Continue partnership with MACS to monitor legislation affecting special education funding and programming	○ Maintain involvement in MACS task force opportunities (Governance) ○ Create immediate sub-committee to address and act on behalf of Spero Academy (Governance) ○ Report all actions taken as a representative of Spero Academy to the Board of Directors (Governance)	

● Create and maintain relationships with affiliated or like-minded organizations that align with our school mission	○ Identify affiliated or like-minded organizations (Governance) ○ Establish opportunities for exchanges of information and partnerships through joint forums (Governance) ○ Create opportunities for joint sharing of mission/vision for referral/recruitment of staff/students (Governance)	

Part 1	*(4)* *Staffing Retention, Development, Cultivation (Accountability, Finance, Marketing, Administration)*

Spero Academy recognizes that a major focus on staffing needs is critical to the overall educational programmatic elements of the school. The following information outlined below will provide focal areas that must be created and monitored to help strengthen existing staff development, and create new ways to cultivate, retain, and secure future staff in all areas of need.

Goal	Action Steps	Progress Update
● Research and secure differing identified professional development programs designed to strengthen various staffing needs	○ Administration Director level positions will continue to research and secure all professional development opportunities and needs. (Admin) ○ PD committee will function as an avenue for staff development needs to be addressed within staff training days as represented by the 4 staff groups within the school (teachers, admin, paras, and therapists). (Accountability) ○ Work with UST to plan professional development opportunities regarding evidence based practices such as High Leverage Practices. (Accountability)	

● Develop an internal retention plan	○ Design and implement a paraprofessional support system, which includes mentoring (Admin) ○ Expansion of Teacher Mentor program that is included as part of the TDE program (Admin)	
● Create alternative ways to cultivate external pipelines for school staffing needs	○ Develop ongoing partnerships with institutions of higher learning for student teaching opportunities and internships (Admin) ○ Develop a system of tracking all teacher placement websites, which includes identifying, updating, and marketing opportunities (Admin) ○ Create and share an employment promotional video. (Marketing) ○ Find and attend general job fairs 1x a year for hiring paraprofessional support. (Marketing)	
● Analyze current compensation plans and address any potential areas that may inhibit securing or retaining quality staff	○ Finalize a school-wide compensation plan for publication (Finance & Administration)	

Part 1	(5) Center of Excellence - ROOTS - (Marketing, Administration)

Spero Academy recognizes that an incredible amount of experience and expertise exists within the staffing body of the school. While external partnerships are essential to the enhancement of internal programs, the school also recognizes that it is equally important to share knowledge and practices associated with the school in order to continue to move Spero Academy toward an expanded model for special education instruction. The following information will outline focal areas to share these internal practices and experiences.

	Action Steps	Progress Update
● Develop an education level program for the Spero Academy community	○ Design parent education nights (Admin) ○ Host seminars with strategic partners (Admin)	
● Create an awareness of the expertise and potential support that Spero Academy may be able to provide to the special education community	○ Develop mutual partnerships for sharing of resources (Marketing) ○ Attend relevant functions i.e.: Fraser walk, AuSm events, school fairs etc. (Admin)	

Part 1	(6) *Extended Learning Connections (Facilities, Administration)*

Spero Academy's new facilities now allows for the possibility of extended day programs. The following information will provide options for new and innovative use of the building for enhanced educational opportunities, as well as possible funding streams.

Goal	Action Steps	Progress Update
● Research available funding from the Minnesota Department of Education that focuses on extended day programs	○ Administration will work with the financial management company to secure information and submit possible applications for available funding. (Admin)	
● Survey stakeholders and create extended day programs that are desired and supported by potential participants	○ Administration will seek to find a leader for this program, who will assist with creating surveys and potential programs for summer camps. (Admin)	
● Research potential partnerships for programs and summer usage of the facility	○ Identify areas of the building and times of day/year when the facility might be used for enhanced educational time. (Admin) ○ Evaluate costs and potential risks with enhanced educational time and make a recommendation on the structure of potential programs that will	

	create a revenue stream for Spero. (Facilities) ○ Identify the physical requirements and potential liability risk associated with the proposed programs that are being explored. Types of programs to evaluate should include: (Facilities & Admin) 　■ Summer educational/camp programs 　■ After School Programs 　■ After School Adaptive Sports Programs 　■ Specialized Partnerships (eg Special Olympics, I Can Bike, etc)	
● Evaluate the building usage for potential external programs as a funding source	○ Administration will field inquiries and work with the Facilities committee to establish security needs and cost breakdowns. (Facilities & Admin)	

Transition

As noted above, the sequencing of the 5-year strategic plan
is vital to the long-term goals of the school.
Part 1 of the strategic plan is designed to complete
a comprehensive plan of fiscal, educational, and programmatic
analysis/creation, with the intent of creating a replication/expansion model.
After Part 1 of the strategic plan has been adequately completed,
Part 2 will use the data and outcomes from Part 1 to create a future plan for
expansion, if deemed viable.

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Part 2	(7) *Future Planning (Board, Administration)*

	Spero Academy, has a goal of creating an educational model that is designed to support students with special needs. Once a sustainable model has been created and analyzed during Part 1 of the strategic plan, Spero Academy will begin the possible process of planning for future replications of the current program and/or expansion of programs/grades. The following information will outline steps associated with this goal.

Goal	Action Steps	Progress Update
● Complete Part 1 of strategic plan	○	
● Create a business plan that includes data from financial goals, programmatic and educational systems, and a needs study that outlines the appropriate direction of the school's expansion goal	○	
● Create staffing plans and programmatic licensure processes	○	
● Secure partnership with project manager to begin process	○	