Strategic Plan

Action Plan & Implementation Steps

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Overview

This document translates the Monument Academy's four strategic plan goals into detailed action plans. Each sub-goal includes a stated objective, a sequenced set of action steps, a suggested owner, an implementation timeline, and the metrics used to track progress. A consolidated implementation structure and reporting cadence appear at the end of this document. A separate dashboard has been created to track the progress and results of the action plan.

Note: All owners report to the Executive Director. Please direct any questions to the Executive Director, who will, in turn, provide the resources needed to address any questions or concerns.

1. Academic Excellence and Student Achievement

This goal area ensures every student demonstrates measurable growth and experiences a coherent, instructional program from kindergarten through twelfth grade.

1a. Academic Growth Year-Over-Year (Three-Year Trend)

Objective: Demonstrate measurable academic growth across all grade levels for three consecutive years.

Action Steps

#	Action Step
1	Compile current NWEA MAP, state assessment, or benchmark scores by grade, subject, and subgroup to establish a baseline.
2	Work with instructional leaders to set realistic, ambitious growth targets (e.g., 1.0+ years of growth per year of instruction, or specific percentile/RIT gains).
3	Implement quarterly progress monitoring using formative assessments (MAP, DIBELS, common formative assessments) every 9 weeks.
4	Refine Professional Learning Community (PLC) data meetings to review progress and adjust instruction.
5	Improve MTSS/RTI intervention structures for students below growth targets and enrichment tracks for students exceeding them.
6	Compare year-end results to baseline and prior year; publish an annual State of Academic Growth report to the board and stakeholders.

7	Creation of a staff academic dashboard for classroom performance
8	Hiring and training of a College and Career Counselor.

Measurables / KPIs

- 60% of students meeting typical or above-typical growth on NWEA MAP
- 70% of students proficient or advanced achievement on NWEA MAP
- Year-over-year RIT score change in increased average scale scores/percentiles by class grade and subject
- 60% proficient/advanced on state assessments.
- Growth in graduation/promotion rates at 100%
- Reduction in course failure rates (K-12) by 50% MoY and 75% EoY

Timeline:

Year 1: Analyze three years of MAP achievement/growth data; identify the strongest and weakest grades and instructional areas; establish a baseline; identify priorities by looking for schoolwide gaps; name common priority skills by grade.

Year 2: Build student ownership; set individual growth goals, intervene strategically, coordinate MTSS/interventions.

Year 3: Adjust instruction; observe implementation; monitor frequently; use formative assessments; apply guided practice, check for understanding, and reteach to improve student mastery rates; review progress every 4-6 weeks.

1b. Fully Aligned Kindergarten Through Twelfth-Grade Curriculum

Objective: Ensure vertical and horizontal curriculum alignment across all grades and content areas.

Action Steps

#	Action Step
1	Conduct a curriculum audit K-12 to identify gaps, redundancies, and misalignments.
2	Form vertical alignment teams by grade band (K-2, 3-5, 6-8, 9-12) and content area to identify benchmarks.
3	Adopt or standardize core instructional materials to eliminate teacher-by-teacher variants.
4	Develop standardized curriculum maps and pacing guides for every course and grade.

5	Build K-5 common formative and summative assessments aligned in writing and math content areas.
6	Deliver professional development aligned to Classical models developed using Core Knowledge curriculum and Focus instruction.
7	Implement the rotating annual curriculum review cycle to keep alignment current (e.g., ELA Year 1, Math Year 2, Science Year 3, History Year 4,).

Measurables / KPIs

- 100% of courses K-12 with completed, board-approved curriculum maps
- 80% reduction in gaps/redundancies identified in audit follow-up.
- 85% baseline goal with 90% showing excellence in consistency of common assessment scores across sections/teachers of the same course over 3 years.
- Staff survey results on confidence in curriculum clarity and alignment improved to 85%.
- Student transition data include 80% of students scoring a minimum of 860 benchmark on PSAT 8/9 coming into high school and 100% of students scoring a minimum of 1010 benchmark on SAT for graduating seniors.

Timeline:

Year 1: Update curriculum maps, identify gaps/redundancies from audit, identify current common assessments, plan professional development regarding classical curriculum and align with Focus model, set step goals for students to achieve on summative assessments while aligning coursework.

Year 2: Check curriculum maps for alignment, create action plan for addressing gaps/redundancies, create needed common assessments, continue professional development regarding curriculum and alignment as course maps are completed, improve rigor of formal assessments in the classroom.

Year 3: Get all curriculum maps approved by the Board, pilot all common assessments, survey staff on curriculum and alignment, conduct assessment bootcamps to help students prepare for specific state tests.

2. Financial Sustainability

This goal area protects the organization's long-term financial health by stabilizing enrollment and diversifying revenue beyond tuition and per-pupil funding.

2a. Consistent Student Retention Pipeline

Objective: Improve enrollment stability and reduce attrition to protect per-pupil revenue.

Action Steps

#	Action Step
1	Work with the Enrollment team to analyze three to five years of enrollment data to identify when students leave, why (via exit surveys), and from which grades/schools.
2	Identify the 'leaky' transition points (e.g., 5th to 6th grade, 8th to 9th grade) and work with leadership and the marketing team to develop targeted retention strategies at those points.
3	Work with leadership and the enrollment team to create an early-warning system by tracking attendance, engagement, and satisfaction indicators to flag at-risk families before they leave.
4	Work with Marketing and Enrollment teams to build a family engagement and communication plan with regular touchpoints, especially for new families in their first 90 days.
5	Work with Marketing and Enrollment to evaluate the process and value of transition events and understand their impact on retention.
6	Work with Marketing and Enrollment to launch a structured, early ITR process with clear explanations of the importance/purpose of the deadlines to lock in commitments early.
7	Evaluate the exit interview protocol with the enrollment team to inform continuous improvement.

Measurables / KPIs

- Year-over-year retention rate of 90% (overall and by grade band) and trends in the district/state
- Re-enrollment rate of 80% by March 1
- 90% of new families retained past Year 1 of enrollment
- Attrition rate at key transition grade rate improve by 10% year over year
- Net Promoter Score (NPS) or family satisfaction index of 80%

Timeline:

- Year 1, Semester 2: Analyze 3-5 years of enrollment data to identify trends and create retention strategies
- Year 1, Semester 2: Refine exit interview data to inform school improvement
- Year 2, Semester 1: Evaluation of marketing events and their impact

- Year 2, Semester 1: Implementation of early ITR system

2b. Continued Expansion of External Resources

Objective: Diversify and grow revenue outside tuition and per-pupil funding.

Action Steps

#	Action Step
1	Conduct a resource development audit, inventorying current grants, donors, partnerships, and foundation relationships.
2	Create a tracked calendar of federal, state, and private foundation grant opportunities aligned to strategic goals.
3	Develop personnel and processes for grant applications and approval
4	Launch the second phase of a structured annual giving strategy and explore a capital campaign tied to facilities goals.
5	Identify and promote local business sponsors, in-kind partnerships, and workforce partnerships.
6	Build an alum database and giving program.

Measurables / KPIs

- Increase total external revenue raised by 20% year 1, 15% year 2, 10% thereafter (grants + donations + partnerships)
- Grant application-to-award conversion rate
- 5-10% of budget from diversified (non-PPR) sources
- Donor participation rate increased by 5% annually

Timeline:

- Year 1, Semester 1: Create a calendar of grants that fit into school's initiatives
- Year 1, Semester 2: Audit school external resources
- Year 1, Semester 2: Launch of second phase of structured giving strategy
- Year 2, Semester 1: Identify and promote local business partnerships
- Year 3: Launch alumni database and communication system

3. Talent, Culture, and Human Capital

This goal area strengthens the organization's human resources practices by using data to drive decisions, retain top talent, and build broader awareness of the policy landscape.

3a. Data-Driven Decisions From School Surveys (Increase Participation)

Objective: Increase survey participation across teacher, student, and parent groups and use results to drive decision-making.

Action Steps

#	Action Step
1	Audit current survey instruments and reduce length/frequency to combat survey fatigue.
2	Deploy multi-channel distribution communication to families.
3	Communicate the 'why' by sharing past survey results and resulting actions to build trust in the process.
4	Set participation targets by stakeholder group, with separate goals for teachers, students, and parents.
5	Create a centralized data dashboard for leadership to review results each cycle.
6	Create a five-year survey cycle and require each cycle to end with a documented action plan reviewed by leadership.

Measurables / KPIs

- Survey response rate by stakeholder group (target e.g., 70%+ teachers, 60%+ parents, 95%+ students)
- Year-over-year increase in participation rate by 5%
- 100% documented actions taken as a direct result of survey data

Timeline:

- Year 1, Semester 1: Audit current survey instruments
- Year 1, Semester 1: Initiate the five year survey cycle
- Year 1, Semester 2: Communicate the why of share past survey results
- Year 1, Semester 2: Launch survey dashboard with results

3b. Increase Retention of Students and Staff

Objective: Reduce staff and student turnover to strengthen continuity and organizational culture.

Action Steps

#	Action Step
1	Implement an exit interview and stay interview program to understand why people leave and why people stay.
2	Benchmark compensation and benefits against the regional charter school market annually.
3	Review and improve a structured mentorship and induction program for new hires, especially in Years 1-2.
4	Establish regular, meaningful staff recognition and culture initiatives.
5	Review workload and wellness drivers of burnout, informed by survey data from Goal 3a.
6	Align student retention efforts with the pipeline strategy outlined in Goal 2a by strengthening advisory and belonging structures.
7	Create a culture at Monument Academy in which we believe in who we are and work each day to exhibit our core values and a healthy pride in the Academy.

Measurables / KPIs

- Staff retention/turnover rate (overall, by role, by tenure band)
    - Overall rate - Less than 18%
    - Disaggregation by role (Dependent on subgroup) - Goal to keep each role below 15%
    - Disaggregation by tenure band (Dependent on subgroup) - Goal to keep each role below 15%
- New hire retention rate increased at the 1-year and 3-year marks by 50%
- Student retention rate (shared metric with Goal 2a)
- Stay interview themes trending positive year-over-year

Timeline:

- Year 1, Semester 1: Implement exit and stay interview system and identify drivers of burnout
- Year 1, Semester 2: Benchmark compensation and benefits
- Year 1, Semester 2: Review and implement changes to teacher mentorship program
- Year 2, Semester 1: Establish regular meaningful staff recognition
- Year 2, Semester 1: Put systems in place to establish a known culture

3c. Increase Legislative Awareness

Objective: Build staff, board, and community understanding of and engagement with education policy and legislative issues affecting the school.

Action Steps

#	Action Step
1	Communicate to the Monument Academy community information from our legislative liaison, EAC, who tracks relevant bills and policy changes.
2	Deliver semi-annual staff and board briefings on the legislative landscape and its impact on the school.
3	Organize participation in state capitol advocacy days.
4	Launch a community and parent awareness campaign through newsletters or town halls on relevant legislative issues.
5	Build relationships with local legislators by inviting representatives to school visits and establishing direct lines of communication.

Measurables / KPIs

- Increase number of legislative briefings/updates delivered annually
- Summary of number of advocacy touchpoints (visits, letters, testimony) per year increased.
- Attendance at advocacy events increased

Timeline:

- Year 1, Semester 2: Start of the semi annual report to the board on legislative happenings
- Year 1, Semester 2: Communicate legislative information with Monument Academy community
- Year 2, Semester 1: Organization of partincipation community awareness campaigns
- Year 2, Semester 1: Build relationships with local legislators

4. Operations and Facilities

This goal area ensures the organization's physical infrastructure supports current operations and long-term growth through disciplined planning and phased investment.

4a. East Campus Buildout — Incremental Steps

Objective: Execute phased development of the East Campus.

Action Steps

#	Action Step
1	Work with the leadership team to complete a needs assessment and space programming study defining enrollment projections and space requirements.
2	Break the buildout into clear phases (e.g., Phase 1: site prep/infrastructure, Phase 2: core academic building, Phase 3: athletics/specialty spaces).
3	Develop a financing plan that determines the funding mix (bonds, capital campaign, grants, reserves) for each phase, tied to Goal 2b. There is a 4-year call date on current bonds. Can't refinance until Fall 2030 at the earliest.
4	Work with the Operations Director and Owner Rep to manage the construction construction timeline with clear milestones
5	Work with the Operations Director and the Construction team to develop an interim operations plan that describes how the school will function during construction.
6	Work with the Marketing Director to maintain a regular community communication plan, updating families and staff on progress and timeline.

Measurables / KPIs

- Monthly update on current projects' completion against timeline
- Budget variance (actual vs. projected cost per phase) tracked and reported through monthly financial reports
- Annual report of funding secured vs. funding required for projects in each phase
- Analysis of occupancy/enrollment projection capacity added per phase completed by summer 2027.

Timeline:

- Year 1, Semester 1: Create a communication plan regarding construction updates
- Year 1, Semester 1: Create interim operations plan for safety during construction process
- Year 1, Semester 2: Update and refine the capital campaign for the community
- Year 1, Semester 2: Complete needs assessment of the building based off of enrollment projections
- Year 2, Semester 2: Pilot evaluation and go/no-go decision

4b. Aging Facilities / Master Plan Creation

Objective: Develop a comprehensive facilities master plan addressing deferred maintenance and long-term capital needs.

Action Steps

#	Action Step
1	Commission a facilities condition assessment (FCA) evaluating all existing buildings and systems (roofing, HVAC, electrical, safety/code compliance).
2	Build a prioritization matrix ranking needs by urgency (safety-critical vs. long-term capital) and cost.
3	Develop a five-year capital master plan with sequenced projects, cost estimates, and a funding strategy.
4	Establish a preventive maintenance program to prevent future deferred-maintenance backlog.
5	Align the funding strategy with capital campaign and bond planning, tying to Goals 2b and 4a.
6	Conduct an annual review, updating priorities based on new assessments and funding realities.

Measurables / KPIs

- 100% completion of the facilities condition assessment (baseline established)
- Facilities Master Plan formally adopted by the board
- Dollars allocated/spent annually against master plan priorities (State legislation and board-approved expenditures *may affect* outcome.
- 100% of critical safety/code items resolved

Timeline:

- Year 1, Semester 2: Commission a facilities condition assessment
- Year 1, Semester 2: Build a priorization matrix for projects
- Year 1, Semester 2: Develop a five year capital master plan
- Year 2, Semester 1: Conduct annual review of plan and update priorities
- Year 2, Semester 2: Establish a preventive maitnance program

4c. Creation of Hybrid Learning Program

Objective: Design, pilot, and scale a hybrid (in-person + online) learning model for middle and high school students that expands access and flexibility without compromising academic rigor, character formation, or school community — consistent with the school's mission and classical education philosophy.

Action Steps

#	Action Step
1	Decide what "hybrid" means for this school specifically; options range from (a) a small number of fully-remote days per week for all students, to (b) a dedicated hybrid cohort/pathway, to (c) individual courses (electives, AP, dual-enrollment) offered online alongside a fully in-person core schedule. These have very different implications for staffing, technology, and accreditation; this decision should come first.
2	Assess accreditation and state requirements to confirm what Colorado and the school's accreditor/authorizer require for hybrid or online instruction hours, seat-time equivalency, and reporting before designing the schedule around an assumption that may not hold up.
3	Form a design team to include middle and high school academic leads, a technology/IT lead, a sample of teachers who would deliver hybrid content, and 1-2 parent representatives.
4	Create or select a technology platform and infrastructure. Learning management system, video conferencing, gradebook integration, and a plan for the digital divide (devices, home connectivity) if any students need support.
5	Redesign curriculum delivery for the hybrid format to fit a classical education approach, since this leans heavily on Socratic discussion and shared texts. Identify which parts of that model translate well to remote delivery and which genuinely require in-person presence, rather than assuming everything ports over.
6	Build teacher training and support for the distinct skill of hybrid teaching; plan a summer training cohort and ongoing coaching, not a single one-time PD session.
7	Pilot with the High Performance Program before a full launch to treat this as a genuine test with a fixed success criteria review, not a soft-launch of the final program.
8	Gather feedback and iterate through formal surveys of pilot students, families, and teachers (ties to Goal 3a's survey infrastructure) at the midpoint and end of the pilot.
9	Scale based on pilot results to expand cohort size, course offerings, or grade levels only after the pilot data supports it.

Measurables / KPIs

- Program implementation demonstrates 100% accreditation/compliance confirmation.
- Pilot through the High Performance Program for one year.
- Measure pilot student academic performance vs. in-person peer benchmark (same course/grade). Summative assessments should be within 10% of the mean score.
- Positive family and student satisfaction survey results would partially determine implementation for the following year(pilot cohort).
- Teacher confidence/readiness evaluation increases from BoY to EoY.
- 80% retention rate of pilot students into the following year
- 80% of pilot completion (students who start vs. finish the semester in the hybrid format)
- Average cost per student in hybrid model at 60% vs. traditional model

Timeline:

- Semester 1, Year 1: Model decision, accreditation research, design team formed
- Semester 2, Year 1: Technology selection, curriculum redesign, teacher training built
- Year 2, Semester 1: Limited pilot launch
- Year 2, Semester 2: Pilot evaluation and go/no-go decision
- Year 3: Scaled rollout, if approved

Cross-Cutting Implementation Structure

To keep execution manageable across all four goal areas, the following structure is recommended:

- Executive Director will delegate an owner to be assigned per sub-goal
- Quarterly strategic plan review with the board/leadership team tracking the KPIs listed throughout this document.
- A single consolidated dashboard tracking all measurables for easy board review.
- An annual strategic plan report given by the executive director in a work session and an annual 'State of the Strategic Plan' report given by the board in a public meeting summarizing progress across all four goal areas.