



**TAPESTRY PUBLIC
CHARTER SCHOOL**
INNOVATIVE - INDIVIDUALIZED - INCLUSIVE

Strategic Plan Implementation 2014 - 2021

Charter Renewal			
Strategic Initiative: To gain charter renewal for 2019-2024.			
Strategic Plan Year	Action Items	Person/Group Responsible	Measure(s)
2017-2018	- Establish Task Force to begin renewal process - Submit Letters of Intent to Renew to county and state - Delegate relevant tasks to committees - Participate in district renewal orientation - Board approval of renewal application	Governing Board; Principal	Meeting notes; Shared Dropbox; Google Drive docs; completed orientation
2018-2019	- Finalize and submit renewal application to county and state - Prepare for interviews with district and state	Governing Board; Principal	Renewal submission; board training; completed interviews

Academic Program			
Strategic Initiative: Provide a rigorous secondary program that meets the individual needs of all students and supports them in fulfilling their greatest academic potential as they work towards their post-secondary goals.			
Goal 1: Achieve AdvancEd accreditation by end of FY 2017. - COMPLETE			
Strategic Plan Year	Action Items	Person/Group Responsible	Measure(s)
2015-2016	- Conduct schoolwide self-assessment based on accreditation standards. - Review accreditation process to inform planning.	Principal	Self-Assessment results

2016-2017	• Submit Readiness Application and achieve “Candidate” status for accreditation. • Submit accreditation Self-Assessment, Stakeholder Feedback Diagnostic, Student Performance Diagnostic, and Executive Summary to AdvancEd by March 10. • Host accreditation External Team.	Principal	Status report Receipt of submission Accreditation result
Goal 2: Develop Tapestry’s academic program with emphasis on STEAM.			
Strategic Plan Year	Action Items	Person/Group Responsible	Measure(s)
2015-2016	• Establish and maintain art partnerships. • Establish 1-to-1 technology (Chromebooks) for all students. • Integrate technology into instruction. • Identify CTAE pathways. • Hire music teacher. • Establish smartboards in every classroom.	Partnership committee Technology committee Principal Principal Principal Technology committee	MOUs for partnerships Inventory Lesson plans HS program and schedule Offer letter Inventory
2016-2017	• Hire Visual Arts and Technology teachers. • Incorporate arts integration lessons into curriculum. • Establish a Maker Space program. • Maintain and expand arts partnerships. • Purchase materials for Maker Space program. • Provide professional development to staff on technology.	Principal Visual Arts teacher Assistant Principal Partnerships Committee Assistant Principal Principal	Offer letters Lessons plans and products Maker Space MOUs Invoices and grant reports Training agendas
2017-2018	• Establish a committee to oversee and facilitate STEAM certification within 3 years. • Write a STEAM plan. • Identify budgetary needs and fundraising plans for STEAM program. • Begin staff development on STEAM. • Hire STEAM coordinator. • Maintain/expand arts partnerships	Administration; Partnership Committee Administration Finance committee Principal Principal Partnerships Committee	Committee membership Scheduled meetings STEAM plan School budget Training agendas Offer letter MOUs; meeting minutes
2018-2019	• Continue staff development on STEAM initiative with an emphasis on Design Thinking	Administration Administration	Staff Development Plan/Agendas Agendas

	● Provide continued staff development on technology and arts integration ● Develop a plan and timeline for certification including budget and fundraising plan ● Develop integrated units of study to include engineering principles and Design Thinking ● Maintain/expand STEAM partnerships	Administration/STEAM committee Administration/Teachers Partnerships Committee	STEAM plan Lesson Plans/Schedule of planning times MOUs; meeting minutes
2019-2020	● Invite Georgia State STEAM personnel to provide feedback ● Follow through on recommended next steps ● Receive Georgia State STEAM certification for program	Administration Administration/Staff Administration/Staff	Review notes Documentation of changes STEAM Program Certification
2020-2021	● Receive Georgia State STEAM certification for school	Administration/Staff	STEAM School Certification
Goal 3: Offer advanced middle school curriculum, Honors, and AP at the high school level, and elective courses consistent with College and Career.			
Strategic Plan Year	Action Items	Person/Group Responsible	Measure(s)
2015-2016	● Develop AP World History class. ● Select 8th grade students to take 9th grade coordinate algebra in 2016-2017. ● Initiate schoolwide data analysis.	Principal AEC	Course syllabus Student schedules Individual and grade level data
2016-2017	● Hire High School counselor and Assistant Principal. ● Further develop data analysis. ● Align assessments to rigor of Milestones. ● Monitor student progress. ● Reconfigure advisory to better meet the needs of accelerated students. ● Purchase and utilize ALEKS math program for high achievers.	Principal, Assistant Principal, and staff	Offer letters Individual and grade level data Sample assessments Grade level data Advisory lists ALEKS reports
2017-2018	● Identify Distinguished performance levels in each subject and grade level. ● Develop assessments that will determine Distinguished performance for each unit.	Principal, Assistant Principal, and staff	Description of Performance Levels Assessment reports

	● Add one additional AP class. ● Add Honors program to High School. ● Expand Maker Space to include Advanced Maker Space. ● Expand building space to better differentiate instruction. ● Encourage teachers to obtain Gifted certification. ● Develop project-based curriculum.	AEC	Course schedule Course schedule Maker Space syllabus School map List of teachers with certification Course schedule
2018-2019	● Expand Honors opportunities and the Middle School and High School ● Add additional AP class ● Provide Virtual AP classes ● Continue to develop Unit Map curriculum at the Middle School to include more rigorous instruction ● Continue to monitor student progress bimonthly ● Encourage teachers to obtain Gifted certification. ● Offer Dual Enrollment	Principal, Assistant Principal, Guidance Counselor, Teachers AEC	Course schedules and syllabi Unit Maps Student Monitoring Sheets List of teacher certifications Dual Enrollment lists
2019-2020	● Continue with Honors classes at Middle and High School ● Continue with AP classes including Virtual AP ● Continue to monitor student progress ● Continue Dual Enrollment ● Encourage teachers to obtain Gifted certification. ● Follow progress of Senior class of 2019 to determine if courses were rigorous	Principal, Assistant Principal, Guidance Counselor, Teachers AEC	Course schedules and syllabi Unit Maps Student Monitoring Sheets List of teacher certifications Dual Enrollment lists
2020-2021	● Continue with Honors classes at Middle and High School ● Continue with AP classes including Virtual AP ● Continue to monitor student progress ● Continue Dual Enrollment ● Encourage teachers to obtain Gifted certification. ● Follow progress of Senior class of 2020 to determine if courses were rigorous	Principal, Assistant Principal, Guidance Counselor, Teachers AEC	Course schedules and syllabi Unit Maps Student Monitoring Sheets List of teacher certifications Dual Enrollment lists
Goal 4: Optimize individualized learning for every student.			
Strategic Plan Year	Action Items	Person/Group Responsible	Measure(s)

2015-2016	• Monitor IEP goals and develop progress reports.	Special Education Teachers	Student IEPs
2016-2017	• Develop systematized process to monitor student progress. • Monitor student progress through classroom assessments.	Principal	Documentation of process Data sheets
2017-2018	• Develop and maintain a systematized process to monitor student progress. • Complete the development of all classroom assessments. • Develop unit rubrics for students to use to monitor progress.	Principal and Assistant Principal, staff	Documentation of process Assessments Unit rubrics
2018-2019	• Middle School to develop individualized plans that align with unit maps and incorporate assessments, rubrics, student personal goals, and college/career goals. • High School to develop individualized plans that align with course schedule and incorporates assessments, rubrics, student personal goals, and college/career goals. • Monitor plans throughout the year • Meet with students and parents to develop initial student plans. • High School Seniors complete Capstone project • Provide increased professional development around differentiated instruction • Develop Literacy Program	Principal, Assistant Principal, Counselors, Teachers, Parents Internship Coordinator	Middle School Individualized plan template High School Individualized plan template Capstone Projects
2019-2020	• Analyze success of individualized plans and make modifications as necessary • Survey parents to determine usefulness of plans • Continue with individualized plans for both middle school and high school • Monitor plans throughout the year • High School Seniors complete Capstone project • Compare plans of Senior Class of 2019 with actual results	Principal, Assistant Principal, Counselors, Teachers, Parents Internship Coordinator	MS/HS Plans Survey Updated Plans Capstone Projects Analysis of plans to results
2020-2021	• Analyze success of individualized plans and make modifications as necessary • Survey parents to determine usefulness of plans	Principal, Assistant Principal, Counselors, Teachers, Parents	MS/HS Plans Survey

	- Continue with individualized plans for both middle school and high school - Monitor plans throughout the year - High School Seniors complete Capstone project - Compare plans of Senior Class of 2020 with actual results	Internship Coordinator	Updated Plans Capstone Projects Analysis of plans to results
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Goal 5: Develop transition program to support postsecondary success of all students.			
Strategic Plan Year	Action Items	Person/Group Responsible	Measure(s)
2017-2018	- Establish goals of program - Seek partners - Create Transition Consortium	Partnerships Committee, Principal, Counselors	Meeting notes
2018-2019	- Schedule Transition Consortium meetings - Develop strategic partnerships - Participate in relevant research - Create Product - Develop system for monitoring students postsecondary success	Partnerships Committee, Principal, Counselors	Meeting notes Transition Product Monitoring system
2019-2020	- Schedule Transition Consortium meetings - Develop strategic partnerships - Participate in relevant research - Improve and develop product - Monitor Tapestry graduates	Partnerships Committee, Principal, Counselors	Meeting notes Transition Product Reports
2020-2021	- Schedule Transition Consortium meetings - Develop strategic partnerships - Participate in relevant research - Improve and develop product - Monitor Tapestry graduates	Partnerships Committee, Principal, Counselors	Meeting notes Transition Product Reports

Facilities			
Strategic Initiative: Optimize Tapestry's facilities to foster them most effective learning environment.			
Strategic Plan Year	Action Items	Person/Group Responsible	Measure(s)
2015-2016	Purchase building, replace roof, prepare building for occupancy.	Facilities Committee Chair	Completion
2016-2017	Replace windows with e-rated storefront windows, arrange for installation of LED lighting throughout building, centralization of HVAC, asbestos abatement, carpet replacement, construction for efficient utilization of space.	Facilities Committee Chair	Completion
2017-2018	- Replace defective doors, construction for efficient use of additional space, prepare remainder of building for occupancy. - If awarded appropriate grant funds, replace oldest HVAC units with whisper quiet energy-efficient models. - Evaluate additional security needs and implement as able. - Create a structured rate for building rental. - Improve signage in and around building. - Evaluate and prioritize cosmetic needs. - Create a design plan for cosmetic improvements.	Facilities Committee	Completion
2018-2019	- Create a long-term property development plan. - Implement plan as funding sources become available. - Integrate and prioritize structural, cosmetic, sensory and safety needs.	Facilities Committee	Completion.
2019-2020	- Build on long-term property develop plan with strategic implementation goals - Transition maintenance and operations needs to the school staff - Increase opportunities to monetize the facilities and grounds	Facilities Committee	Completion
2020-2021	- Develop long term structural/operational needs assessment - Identify and plan for systemic capital outlay - Continue progress of long term development plans and implementation goals	Facilities Committee	Completion

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Fiscal Sustainability			
Strategic Initiative: Create a sound fiscal foundation that facilitates Tapestry's mission in a fiscally			
Strategic Plan Year	Action Items	Person/Group Responsible	Measure(s)
2015-2016	- Retain a quasi-independent business manager to oversee budget expenditures and revenue and advise on matters related to fiscal sustainability and operations. - Create a system for real-time budgeting accessible to the administration and to the Finance committee. - Refine systems for processing purchases and payments.	Board/Administration Business Manager Business Manager and Office Manager	Completion Completion and maintenance Effectiveness review/Audit
2016-2017	- Develop and establish revenue opportunities through effective marketing of facility. - Obtain grant revenue to meet capital needs. - Establish and maintain 100% Board support in fundraising. - Build upon knowledge related to effective recording of FTE to capitalize on QBE.	Facilities Committee Development Committee Administration	Increased rent revenue Grants awarded Completion Allotment
2017-2018	- Create a focused development plan that identifies needs and sources of revenue. - Provide Development Director with dedicated space. - Encourage Development Director's time to be utilized efficiently. - Create appropriate goals and accountability for development and fundraising. - Build additional revenue opportunities through marketing of the facility. - Continue to build reserves for capital improvements.	Development Committee Administration Development Committee Facilities Committee Board and Finance Committee	Completion Completion Evaluation Increased revenue Increased reserve
2018-2019	- Increase donor base. - Increase visibility of school and mission.	Development Committee Finance Committee	Increased number of donors Increased reserve

	- Continue to build financial reserves, with a long-term goal of achieving reserves equal to three month's expenses. - Continue to maintain a capital reserve sufficient to address anticipated capital investments and repairs - Identify opportunities for investment and growth for long-term sustainability. - Continue to build revenue opportunities through rental of school facilities and grounds. - Evaluate internal (i.e. school-based) financial operations and monitor internal (school-based) transactions to ensure compliance with financial policies.	Finance Committee Finance Committee Finance Committee Finance Committee	
2019-2020	- Continue to build revenue opportunities through rental of school facilities and grounds - Continue to build financial reserves, with a long-term goal of achieving reserves equal to three month's expenses - Continue to maintain a capital reserve sufficient to address anticipated capital investments and repairs	Finance Committee Finance Committee Finance Committee	
2020-2021	- Continue to build revenue opportunities through rental of school facilities and grounds - Continue to build financial reserves, with a long-term goal of achieving reserves equal to three month's expenses - Continue to maintain a capital reserve sufficient to address anticipated capital investments and repairs	Finance Committee Finance Committee Finance Committee	

Board Governance			
Strategic Initiative: Establish structures, policies and procedures of school governance that accord with Tapestry's mission and objectives.			
Strategic Plan Year	Action Items	Person/Group Responsible	Measure(s)
2015-2016	Board policies around governance, staffing, and students.	Governance Committee Board Chair	1. Bylaws 2. Board Policy Manuals 3. Board communication

	● Conduct annual review of Board Bylaws to ensure that governance procedures align with Tapestry's mission, applicable laws, and evolving needs of the school. ● Establish Board-approved Conflict of Interest Policy and conduct annual review of the policy with the board, including annual signed review of Conflict of Interest statements from each Board member.	School Administration	
2016-2017	● Conduct ongoing board training as consistent with requirements established by the State of Georgia. ● Diversify recruitment efforts to continue to recruit Board candidates who are not parents of Tapestry students and who represent a variety of relevant expertise. ● Establish procedures to remind Board members of requirements related to potential Conflicts of Interest and privacy requirements in all discussions conducted in executive sessions.	Governance Committee Finance Committee /CFO	1. Training Completion 2. Meeting minutes 3. Onboarding of new members
2017-2018	● Conduct assessment of gaps in expertise for areas of need for Tapestry Board members. ● Explore innovative ways to recruit non-members. Conduct review of strategies to determine what motivates non-members to serve on the Board. ● Host meeting or event with organizations for retired educators and other organizations of members with relevant expertise to reach out to local groups. ● Solicit input from teachers on status of policies, need for revision or refinements, etc. ● Establish procedures to communicate new policies and policy revisions to staff to ensure proper implementation. ● Develop Board member recruitment materials, including a fact sheet with expectations for Board members. ● Establish plan for onboarding new Board members, including a Board manual and training plan. ● Conduct public announcements for new Board members to raise visibility of the school and of Board members.	Governance Committee	1. Board recruitment materials 2. Board onboarding manual

	Consider supporting membership for a Tapestry staff member membership in local Rotary or Kiwanis Clubs.		
2018-2019	- Create onboarding checklist - Create written plan for succession - Create Shared Dropbox of onboarding documents - Continue to review policies annually	Governance Committee	- Board onboarding manual - Plan - Dropbox - New policies
2019-2020	- Update onboarding checklist - Update written plan for succession - Update Shared Dropbox of onboarding documents - Continue to review policies annually	Governance Committee	- Board onboarding manual - Plan - Dropbox - New policies
2020-2021	- Update onboarding checklist - Update written plan for succession - Update Shared Dropbox of onboarding documents - Continue to review policies annually	Governance Committee	- Board onboarding manual - Plan - Dropbox - New policies

Marketing and Recruitment			
Strategic Initiative: Inspire all stakeholder to engage in Tapestry's mission.			
Strategic Plan Year	Action Items	Person/Group Responsible	Measure(s)
2015-2016	- Establish framework for recruitment and marketing that serves as a model for outreach (school outreach, community outreach, social media, social networking). - Maintain active website and social media accounts as public-facing structures for school recruitment. - Conduct exit survey with departing families to assess reasons for leaving and inform ways to retain additional families. - National postings for staff positions to recruit broad range of staff candidates, and reflect Tapestry mission (GCSA, TeachGeorgia, School Spring, Tapestry website). - Manualize recruitment and hiring procedures through a Board-approved policy that establishes and ensures a rigorous hiring process for teachers and all other staff.	Partnerships and Outreach Committee; Marketing Committee; Principal (school tours and outreach events).	- Parent and student participation in tours and outreach events. - Lottery enrollment. - Exit surveys - Job postings - Hiring Policies

	● Establish regular communication with donors and funders to establish foundation for ongoing relationships.	Governance committee.	
2016-2017	● Expand outreach efforts to recruit typically developing students through recruitment with Hispanic communities. ● Revise recruitment materials to emphasize opportunities for typically-developing students and their families. ● Revise marketing materials to reflect the membership and diversity of students. ● Add extracurricular activities to reflect more sports and arts offerings to appeal to a wider variety of students and reflect offerings at other local middle and high schools. ● Conduct review of salaries to examine competitiveness compared to local schools. ● Teacher engagement in conferences, workshops and other events to raise visibility of Tapestry's "brand" among the educator community. ● Developed relationships with major foundations that are interested in both education for student with autism and with the charter school movement. ● Seek strategic university partners who will provide student teachers	Partnerships and Outreach Committee; Marketing Committee; Principal and Vice Principal; Salary Subcommittee	1. Lottery enrollment. 2. Diversity of students enrolled at school. 3. Staff attendance at outreach event. 4. Meeting notes
2017-2018	● Engage current students in direct recruitment efforts, such as visits to home schools. ● Host community events that are STEAM focused with partners to raise visibility of the school and associate Tapestry "brand" with STEAM activities. ● Expand offerings at Art of Tapestry event to engage community partners. ● Engage teachers in recruitment and outreach to spread the Tapestry brand among educators. ● Conduct review of salaries to examine competitiveness compared to local schools.	Partnerships and Outreach Committee. Marketing Committee. Principal; Vice Principal;; Salary subcommittee	1. Outreach events 2. Board meeting minutes

2018-2019	- Partnerships with Dual Enrollment at local technical and two year colleges to have students take coursework for postsecondary certificate or associate degree Junior or Senior Year - Host community events that are STEAM focused with partners to raise visibility of the school and associate Tapestry brand with STEAM activities. - Disseminate Tapestry's "Best Practices" at state and national conferences - Engage partnerships in "Career Day." - Expand partnerships to include potential internship sites - Launch New Website - Develop new marketing materials - Conduct staff surveys	Partnerships and Outreach Committee; Marketing Committee; Principal	- MOUs - Outreach events - Conference presentations - New Website - New Materials
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Strategic Partnerships			
Strategic Initiative: Cultivate mutually-beneficial community partnerships to support Tapestry's mission.			
Strategic Plan Year	Action Items	Person/Group Responsible	Measure(s)
2015-2016	- Cultivate relationship with DeKalb County partners. - Cultivate and maintain current partnerships. - Establish Partnership Appreciation Event to recognize partners. - Formalize partner relationships by establishing Memoranda of Understanding (MOUs).	Partnerships and Outreach Committee	Email and phone correspondence; school visits; events; MOUs.
2016-2017	- Continue to define partnership with DeKalb County. - Cultivate and maintain current partnerships. - Formalize partner relationships with MOUs. - Survey teachers regarding professional development options to explore opportunities through partnerships.	Partnerships and Outreach Committee	Email and phone correspondence; school visits; events; MOUs; teacher survey results.

2017-2018	Continue to expand list of formal partners based on strategic planning demands and gaps in school priorities (e.g., STEAM or post-secondary transition).	Partnerships and Outreach Committee	Email and phone correspondence; school visits; events; MOUs.
2018-2019	- Focus on recruiting partnerships in technology and possible internship relationships - Establish partnerships with colleges for student teaching - Survey teachers regarding professional development options to explore opportunities through partnerships.	Partnerships and Outreach Committee	Email and phone correspondence; school visits; events; MOUs.
2019-2020	- Continue successful partnership with DeKalb County. - Cultivate and maintain current partnerships. - Formalize partner relationships with MOUs. - Survey teachers regarding professional development options to explore opportunities through partnerships.	Partnerships and Outreach Committee	Email and phone correspondence; school visits; events; MOUs.
2020-2021	- Continue successful partnership with DeKalb County. - Cultivate and maintain current partnerships. - Formalize partner relationships with MOUs. - Survey teachers regarding professional development options to explore opportunities through partnerships.	Partnerships and Outreach Committee	Email and phone correspondence; school visits; events; MOUs.
Strategic Initiative: Educate Tapestry's partners about neurodiversity and inclusion.			
Strategic Plan Year	Action Items	Person/Group Responsible	Measure(s)
2015-2016	- Plan events for Tapestry representatives to speak or present about Tapestry's model at professional events. - Plan community outreach events.	Board Chair, Principal and school staff; Partnerships and Outreach Committee	Events, workshops, and conferences.
2016-2017	- Plan events for Tapestry representatives to speak or present about Tapestry's model at professional events. - Form a Research Committee to review prospective research proposals and proposed research partnerships.	Board Chair, Principal and school staff; Research Committee	Events, workshops, and conferences; committee procedural documents.
2017-2018	- Plan events for Tapestry representatives to speak or present about Tapestry's model at professional events. - Participate in credible research projects that investigate the mission of inclusive practices.	Board Chair, Principal and school staff; Partnerships and Outreach Committee; Research Committee	Events, workshops, and conferences; committee procedural documents. Formalized research protocols.

2018-2019	● Continue to provide support to partners who are interested in diversifying their workplace ● Participate in credible research projects that investigate the mission of inclusive practices.	Board Chair, Principal and school staff; Research Committee	Events, workshops, and conferences. Research findings
2019-2020	● Continue to provide support to partners who are interested in diversifying their workplace ● Participate in credible research projects that investigate the mission of inclusive practices.	Board Chair, Principal and school staff; Research Committee	Events, workshops, and conferences. Research findings
2020-2021	● Continue to provide support to partners who are interested in diversifying their workplace ● Participate in credible research projects that investigate the mission of inclusive practices.	Board Chair, Principal and school staff; Research Committee	Events, workshops, and conferences. Research findings