



## 5-Year Strategic Plan

### Point of Grace Christian School

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## Point of Grace Christian School 5-Year Strategic Plan

### Introduction

This plan was written, December 2015, at the request of the Crosspoint Baptist Fellowship (CPBF) Church Council, which acts as the Point of Grace Christian (POGC) School Board. The objective of this plan is to set down, in writing, a foundational blueprint to guide the school as it develops over the next five years and beyond. This plan, written by POGC, as submitted to the CPBF Church Council, is envisioned to act as guide for the Church Council in their future POGC decisions and planning processes.

### School Summary

POGC was initially established as a homeschool co-op by Dana Drawdy. In 2007, as the co-op grew beyond the capacity of Mrs. Drawdy's home, she asked for and received permission from the CPBF Church Council to use CPBF facilities (Sunday School classrooms and offices) for the co-op.

In 2010, the school had grown beyond the capacity of a homeschool co-op and CPBF assumed control of the school, converting it to a private school. POGC became a part of CPBF's ministry upon CPBF assuming control of the school. The CPBF Pastor, Eddie Pridgeon, was named the school's administrator and Mrs. Drawdy was appointed as the lead teacher.

The inaugural grades for POGC as a private school were Kindergarten through 7<sup>th</sup> grade. School enrolment, at this point, was 63 students. The original plan was POGC would add the subsequent upper grade each year until reaching the full complement of 13 grades. That plan, of a full-on Kindergarten through 12<sup>th</sup> grade, was completed with the start of the 2015-16 school year.



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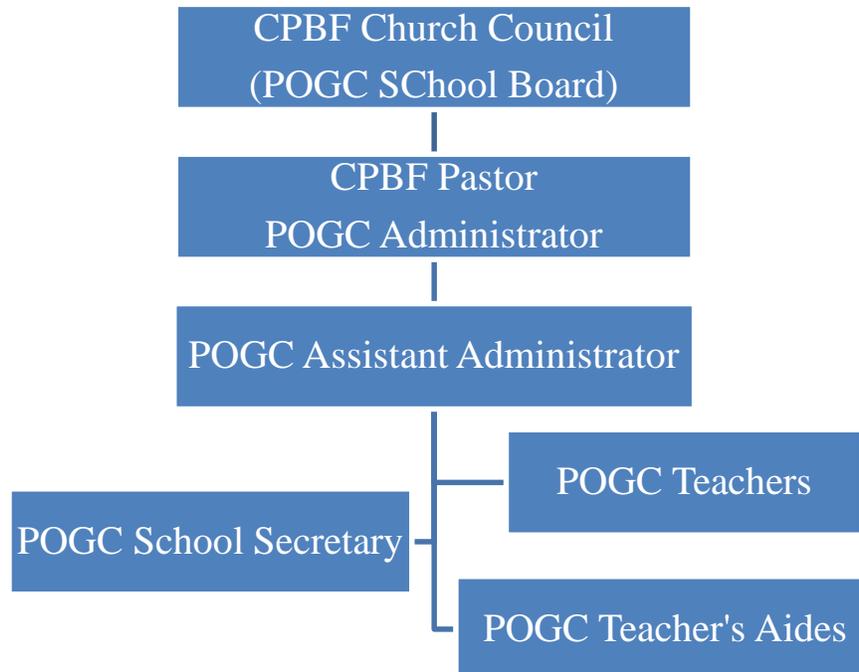
## Organizational Structure

POGC is a ministry of CPBF. As such, the CPBF Church Council acts as the POGC School Board. Their role is to establish appropriate policies and guidance which allows designated school administration to manage the day-to-day operations of the school. Financially, the CPBF Church Council manages and approves the overall budget of the school. The CPBF Church Council designates school management personnel, appoints additional positions/personnel as needed, approves all POGC hiring and dismissal decisions.

The CPBF Pastor is the head administrator for POGC. He has overall authority of the school's operations. The CPBF Pastor is answerable to the CPBF Church Council.

The POGC Assistant Administrator is designated and appointed by the CPBF Church Council. This position is responsible for the day-to-day management of the school. The POGC Assistant Administrator is answerable to the CPBF Pastor and Church Council.

POGC's teachers, teacher aides, and office-administration personnel work under the direction and guidance of the CPBF Pastor and POGC Assistant Administrator.



POGC 2015-16 Organizational Structure



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## Mission

POGC's mission is in accordance with Proverbs 22:6 "Train up a child in the way he should go and when he is old, he will not depart from it." As a Christian school POGC will strive to train the whole child, spiritually and academically.

POGC will help equip each child with a Biblical worldview. The academic goal is to train youth in the highest principles of moral character, self-discipline, individual responsibility, personal integrity, high-quality academics, and good citizenship. POGC's spiritual objective is salvation for each student, development of Christian character and development of a Christian attitude.

## Vision

To have a safe, secure, Christian school community which is fully engaged and invested in developing student growth, learning, and spiritual maturity.



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## Assumptions and Challenges

In order to establish realistic goals for POGC, a basic set of assumptions had to be made. The following assumptions influence POGC directly and a change in any of these assumptions must dictate a change in this plan.

In addition, POGC, as with any organization, is faced with challenges and POGC's challenges are laid out in this plan. It is important to note the challenges listed in this plan are not all inclusive; they are, however, the main obstacles which if not addressed would prevent POGC from realizing its full potential. Furthermore, the goals in this plan are largely established for eliminating these challenges or minimizing their influence on the school's growth and performance.

### Assumptions

1. CPBF will continue to exist as a Church: POGC cannot exist without the facility and spiritual support provided by CPBF. This plan will not anticipate a need for POGC to solely purchase and or acquire any stand-alone school facilities or structures.
2. CPBF will continue to support POGC as a ministry of the Church: Changes made to the 2015-16 school year tuition policy have made POGC financially self-sustaining for the 15-16 school year. However, in order to realize this plan, increased operating costs will lesson this self-sustainability. Furthermore, POGC's initial low tuition rates mandate POGC will require some financial assistance until this plan is fully realized. In addition, POGC requires a Christian Church for spiritual support and partnership.
3. Taylor County will not suffer any major adverse economic difficulties: Despite our low tuition, many families still struggle to meet our tuition cost. Any downturn in Taylor County's economic situation would adversely affect POGC and this plan. Any long-term economic depression in Taylor County would require a substantial revision of this plan.



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4. Federal and State governments will not interfere legislatively or legally with private schools: While POGC resolutely believes in the non-interference of government in our religious school, it is always possible that the current political environment can change against Christian schools. This plan assumes this will not happen, now or in the immediate future.
5. A separate scholarship funding source (e.g., Florida Tax Credit Scholarship) will be available for a portion of POGC's students: At the time of this plan, up to 30% of POGC's enrollment are Florida Tax Credit Scholarship (FTC) students: a scholarship which funds 50%-100% of student's tuition, to include book fees, registration cost, and administrative fees. Step Up For Students (which administers FTC funds) has already successfully defeated one legal case against it. However, this does not mean further lawsuits against the program will not happen. This plan assumes programs such as the Florida Tax Credit will remain legal.
6. POGC will not start a sport's program during the life of this plan: Due to pressure from parents for a competitive secular sport's program at POGC (versus the Christian school sport's league POGC competed in), POGC discontinued their sport's program before the 2014-15 school year. According to state law, students at private schools can utilize public school sport's programs if their school does not offer a sport's program. While POGC will eventually strive to implement a sports program, it will not be financially feasible during the life of this initial plan.

## Challenges

1. Taylor County's low economic base: Economically speaking, Taylor County has two factors which create a financial concern for POGC. First, Taylor County's economy is primarily based on one industry: forestry. Compounding this, one company dominates the local economic picture: Georgia Pacific's pulp mill. Any significant changes to this industry or at Georgia Pacific's mill would cause serious difficulties for POGC. Second, despite the current stability of the forestry industry, Taylor County's median household income (\$29,468) is still \$15,572 less than the Florida state average. Unemployment is typically a full percentage point higher than the Florida state average, as well. Taken together this means tuition rates will need to remain lower than the average private school tuition rates. This plan will incorporate tuition increases, but because of these factors they are gradual changes as opposed to across-the-board increases.



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2. Well established private schools within driving distance: Two schools, in particular, (Aucilla Christian Academy and North Florida Christian School) offer a plausible alternative to Taylor County residents seeking private schooling. The purpose of this plan is to raise POGC to a point which offers an education better or equal to these schools. However, even when this level is achieved, POGC will still need to overcome ingrained prejudices and stigmas that these long-established and bigger schools are “better” than POGC.
3. Local alternatives: At the time of this plan, within Taylor County, there is limited competition in the private school sector. Currently, Next Generations is the longest standing private school in Taylor County, but their enrollment, at this time, has not negatively affected POGC. Given the smaller population level of Perry, the establishment of another successful private school in Taylor County would require an adjustment to this plan.
4. Inter-Church jealousy and rivalries: An unfortunate reality of the local climate is that Taylor County Churches have a degree of ingrained rivalry and jealousy. POGC, while a ministry of CPBF, envisions itself as an extension of all local Christian Churches. POGC and CPBF need to proactively work to advertise POGC as such and not just a “Crosspoint thing.” It is believed positive feedback and advertisement from local ministers could raise attendance 1-3%.
5. Salary competition with local public schools: Average POGC teacher salaries at the start of the 2015-16 school year are 40% lower than the starting annual salary for a first-year teacher in the Taylor County School district. Perhaps more important, POGC is unable at this time to offer benefits: health insurance, retirement, etc. On one hand, this is an indication of the devotion of the POGC staff in that they are willing to work for lower compensation. Teaching at POGC should be a calling and not a motive for financial gain. On the other hand, as POGC strives to improve the need for top-level educators and to retain the quality teachers on staff will require increased compensation.
6. Increasing tuition needs: There is no doubt overall tuition rates are going to have to be raised, including the current lowest rate POGC offers \$3,000 per student / \$1,500 per sibling (if paying on the 10-month payment plan). Conversely, as mentioned above, the economic realities of Taylor County mean any increase in tuition will need to be gradual and incremental.



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7. Facility needs: All portables for POGC were bought used and the oldest of these are continually in need of repairs. The air conditioning systems seem to be the most common item to go out and have cost around \$5,000 per replacement. In addition, POGC needs two more classrooms to have one classroom per grade. In addition, the following are not needed, per se, but would only enhance the quality of education: bigger computer lab, centralized storage location, expanded office space, and larger lunchroom space.
8. Accreditation: POGC is currently accredited with the National Association of Private Schools (NAPS). This accreditation has been held since the 2011-12 school year and is current through the 2015-16 school year. School accreditations come in varying degrees. NAPS could be classified as a middle- to low-tier accreditation. To stay competitive and grow as an educational institution, POGC will need to seek higher-level accreditation. The cost associated with an advanced accreditation could cost between \$12-\$20,000; however, a new accreditation would be a multi-step and multi-year process with the cost spread over this timeframe.
9. Teacher Certification: Under POGC's current accreditation and in accordance with state regulations, POGC teachers do not require formal state-teacher certification. At this time, the only requirement we must meet for teacher standards is a state of Florida mandate requiring private school teachers hold a minimum of a Bachelor's Degree. As of the 2015-16 school year 5 of the 12 teachers have state-approved teaching certificates (albeit, some are expired). An increased accreditation will, most likely, require our entire teaching staff be formally certified. Furthermore, just as POGC needs to increase our level of accreditation to stay competitive and grow as an educational institution, steps must be taken to have all teaching staff certified. One step would be to ensure all new teaching hires are properly certified. Most POGC staff will be able to be certified with minimal cost, assuming they can pass the certification test. Some current staff, if they are to be retained, will require additional schooling, at a cost of \$5,000.00+ per teacher.



## Goals

The goals presented in this plan will be divided into two categories: short term and long term. Short-term goals, which are for the 2016-17 & 2017-18 school year are more specific and listed by year. Long-term goals, which are for the 2018-19, 2019-20 & 2020-21 school years are more generalized and listed together. This plan should be monitored continually to ensure progress is being made towards reaching or exceeding the set goals. Additionally, this plan, as a minimum should be updated annually, to specify new short-term and long-term goals.

These goals are written with continual school improvement as the overriding objective; this plan assumes simply maintaining the status quo is not an option. They are also written as a way to ultimately reduce, eliminate, or negate the abovementioned challenges. If the assumptions or challenges in this plan change dramatically from what is proposed, the goals below will require a reevaluation.

### Short-term Goals

#### 2016-17 School Year Goals

1. **Staffing & Personnel Development:**
  - a. Hire new teacher (will complete a ratio of one teacher per grade level)
  - b. Hire a part-time teacher (will free up 1 person for  $\frac{3}{4}$  day administrative duties)
  - c. Hire a part-time guidance counselor
  - d. Each teacher receives a minimum 30 hours of professional development training
  - e. Financially assist with teacher certification for 2 non-certified teachers
  - f. Develop a robust teacher/staff evaluation & professional improvement program
2. **Facilities, Technology, & Classroom Improvement:**
  - a. Increase classroom space by a minimum of two additional classrooms
  - b. Begin technology in the classroom initiative: smartboards for 2 classrooms
3. **Academic & Educational Standards:**
  - a. Full implementation of Success Partners program
  - b. Continue Title I agreement with TAYCO School District



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- c. Expand NFCC dual-enrollment eligibility to Junior and Senior classes
  - d. Implement new school-wide standardized testing (Stanford 10 will be discontinued after the 2015-16 school year)
  - e. Music enrichment program for K-4 (recorders, piano, singing, etc.), within the confines of the current staffing structure
  - f. 100% graduation rate
  - g. Improve standardized test scores by 2% per grade per subject
4. **Organizational & Financial:**
- a. Maintain an average enrollment of 205 students
  - b. Begin planning for a VPK program
  - c. Complete transition from student handbooks to formal POGC Policy Letters
  - d. Implement performance based raises (only upon completion of step 1f)
  - e. Work with and partner with local churches for school promotion

## 2017-18 School Year Goals

1. **Staffing & Personnel Development:**
- a. Hire 1 teacher's aide (increase aide total to 4)
  - b. Make part-time teacher full-time; appoint full-time assistant administrator
  - c. Financially assist with teacher certification for 4 non-certified teachers (if needed)
  - d. Each teacher to receive a minimum of 40 hours of professional development training
2. **Facilities, Technology, & Classroom Improvement:**
- a. Continue technology in the classroom initiative: smartboards for 3 classrooms
  - b. Begin replacement of computer lab computers
  - c. Upgrade/overhaul of 2 oldest portables
3. **Academic & Educational Standards:**
- a. Expand NFCC dual-enrollment to all academically qualified high school students
  - b. Expand music enrichment program to grades K-6, within the confines of the current staffing structure
  - c. Improved standardized testing by 3% per grade per subject



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## 4. **Organizational & Financial:**

- a. Begin tuition increase program (start increase with incoming Kindergarten class)
- b. Seek and begin process of achieving an advanced accreditation
- c. Begin VPK program
- d. Maintain an average enrollment of 220 students
- e. 100% graduation rate

## Long-term Goals

### 1. **Staffing & Personnel Development:**

- a. 100% state teacher-certified teaching staff
- b. Staffing goals: 1) maintain a one teacher per grade minimum; 2) a minimum of 4 full-time teacher's aides & 1 part-time teacher/office aides; 3) part-time physical education teacher; 4) a full-time guidance counselor; 4) full-time principal/assistant administrator

### 2. **Facilities, Technology, & Classroom Improvement:**

- a. Upgrade/overhaul of all portables or construction of dedicated educational facility
- b. Full upgrade of computer lab every 5 years
- c. Smartboard and appropriate technology in each classroom

### 3. **Academic & Educational Standards:**

- a. Expand enrichment program to include multiple options for K-8

### 4. **Organizational & Financial:**

- a. Repeatedly at or above 95% maximum attendance
- b. POGC will be 100% financially self-sufficient while still a dedicated ministry of CPBF
- c. Obtain and maintain an advanced accreditation
- d. School-provided transportation (with costs)
- e. School-provided lunches (with costs)
- f. Continue to build and foster a relationship with the Christian Churches of Taylor County



## Conclusion

In the short history of POGC, amazing progress has been made from the initial home-school coop to the school of today. In fact, in the last two years (2014-15 & 2015-16 school years) the school has experienced a growth of 65%. While this growth is impressive it is also something which must be managed. This plan was written with this premise in mind: growth, while something the school desires to achieve, must be well-managed and planned. The reality is, POGC is still in its infancy and is not in a position to withstand a major setback, either internally or externally driven. With this mind, this plan was developed as a mechanism to ensure the continued growth and development of all aspects of POGC. Ultimately, the goal is for POGC to become, by the conclusion of this initial plan, a well-established, continually improving, and premier private Christian school in the Big Bend area.