



START-UP PLAN

GUIDING PRINCIPLES

We are committed to adaptability and responsiveness in the face of evolving financial and operational landscapes. We will update the start-up plan as conditions evolve.

ENROLLMENT GROWTH SUMMARY

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Grades	n/a	9-10	9-11	9-12	9-12	9-12
Students	n/a	225	350	435	500	500

EXPANSION TIMELINE, MILESTONES, AND RESPONSIBILITIES

We have a comprehensive plan from early formulation through the first charter renewal.

KEY TO ROLES AT FREIRE SCHOOLS COLLABORATIVE (FNSO):

- CEO: Network Founder and Chief Executive Officer
- CFO: Chief Financial Officer
- DMA: Director of Mission Advancement
- MD: Managing Director
- OM: Operations Manager
- DLI: Director of Digital Learning & Innovation
- TLM: Teaching & Learning Manager
- DTA: Director of Talent Acquisition
- DCI: Director of Creative Initiatives
- CM: Communications Manager
- DPM: Director of Performance Management

KEY TO ROLES AT FREIRE CHARTER SCHOOL NEWARK (FCSN):

- BP: Board President
- HOS: Head of School
- HA: Head of Academics
- DS: Dean of Students

3/29/19	<ul style="list-style-type: none"> • CSP grant awarded to FSNO to expand the Freire Schools network
March 2020- March 2021	<ul style="list-style-type: none"> • Expansion planning paused due to pandemic • Initiate 1:1 Chromebook program for all students for virtual learning and later use in schools

Spring 2021	<ul style="list-style-type: none"> ● Resume expansion planning ● FSNO begins search for and later hires new staff positions (Teaching & Learning Manager, IT Systems Administrator, Senior Accountant, and Employee Relations Coordinator)
Fall 2021	<ul style="list-style-type: none"> ● Decision to focus expansion on Freire Charter School Newark (FCSN) ● Conduct community outreach and assemble founding group (CEO, BP) ● Board of Directors approves submission of Letter of Intent to submit new charter application ● Selection of top three key school leaders for FCSN ● Begin student recruitment (DCI) ● Conduct real estate search & identify preliminary location (CEO) ● Attend DDOE new charter application webinars (CEO, MD, DMA, DLI) ● Write new charter application (Team)
12/16/21	<ul style="list-style-type: none"> ● Board of Directors approves new charter application submission (BP)
1/3/22	<ul style="list-style-type: none"> ● New charter application submitted to authorizer
February-March 2022	<ul style="list-style-type: none"> ● Public hearings and charter school accountability commission hearings on new charter application
April 2022	<ul style="list-style-type: none"> ● Delaware Secretary of Education makes decision on new charter application ● Commence actualizing start-up (Team)
Spring 2022	<ul style="list-style-type: none"> ● Submit applications for major private funding for FCSN (DMA)
7/1/22	<ul style="list-style-type: none"> ● Final lease executed for new charter school location; facility build-out commences (CEO) ● CSP-funded planning year begins for new charter school, and CSP grant funds cover salaries of HA and DS in training for the next 12 months. They spend 50% of their time apprenticing at existing schools and 50% on planning activities for FCSN. ● MD begins facilitating monthly meetings between the leaders of the new charter school, network office leaders, and other staff as necessary to discuss progress of the expansion, use of CSP start-up funds, and any emerging needs/problems; meetings will continue as needed until FCSN is operational; smaller teams meet biweekly/ad-hoc.
10/1/22	<ul style="list-style-type: none"> ● DTA begins intensively building relationships, sharing materials, and building hiring prospects for the FCSN ● Student recruitment efforts for the new charter school in Delaware intensify as the actual student application window opens (DCI, CM)
January-February 2023	<ul style="list-style-type: none"> ● Pre-lottery student application deadlines for new school; if seats are still open, student recruitment continues, otherwise work shifts to processing enrollment paperwork and continuing to build community connections (DCI, CM) ● All core positions, including all teaching roles, at new school have been formally posted and interviews begin taking place (DTA) ● Formal status checks on facility build-out processes (CEO, OM)
Spring 2023	<ul style="list-style-type: none"> ● FSNO team works with HOS to ensure that all necessary operational actions for expansion are in place and approved by DDOE where needed (for example: board policy changes; insurance policies; employee policies; student handbooks with discipline, attendance, promotion, and grading policies; contracts for lunch program, transportation, special education psychology and related services, HVAC and building maintenance; law enforcement MOUs and comprehensive school safety plan; community/extracurricular program MOUs; FSF and PHRST accounts; DEEDS, eGrants, and PDMS access; other accountability submissions to DDOE; and internal operational processes) ● Final construction and permitting checks on facility build-out processes for phase 1 facility renovations (CEO, DO) ● Furniture, Fixtures, and Equipment (FFE) for new buildings ordered, some funded by CSP (CFO, OM, HOS) ● Final planning around curriculum, assessment, teaching practices, learning platforms, student information system, etc. (CEO, HA)

	<ul style="list-style-type: none"> ● Board of Directors adopts most up to date preliminary budget for first year of operation (CFO) ● FSNO posts jobs and conducts hiring process for additional business coordinator and admissions coordinator to support FCSN (DTA)
7/1/23	<ul style="list-style-type: none"> ● New building receives certificate of occupancy and new FFE (OM, CFO, HOS) and school leaders begin moving into new facility ● Electronic learning platforms, textbooks, and curriculum supplies ordered in alignment with final plans and funded by CSP (HA, CFO) ● Most or all staff positions at new school have been filled (DTA, HOS) ● New business coordinator starts at FSNO and supports pre-opening materials and supplies procurement for FCSN ● New admissions coordinator starts at FSNO and helps wrap up student recruitment and enrollment for FCSN's first year and begin working on admissions for 2024-25
August 2023	<ul style="list-style-type: none"> ● 8/1/23 hard deadline for submission of final transportation and food service contracts to DDOE ● Summer pre-service professional development begins (HOS, HA, DS) ● New charter school opens to 225 students in grades 9 and 10; benchmarking assessments given (HA) ● FSNO provides intensive supports and regular check ins to the new school leaders as they navigate the first months of school (CEO, MD)
October 2023	<ul style="list-style-type: none"> ● Student recruitment and application begins for 2024-25 SY (HOS, DCI, CM) ● Teacher recruitment begins for 2024-25 SY (DTA, HOS, HA)
December 2023	<ul style="list-style-type: none"> ● Board of Directors adopts post-unit count revised budget (CFO)
January 2024	<ul style="list-style-type: none"> ● After end of first semester, thorough review of performance data to make any adjustments needed to academic program for the remainder of the current year and/or next academic year (HOS, HA, CEO, MD, DPM)
Spring 2024	<ul style="list-style-type: none"> ● All tasks regarding student recruitment, hiring, and purchasing new FFE/supplies for upcoming school year repeat from prior year ● Phase 2 of renovation build-out continues and completes (CEO, OM) ● FSNO posts jobs and conducts hiring for Data Coordinator and additional Compliance Manager at the network office to provide extra support to schools (DTA)
July 2024	<ul style="list-style-type: none"> ● Full network team debrief on first year of operation of the new charter school (CEO, HOS, MD) ● New Compliance Manager and Data Coordinator start at FSNO
Fall 2024	<ul style="list-style-type: none"> ● Full school facilities open with phase 2 of renovation complete ● Staff induction, student start, and data monitoring activities repeat from prior year with another class of students at FCSN and offering 11th grade for the first time (HOS) ● FCSN receives its first round of annual state-provided performance data on its first year of operation and begins analysis (MD, DPM, HOS, HA) ● FCSN submits its first Annual Charter School Report to DDOE
Spring 2025	<ul style="list-style-type: none"> ● All tasks regarding student recruitment, hiring, and purchasing new FFE/supplies for upcoming school year repeat from prior year ● FCSN administers the SAT for its first class of 11th graders ● FSNO posts jobs and conducts hiring process for operations coordinator and additional employee relations coordinator to help support schools (DTA)
July 2025	<ul style="list-style-type: none"> ● New operations coordinator and additional employee relations coordinator start at FSNO
Fall 2025	<ul style="list-style-type: none"> ● State and authorizer provided performance data on second year of operation at the new school come in ● FCSN submits its second Annual Charter School Report to DDOE, the first year with SAT scores and formal ratings under DSSF ● FCSN is operating with 435 students and serving all four grade levels, 9-12

Spring 2026	<ul style="list-style-type: none">● FCSN graduates its first class of students
Fall 2026	<ul style="list-style-type: none">● FCSN's first class of graduates start college● FCSN is operating at capacity with 500 students in grades 9-12 and receiving full level of funding● FCSN submits its first charter renewal application