



STRATEGIC IMPLEMENTATION PLAN

2017-2020

PUEENTE Learning Center - 501 S. Boyle Avenue

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Thank You to The Dwight Stewart Youth Fund for generously supporting this work

CONTENTS

Organization Overview	2
Development of the Three-Year Strategic Plan	4
Strategies to Address Key Issues	6
Goals, Objectives, Action Plan	7
Approval	14

ORGANIZATION OVERVIEW

MISSION: People United to Enrich the Neighborhood Through Education

Vision: Education is the bridge that empowers lives and builds thriving communities.

Values: Commitment to Education, Collaborative Spirit, Culture of Excellence

About PUENTE Learning Center

An established nonprofit presence in the Los Angeles community for over 30 years, PUENTE Learning Center is recognized for its commitment to its mission and focus on education. PUENTE's programs are designed to create a pipeline or "bridge" for students in all levels of their education. Beginning in Boyle Heights as a tutoring program by Sister Jennie Lechtenberg, PUENTE initially served elementary school students who needed remedial support. The organization rapidly expanded when parents requested English as a Second Language (ESL) classes to better empower themselves as their children's first teacher. Today, PUENTE offers a complete level 1 through 6 adult ESL program. PUENTE also offers Preschool Readiness, Charter Kindergarten, and Summer Intensive Reading programs to build a solid academic and social foundation for early childhood students. Our After School Enrichment, High School Credit Recovery, and SAT Prep/College Access courses create opportunities that support local youth to excel academically. Classes and offerings also include supports for adult learners such as the Adult High School Diploma and Workforce Readiness courses in collaboration with the Los Angeles Unified School District Division of Adult and Career Education. Centered on technology, PUENTE also offers adult learners Computer Applications and Computer Repair/A+ Certification Preparation. Annually, PUENTE provides academic instruction to more than 3,600 children, youth and adults, and, to date, over 100,000 individuals have made use of the tuition-free resources on the path to self-sufficiency for themselves and their families.

PUENTE serves the community in a safe and intentionally designed 40,000 square foot facility in Boyle Heights and a 18,000 square foot facility in South Los Angeles. The state of the art buildings are well-known in the community and were designed to respectfully welcome and inspire our vibrant, culturally-rich community. The 2016-2017 academic year will be the final year PUENTE will offer services in South Los Angeles, the intentional focus is on extending additional supports at the Boyle Heights campus.

PUENTE Learning Center has been the recipient of many local and national awards and has been noted as the first East Los Angeles nonprofit organization to offer cutting-edge classroom-based technology access across program services. In another recognized first, PUENTE holds the distinction of establishing the first Charter School in Boyle Heights in 2002 with the initial authorization of the Charter Kindergarten by the Los Angeles Unified School District.

PUENTE Charter School

The Charter School has been recognized as a "School of Achievement" by the Los Angeles Unified School District - the highest recognition offered. Our instructional design incorporates rotation-based work stations

throughout our adjoining classroom spaces, and utilizes differentiated instruction focused on STEAM¹. Our classroom practices and instruction are geared to respond to individual student needs and are aligned to the ideas and skills embedded in the Common Core State Standards. The academic program utilizes weekly themes relevant to our community and the world-at-large, to engage, motivate and inspire our young learners. Parent engagement is a core portion of our Charter School. Parents participate by volunteering in school functions and collaborate with charter instructors to strengthen school practices. In addition, we encourage parents to enroll in classes for themselves as a way to support their children in their educational journey.

The work of PUENTE charter instructors along with the participation of parents has yielded positive outcomes. A remarkable validation of the program's effectiveness is that thirty percent of our existing students gain admission into gifted programs within the neighborhood. Families aware of these outcomes are requesting that PUENTE expand its current charter school operations to also include elementary grade levels beyond kindergarten. Based on the request of current PUENTE families, along with other community members, the expansion of the charter school is planned for the Boyle Heights area.

Who We Serve

Our community represents a diverse culture of individuals who strive for a better future. PUENTE's students embody the core values that guide our work every day. Participants are primarily Latina/o, and many are recent immigrants, from low income working families primarily residing in Boyle Heights and East Los Angeles. Despite being politically and socioeconomically under-resourced, our families are empowered to continue their education, strive for excellence and thrive in our communities.

There are approximately 99,243 people residing in Boyle Heights, and 133,700 in East Los Angeles (2015 est.; Census 2010, Southern California Assn. of Governments, LA Dept. of City Planning)

Population density, which is the measure of people living within a square mile, in the East LA Area is high. Population density in the area is higher (82% higher in Boyle Heights; 105% higher in East LA) than that of Los Angeles.

In terms of education, 45% of people aged 25 or older hold a high school diploma in Boyle Heights and 32% in East LA. Those who have a four-year degree: 5% in Boyle Heights, and 3.7% in East LA. The impact of these figures is critical to future generations of residents within the area, specifically since the percentages of individuals ages 11 to 18 (31%) are among the highest in the county.

The rate of violent crime per 10,000 people, or per capita index, as reported by LAPD and the LA County Sheriffs Department, ranks Boyle Heights 43rd among the more than 200 neighborhoods policed by both agencies. The area's total year-over-year crime rate has decreased by 35%, although it is still 60% higher than the overall state crime rate.

Median household income in the community is \$39,000, and per capita income is \$12,000. Based on the 2010 Census it is estimated that more than 27% of the population lives under poverty.

Impact

During the 2015-16 academic year, PUENTE's programs served approximately 3,600 children, youth, and adults. This included:

- Over 300 four- and five-year-olds, in our early education programs, strengthening their academic, and social skills; and improving English language proficiency
- More than 200 elementary, middle school, and high school students achieving a mastery of reading, writing, math, and computer skills;

¹ The term STEAM is an acronym representing Science, Technology, Engineering, Art, and Math

- Seventy high school juniors gaining better and broader options for college through improved SAT scores; 85% will be the first in their families to attend college; and over 90 youth and adults improved their literacy skills and earned credits toward their high school diplomas;
- Over the last five years, students within our Individualized Instruction Lab program - a partnership class with LAUSD - have completed over 500 contracts toward completion of their high school diploma
- More than 600 students progressing toward English-language fluency; and over 200 students enhancing their employability through job skills training.

In addition, during the 2015-16 year, PUENTE held its first Family Fun Fest, attracting 3,000 individuals from the area for a day of entertainment, information about local services and children's activities. The eleventh annual Golf Tournament, the organization's largest fundraiser, was held at the Hacienda Golf Club and was a success. In terms of our investment in parent and community engagement initiatives, events like Magical Night highlight how parents and students collaborate to create culturally rich art projects and further beautify the PUENTE campus.

DEVELOPMENT OF THE THREE-YEAR STRATEGIC PLAN

The initial phase of the strategic planning process, facilitated by Executive Service Corps, included a comprehensive community assessment and competitive analysis.

The competitive survey was exhaustive in terms of interviews conducted from the following community members, which included:

- 20+ community-based organizations were interviewed within the Boyle Heights area and beyond that offered social services, educational services, children's programs, etc.
- The consultants attended 5+ seminars and local association meetings to understand the depth of PUENTE's reach and perception in the community
- Two PUENTE staff focus groups were conducted
- Survey Monkey questionnaires were given to PUENTE adult students with multiple choice and open ended questions, with 365 surveys completed
- An English/Spanish open ended questionnaire for parents of pre-school and charter school students was distributed, with 71 answers received.
- Surveys were solicited from current and past PUENTE funders, with 13 responses
- Interviews were conducted with 4 high profile PUENTE funders
- PUENTE's Board of Directors were individually interviewed

A comprehensive review of schools offering similar programs in that area was conducted by phone and internet. We examined classes offered by location, costs, times, job placement services, and marketing.

PUENTE is planning to expand its current pre-K and Kindergarten program into a K5 charter school. PUENTE staff researched a list of private and charter schools within a 5-mile radius with classes K and up to 8th grade, excluding day care centers and public district schools. In addition, we interviewed Jose Cole-Gutierrez, chief of the LAUSD Charter Schools Division.

Using Melissa Data, an online non-profit organization lookup that uses IRS 990 filings as their source material, it was determined that 101 501c3 organizations operate in the 90033 zip code (which comprises the majority of the Boyle Heights service area). Excluding retirement homes, religious organizations not operating schools, medical groups, museums, public housing, substance abuse, domestic violence or homeless shelters, and organizations with assets of less than \$100K, we were left with 26 non-profits of which 14 have significant overlapping programs and services with PUENTE, which were later thoroughly researched.

The East Los Angeles and Boyle Heights areas encompass a total of 13.99 square miles, yet the number of competitors of educational services in par with PUENTE is high for the area. There are over 51

educational agencies ranging from public, charter, private to adult offering similar services in Boyle Heights alone. PUENTE must demonstrate its unique services in order to compete in this environment, as well as develop strong collaborations with existing organizations. The increased ‘gentrification’ of the area will also have an impact, although it’s hard to predict how quickly there will be significant enough change to affect PUENTE.

Findings

The research showed Adult Education students came from a 10 mile radius of PUENTE’s Boyle Heights campus. Enrollment in these programs has been declining over the past seven years. Other institutions offer more choices of classes and types of vocational training. PUENTE’s advantages include smaller class size, lower class fees, and a more modern facility.

The commitment of the staff to PUENTE’s mission is evident in their longevity with the organization. The faculty and staff specifically pointed out the following about PUENTE:

- PUENTE has an outstanding facility and environment, which encompasses a safe and clean building with excellent access and location.
- Curricula for courses have not been updated for many years.
- Decline in technology and cutting edge programs needs to be addressed
- Past changes in CEO and job eliminations over past 7 years have lowered morale
- Upper management has not communicated changes to staff over past 7 years, which has lowered morale

The staff and faculty had several suggestions, which were considered by the Strategic Planning Committee, and are incorporated into this plan.

Student and parent involvement at PUENTE is very strong. Students feel PUENTE is a place of respect where they are given the opportunity to meet their goals. Students pointed out the following points which are critical to PUENTE’s future:

- The majority of PUENTE students find out about services through word of mouth.
- Students feel PUENTE is a place of respect where they are given the opportunity to meet their goals.
- The majority of these students are from our ESL program.
- Students value the teacher quality and level of care that they receive towards completion of their educational goals. Students also echoed the sentiment of PUENTE staff and faculty in that the facility provides a safe, clean, friendly atmosphere to all who enter the doors.
- Many adult students suggested extended hours and Saturday classes
- Charter families would like to see the expansion of the charter school. When asked “What is the likelihood of enrolling your child at PUENTE if 1st grade was offered?” 78% of parents said yes, with the rest stating “Maybe.”
- Parents would like more offerings for after-school enrichment, such as art and music.

Funder feedback demonstrated that PUENTE is highly respected among the philanthropic community. Funders pointed out the following:

- PUENTE’s history and accomplishments are well known and respected
- The Boyle Heights campus is a source of pride
- Transitions through executives has weakened the organization, “cannot afford another turnover”
- PUENTE needs to build connections with other community organizations to become a model of community engagement with a focus on education.

- Higher levels of evaluation of programs and staff performance are necessary to satisfy potential funder requirements
- Would like to see a more active and visible Board of Directors
- PUENTE has fallen behind in the area of technology, which was previously one of its strongest assets.
- PUENTE's mission and values are not clearly articulated

STRATEGIES TO ADDRESS KEY ISSUES

As detailed in Development of the Three-Year Strategic Plan, a key issue from the research is PUENTE's relationship with the community. Although PUENTE is known by other organizations in the neighborhood, there is an opportunity for further involvement in community events and increased collaborations with other organizations. The strategic plan is addressing this as a major goal of improving and expanding our visibility and involvement in the community.

Consistent with the findings above, PUENTE's secondary goal is to research and implement innovative technologies in all of our programs. This is being addressed in our second goal to research and implement innovative technologies into all of our programs.

Another key issue is Board and Staff development. The first strategy to address this is to develop a comprehensive review of programs that will be used on an on-going basis. PUENTE is also tasked with promoting opportunities for learning and professional development for staff and formalizing a development program for the Board.

The following Goals, Objectives, and Action Plan shows in detail how PUENTE will build its future and deepen its commitment to our mission and vision.

Strategic Planning Committee Members



Raul Amezcua, Stifel, Nicolaus & Company, Inc., Chair, Board of Directors
 Andrea Bazán, PUENTE Learning Center, CEO
 Alba Hernández, PUENTE Learning Center, Executive Assistant
 Diana Juarez, PUENTE Learning Center, Vice Principal, Charter School
 Andrew Lippman, Community Member, Former Board member
 Jeremy Stern, Google, Board member
 Tyler M.P. Sutherland, Legal Aid Foundation, PUENTE Charter School Board
 Michele Wolfe, PUENTE Learning Center, Director of Education
 Ken Yood, Sheppard, Mullin, Ritcher & Hampton, LLP, Board member
 John Krakowski, Executive Service Corps of Southern California, Consultant
 Hugh Leonard, Executive Service Corps of Southern California, Consultant
 Roxie Esterle, Executive Service Corps of Southern California, Consultant
 Richard Thaler, Executive Service Corps of Southern California, Consultant

GOALS, OBJECTIVES, ACTION PLAN

Major Goals:




1. Improve Community Awareness and Visibility
2. Strengthen, Develop, and Expand Programs
3. Sustain and Expand Revenue and Resources
4. Strengthen Organizational Infrastructure
5. Analyze, Sustain, and Expand Charter School


Goal #1 Improve Community Awareness and Visibility

Objectives & Action Items	Responsible Person(s)	Timelines
Objective 1.1 Build on new website and develop aggressive social media marketing plan to engage community, parents, students and other stakeholders.	Outsource, Alba Hernández, Andrea Bazán, Rocio Flores, Marketing Staff	Now - December 2017
Action: 1.1.1 Initially use outsourcing to enhance PUENTE's web design, graphics, and media platforms. Transition to a marketing/communication staff position familiar with Boyle Heights/ East LA community and region.	Rocio Flores, Alba Hernández, Andrea Bazán, Marketing Staff	
Action: 1.1.2 Create internship and volunteer opportunities for students from local universities and high schools to implement marketing plan	Rodolfo Acosta, Rocio Flores, Marketing Staff	
Action: 1.1.3 Create and integrate new logo and other thematic material inside and outside of building	Outsource, Brock McKenzie, Alba Hernández, Michele Wolfe, Rocio Flores	
Action: 1.1.4 Explore alumni event(s) feasibility and share alumni success stories in media	Rocio Flores, Jerome Greening, Marketing Staff	
Objective 1.2 Establish a formal Student/Parent/Volunteer Advisory Committee to re-establish reputation in the community, bring in partnerships, alumni, students, parents, and volunteers, and provide on-going feedback to PUENTE	Rodolfo Acosta, Diana Juarez, Michele Wolfe, Rocio Flores, Andy Lippman	Now - July 2017
Action: 1.2.1 Create specific duties and responsibilities for Student/Parent/Volunteer Committee	Michele Wolfe, Diana Juarez, Rocio Flores, Tesa Marquez	
Objective 1.3 Identify ways to make PUENTE facility an environment reflective of the community	Michele Wolfe, Alba Hernández, Diana Juarez, Marketing Staff	
		Now - July 2018


Action: 1.3.1 Procure/borrow art for display in building	Andy Lippman, Rodolfo Acosta, Alba Hernández	December 2017
Action: 1.3.2 Develop concrete criteria and strategy for the lending or renting our Multi-Purpose Room to community partners, organizations, and supporters	Alba Hernández, Blas Laino, Andrea Bazán, Brock McKenzie	July 2017

Goal #2 Strengthen, Develop, and Expand Programs

Objective	Responsible Person(s)	Timelines
Objective 2.1 Develop and conduct a comprehensive review of all PUENTE programs to include monitoring attendance and success and determine the need to expand, revise or eliminate program offerings	Rodolfo Acosta, Michele Wolfe	July 2018 
Action: 2.1.1 Construct an evaluation instrument	Rodolfo Acosta, Michele Wolfe	
Action: 2.1.2 Pilot, build, scale evaluation	Rodolfo Acosta, Michele Wolfe	
Action: 2.1.3 Use data to expand and revise programs	Rodolfo Acosta, Michele Wolfe, Rocio Flores, Director of Foundations & Corporations	
Objective 2.2 Clearly define PUENTE's pipeline of programs serving pre-school through adults.	Rodolfo Acosta, Michele Wolfe, Jerome Greening, Diana Juarez, Andrea Bazán	Now - July 2018 
Action: 2.2.1 Develop a formal process to assess the educational needs of the community	Rodolfo Acosta, Michele Wolfe, Jerome Greening, Diana Juarez	
Action: 2.2.2 Explore collaborations with other institutions and organizations that can offer programs at PUENTE	Rodolfo Acosta, Rocio Flores, Alba Hernández	
Action: 2.2.3 Initiate exploratory contact with universities or NGOs	Rodolfo Acosta, Rocio Flores	
Action: 2.2.4 Develop curriculum to enrich and expand program offerings	Michele Wolfe, Rodolfo Acosta, Jerome Greening, Diana Juarez	
Action: 2.2.5 Train staff, provide professional development	Tesa Marquez, Andrea Bazán, Rodolfo Acosta	
Action: 2.2.6 Allocate resources	Director of Foundations & Corporations, Rocio Flores,	
Objective 2.3 Formalize volunteer program for PUENTE	Rodolfo Acosta, Michele Wolfe, Marketing Staff	Now - December 2018 
Action: 2.3.1 Identify required staffing and resources to manage program	Rodolfo Acosta, Tesa Marquez, Andrea Bazán, Alba Hernández	
Action: 2.3.2 Identify areas where volunteers can be assigned	Rodolfo Acosta, Tesa, Marquez, Andrea Bazán, Alba Hernández	




Action: 2.3.3 Create database for volunteer tracking	Hector Espinoza, Rodolfo Acosta, Michele Wolfe	
Objective 2.4 Reestablish PUENTE's reputation for being a technology leader. Develop strategic partnerships with technology companies and other technology non-profits to enhance PUENTE's programs	Consultant, Rodolfo Acosta, Michele Wolfe, Jerome Greening, Hector Espinoza, Andrea Bazán	
Action: 2.4.1 Update internal technology infrastructure for administrative functions	Hector Espinoza, Blas Laino	
Action: 2.4.2 Research and implement updated and innovative classroom technology	Hector Espinoza, Rodolfo Acosta, Michele Wolfe, Jerome Greening	
Action: 2.4.3 Provide staff with technology development program(s)	Hector Espinoza, Rodolfo Acosta, Michele Wolfe, Jerome Greening	
Objective 2.5 Create a comprehensive Student Information System(SIS) that provides digital integration of daily management and program offerings.	Rodolfo Acosta, Michele Wolfe	
Action: 2.5.1 Assess SIS for the following capabilities: Student registration, class scheduling, event notices, help resources, attendance and course completion tracking, handling online classes, and learning resources	Rodolfo Acosta, Michele Wolfe	
Action: 2.5.2 Incorporate technology to improve internal/external communications	Hector Espinoza, Marketing Person	
Action: 2.5.3 Incorporate technology to develop online learning capability.	Hector Espinoza, Marketing Person	




Goal #3 Sustain and Expand Revenue and Resources

Objectives & Action Items	Responsible Person(s)	Timelines
Objective 3.1 Establish the annual budget to operate entirely within available resources without reliance on reserves.	Andrea Bazán, Blas Laino, Board Members	July 2018
Action: 3.1.1 Set realistic annual revenue targets and adjust programmatic expenses for balanced budget Measure: Achievement of annual balanced budget	Andrea Bazán, Director of Foundations & Corporations, Rocio Flores, Blas Laino	
Objective 3.2 Create an all-encompassing PUENTE Development Plan	Andrea Bazán, Director of Foundations & Corporations, Rocio Flores, Blas Laino	



Action: 3.2.1 Hire a VP of Development, identify revenue streams, and establish goals and accountability for fund development.	Andrea Bazán, Director of Foundations & Corporations, Rocio Flores,	
Action: 3.2.2 Expand existing database fields to include areas such as donor and alumni tracking, key community contacts, etc.	Director of Foundations & Corporations, Rocio Flores,	
Action: 3.2.3 Produce Board of Directors quarterly reports to communicate fund development status.	Director of Foundations & Corporations, Rocio Flores,	
Objective 3.3 Ensure that PUENTE special events are aligned with fundraising and community visibility objectives	Director of Foundations & Corporations, Rocio Flores, Andrea Bazán	Now - July 2017 
Action: 3.3.1 Evaluate golf tournament outcomes	Director of Foundations & Corporations, Rocio Flores, Andrea Bazán,	
Action: 3.3.2 Evaluate Family Funfest outcomes	Director of Foundations & Corporations, Rocio Flores, Andrea Bazán,	
Action: 3.3.3 Evaluate new community and fundraising events	Director of Foundations & Corporations, Rocio Flores, Andrea Bazán,	
Objective 3.4 Develop a PUENTE advocacy role for business owners, elected officials, leaders, etc. with connections to PUENTE/Boyle Heights.	Director of Foundations & Corporations, Rocio Flores, Andrea Bazán, Board Members	December 2018 
Action: 3.4.1 Establish a goal of meeting with 5 advocate leaders each year.	Director of Foundations & Corporations, Board Members, Andrea Bazán, Rocio Flores	
Objective 3.5 Create an initiative that requires each Board member to achieve a specified annual financial goal totaling 20% of PUENTE's non-charter revenue	Board of Directors, Andrea Bazán, Director of Foundations & Corporations, Rocio Flores	
Action: 3.5.1 Procure consultant to conduct Board of Directors training on fundraising (See Objective 4.3)	Andrea Bazán	
3.5.2 Assign each Board Member to assist in at least 2 major donor solicitations each year Measure: % of non-charter revenue achieved within fiscal year	Andrea Bazán, Director of Foundations & Corporations, Rocio Flores	

Goal #4 Strengthen Organization Infrastructure

Objectives	Responsible Person(s)	Timelines
<u>Objective 4.1</u> Develop an online semi-annual performance management system and criteria to promote ongoing learning and professional development for staff, including personal development programs	Andrea Bazan, Blas Laino, Tesa Marquez	December 2017
Action: 4.1.1 Research and pilot best practices for staff assessments from similar organizations	Andrea Bazan, Blas Laino, Tesa Marquez	
Action: 4.1.2 Integrate professional development plans into each staff member's annual goals and evaluation	Andrea Bazan, Blas Laino, Tesa Marquez	
Action: 4.1.3 Develop internal professional development and continued learning opportunities for all staff	Andrea Bazan, Blas Laino, Tesa Marquez	
<u>Objective 4.2</u> Develop and implement for 2017 Key Performance Indicators (KPIs) that provide transparent metrics to measure PUENTE's service delivery to clients and effectiveness (e.g. attendance levels, program efficiencies, student advancement/course completion, student performance, etc.)	Andrea Bazán, Rodolfo Acosta, Board	July 2018
Action: 4.2.1 Evaluate/Monitor Key Performance Indicators annually with Board and quarterly with staff Measure: Key Performance Indicators	Andrea Bazán, Rodolfo Acosta, Board	
<u>Objective 4.3</u> Formalize a development plan for the Board of Directors that aligns it with non-profit best practices and encompasses a review of all Board governing documents. Establish a recruitment plan to double the Board size by 2018 to enhance diversity, strengthen fundraising capabilities, and bring additional areas of expertise	Andrea Bazan, Board, Consultant	
Action: 4.3.1 Evaluate and procure facilitator/consultant for formal Board development	Andrea Bazán, Board	
Action: 4.3.2 Utilize the Principles of Best Practices for Non-Profits manual as a guide to strengthen and solidify governance and infrastructure	Andrea Bazán, Blas Laino, Tesa Marquez, Board	Now - End of 2018
		

Action: 4.3.3 Re-examine and define Board fundraising responsibilities with the assistance of development program(s)	Andrea Bazán, Director of Foundations & Corporations, Rocio Flores	
Objective 4.4 Conduct organizational assessment to include a salary study, facility security audit, a review and rewrite of employee handbook, all policies, job descriptions, etc. The review should emphasize accountability, self-assessment, and monitoring trends. Corrective actions should be implemented as appropriate from this assessment.	Consultant, Andrea Bazán, Board Members, Tesa Marquez, Blas Laino	Now - Fiscal Year 2017
Action: 4.4.1 Evaluate and procure facilitator/consultant for internal infrastructure project		
Action: 4.4.2 Conduct market analysis of salaries/benefits and establish process/timeline for new staff structure/benefits/compensation		
Action: 4.4.3 Integrate community participation into job descriptions for members of the Executive and Leadership teams		

Goal #5 Analyze, Sustain and Expand Charter School

Objectives	Responsible Person(s)	Timelines
Objective 5.1 Analyze and implement a revised pre-school program and full day kindergarten through 3 rd grade charter school	Jerome Greening, Andrea Bazán, Blas Laino, Charter Instructors	July 2017
Action: 5.1.1 Complete and obtain approval of 5 year charter school renewal and expansion to 1 st through 3 rd grade	Jerome Greening, Andrea Bazán	
Action: 5.1.2 Renovate kindergarten and pre-school area	Andrea Bazán, Blas Laino	
Action: 5.1.3 Close South Los Angeles campus	Andrea Bazán, Blas Laino, Jerome Greening, Board	
Action: 5.1.4 Develop metrics for ongoing evaluation of full day charter program Measure: charter school program metrics	Jerome Greening, Andrea Bazán, Diana Juarez	
Objective 5.2 Solidify PUENTE Charter School administrative operations	Andrea Bazán, Jerome Greening, Blas Laino	Now - December 2017
Action: 5.2.1 Adjust composition of charter school Board of Directors	Andrea Bazán, Jerome Greening, Blas Laino, Diana Juarez, PLC Board	

Action: 5.2.2 Incorporate into Fund Development Plan both capital and start-up costs for existing school expansion and new charter school	Director of Foundations & Corporations, Jerome Greening, Andrea Bazán, Rocio Flores	
Action: 5.2.3 Develop school infrastructure with state of the art operations to sustain expanded school	Jerome Greening, Andrea Bazán, Hector Espinoza	
Action: 5.2.4 Develop staffing plan with strategy for recruitment and retention of credentialed teachers	Jerome Greening, Andrea Bazán	
Action: 5.2.5 Develop marketing plan to insure maximum enrollment	Director of Foundations & Corporations, Jerome Greening, Andrea Bazán, Rocio Flores, Marketing Person	

Approval

This Strategic Implementation Plan was approved on **December 19th, 2016**
by the PUENTE Learning Center Board of Directors.

