

# CEO Annual Reflection

2024-2025

**BREAKTHROUGH**  
PUBLIC SCHOOLS



We Center  
Joy

We Cultivate  
Belonging

We Set High Expectations  
& Offer High Support

We Communicate  
Openly & Honestly

We Remain  
Committed

We Bring a  
Growth Mindset

WEB  
[btcle.org](http://btcle.org)

PHONE  
216.367.5720

INSTAGRAM  
[breakthrough.cle](https://www.instagram.com/breakthrough.cle)

FACEBOOK  
[BreakthroughCLE](https://www.facebook.com/BreakthroughCLE)

LINKEDIN  
[breakthroughcle](https://www.linkedin.com/company/breakthroughcle)

YOUTUBE  
[Breakthrough  
Public Schools](https://www.youtube.com/BreakthroughPublicSchools)

Dear Breakthrough Public Schools Community,

**As we close another remarkable year at Breakthrough, I'm filled with deep gratitude and pride for our collective progress—progress powered by the wisdom, talent, and the unwavering commitment that defines this community.**

This year's reflection is more than a review of data points and milestones; it's a testament to our shared journey toward building a high-performing network of scholar- and family-centered schools—schools that set the standard for joy, love, and academic excellence. It is through this vision that we continue to reimagine what's possible for scholars and families across our network, anchoring every decision in the belief that they deserve nothing less than extraordinary.

Inside this report, you'll find updates across every part of our organization—academic achievement, operational excellence, the development of our people, and financial stewardship. Each area reflects a stronger, more resilient Breakthrough—one that is growing in both impact and clarity of purpose.

As we look to the future, I remain committed to bringing our collective leadership together to strategically and systematically build a better Breakthrough—one that not only meets the moment, but sets the pace for what transformational education can look like.

Thank you for all you've done to advance our mission. I'm honored to lead this incredible team and look forward to the work ahead.



*With gratitude and purpose,*

**Andrew McRae**

CEO, BREAKTHROUGH PUBLIC SCHOOLS



| 2024-2025 ANNUAL GOALS AND OUTCOMES  |   |                            |   |
|--|---|----------------------------|---|
| PRIORITY   | GOALS   | OUTCOMES                   | NOTES   |
| <b>Scholar Achievement</b><br><i>Become a network of high-quality schools</i>                                      | 1. All BPS campuses will earn an overall rating of 4 stars or more            | No                         |   |
|  | 2. 100% of schools meet and/or exceed their annual academic goals             | No                         | Academic goal attainment remains a challenge; some schools/grades made notable progress |
|  | 3. BPS will meet or exceed an average daily attendance rate of 93%            | 88.7%                      | In May 2024, ADA was 90%  |
| <b>Scholar Recruitment</b><br><i>Fill the Seats</i><br><br><b>Scholar Retention</b><br><i>Retain every scholar</i> | 4. 100% of schools reach and maintain budgeted enrollment targets             | Yes                        | All schools stayed within revised budget targets  |
|  | 5. BPS will achieve a student retention rate at or above 95%                  | 82.9%                      | In May 2024, in-year retention was 79%  |
|  | 6. BPS will have 90%+ scholar satisfaction                                    | 86%                        |   |
|  | NPS score for families (55+)  | Fall: 37pp<br>Spring: 18pp | Fall 2023: 27.4pp<br>Spring 2024: 18.9pp  |
| <b>Talent Retention</b><br><i>Retain high-quality staff</i>  | 7. NPS score for staff (40+)  | Spring: -35.4pp            |   |
|  | 8. BPS will retain at least 80% of its staff during the 2024-2025 school year | 78.3%                      | In May 2024, we had retained 88% of school-based staff and 69% of home office staff     |
| <b>Mature Systems</b><br><i>Mature and implement key systems to create efficiencies</i>                            | 9. BPS will stay within the board-approved FY25 Budget                        | Yes                        |   |
|  | 10. 100% hired by the Start of School; All open roles closed in 60 days       | No                         |   |

# Educational Impact



As we reflect on the 2024–2025 school year at Breakthrough Public Schools (BPS), we do so with a deeper commitment to delivering on the promise of educational excellence for every child. This year marked a pivotal phase in our multi-year improvement journey. We sharpened our focus, deepened our execution, and aligned more tightly across the network—all in service of equitable outcomes for our scholars.

## MAJOR THEMES + TRENDS

### Student Achievement and Growth

This year, our scholars demonstrated progress across several key metrics, reinforcing the impact of our investment in high-quality instruction and instructional leadership:

#### Foundational Literacy

Early literacy continues to be a critical area of focus. While we saw gains in Kindergarten foundational reading (up from 44% to 51% At/Above Benchmark on Acadience), we remain significantly off-track in 1st and 2nd grade. These results reaffirm our strategic priority to double down on the early years, aligning our Tier 1 and Tier 2 systems to support accelerated reading development.

#### OST Performance

In math, 80% of campuses improved their proficiency scores over the prior year. ELA, however, remained flat or declined slightly at some campuses. Our internal data (i-Ready and EUA) shows growth, but proficiency gaps persist, particularly for scholars with disabilities and English learners.

#### Data-Driven Practices

Through the use of exit tickets, unit assessments, and i-Ready pathways, our educators made increasingly precise instructional decisions. This contributed to stronger re-teach cycles and more targeted small-group instruction, especially in grades 3–8.

---

## Instructional Leadership and Professional Development

Our system-wide investment in instructional leadership development paid dividends in 2024–2025. Leaders were better equipped to drive classroom-level improvements through coaching, internalization protocols, and the PLC+ framework.

### 90-Day Teacher Development

supported onboarding and early practice-building for new teachers, creating stronger launch conditions.

### PLC+ Model

anchored our network-wide collaboration and reflection practices. School-based teams demonstrated stronger alignment to academic strategy, although fidelity across campuses varied.

### Leader Development

Assistant Principals and RTTCs received enhanced coaching, allowing for greater clarity of role and impact. Still, succession planning remains an area of need, with only partial progress on our “ready-now” leadership pipeline.

---

## Scholar Experience and School Culture

We continued our work to cultivate brave, belonging-centered schools. While we saw encouraging signs in classroom community-building and SEL routines, this remains a fragile ecosystem that requires sustained attention.

### Spring Spark Survey

data showed significant growth in “Satisfaction” and “Growth & Development” domains (up 10–12 percentage points). However, we continued to score in the bottom decile nationally on “School Climate” and “Leadership,” echoing staff concerns about clarity, consistency, and psychological safety.

### MTSS and Culture Systems

were established with stronger alignment this year, but implementation depth varied. Scholar voice and identity-affirming experiences expanded in some pockets but have yet to become systemically embedded across all campuses.



## Organizational Readiness and Alignment

Our strategic clarity sharpened this year through the introduction of the organizational alignment work. Anchored in seasonal leadership priorities, we began to operationalize a network-wide culture of high execution.

We saw stronger alignment between functional teams and schools through improved use of academic and cultural roadmaps.

However, core operational functions (HR, enrollment, finance) must now move from stabilization to proactive planning and innovation to meet the expectations of our next strategic arc.

## OUR PATH FORWARD

### Organizational Priorities | FY26 and Beyond

#### Strengthen Tier 1 Instruction Through Aligned Systems and Supports

Ensure every classroom delivers consistent, high-quality, standards-aligned instruction by deepening curriculum fidelity, enhancing coaching capacity, and leveraging data to drive weekly instructional decisions. Continue refining the Academic Roadmap and PLC+ model to support educators across all content areas and grade levels.

#### Accelerate Early Literacy and Foundational Skills

Implement a comprehensive early literacy strategy that targets K–2 reading outcomes, including aligned phonics instruction, progress monitoring, and Tier 2 intervention systems. This includes deeper training for educators in foundational reading practices and increased monitoring through Acadience and i-Ready.

#### Rebuild and Sustain a Culture of Adult Belonging and Leadership Development

Address gaps in staff satisfaction, leadership trust, and communication by launching a network-wide adult culture strategy. Expand leadership pipeline development, reinforce manager accountability, and embed regular feedback cycles to support staff retention and commitment.

#### Elevate Family Engagement and Scholar Retention

Reimagine the family partnership experience with an emphasis on transparency, two-way communication, and consistent touchpoints from enrollment through graduation. Focus efforts on increasing K–1 enrollment and year-over-year scholar persistence to stabilize campus budgets and build school community trust.

#### Ensure Operational Excellence for Long-Term Sustainability

Align finance, talent, enrollment, and facilities functions around clear performance metrics and service-level expectations. Build systems that enable schools to spend more time on teaching and learning, while ensuring the CMO operates within a balanced budget and meets strategic growth targets.

# People Team Highlights



The People Team is dedicated to delivering strategic human resources solutions that support the vision, mission, and values of Breakthrough Public Schools. We strive to position BPS as an Employer of Choice where highly talented individuals can thrive professionally in an environment where they feel valued and recognized for their contributions.

## MAJOR THEMES + TRENDS

**In FY25, we undertook a comprehensive review of all HR functional areas, including talent acquisition, talent management, employee relations, compensation, benefits, and HRIS. This deep dive included reassessing our philosophies, workflows, vendor partnerships, and external benchmarks. Our aim was to drive operational efficiency, strengthen compliance, and enhance market competitiveness.**

Aligned with our network goal of Mature Systems, we also conducted internal audits across key systems to assess data integrity. These audits identified areas for improved consistency, more accurate reporting, and streamlined processes. In partnership with vendors, we made backend system enhancements to improve usability—investments that, while not always visible, are essential to building a strong foundation for data-driven decision-making.

### **Team Realignment**

To better meet the needs of our staff and schools, the People Team was restructured into three specialized departments:

- Talent Acquisition
- Talent Management & Employee Relations
- Total Rewards & HR Operations
  - This structure enables more proactive, strategic support for our employee community.

## BY THE NUMBERS

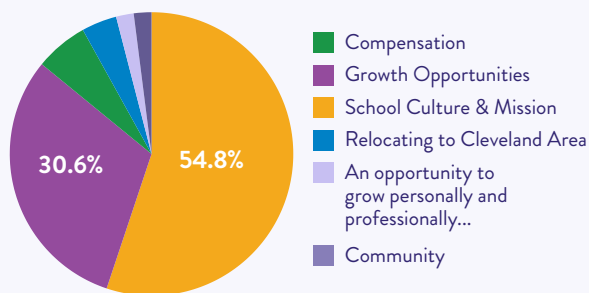
### New Employee Survey

Surveyed new hires cited their top motivators for joining Breakthrough:

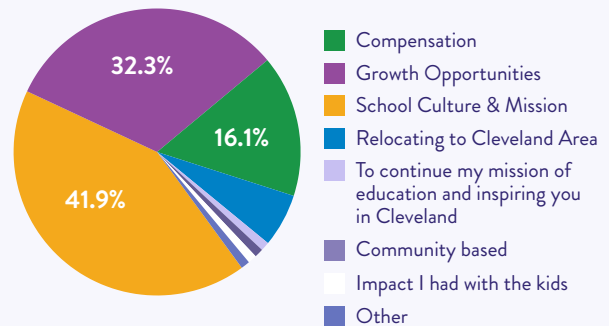
- 54.8% were drawn to Breakthrough's school culture and mission
- 41.9% highlighted professional growth opportunities

These insights affirm that we are hiring mission-aligned individuals who are committed to growing their careers within our network.

What was your top motivator to come to BPS?



What was your secondary motivator to come to BPS?



### Spark Employee Engagement Survey

This year, we transitioned to the Spark Engagement Survey, replacing the TNTP Insight Survey. Administered in both fall and spring, Spark provides more sophisticated tools for analyzing employee sentiment and informing organizational decisions.

Spring 2025 Survey Highlights:

#### PARTICIPATION

**82%**

a 19-point increase from the Fall

#### BASIC NEEDS

**73% positive**

most staff feel clear about their roles and resourced to succeed

#### SATISFACTION

**70.7% positive**

many staff expressed fulfillment from student growth

#### GROWTH & ADVANCEMENT

**62.9% positive**

appreciation for development opportunities



## OUR PATH FORWARD & FY26 GOALS

### Talent Management & Development

We are committed to attracting, developing, and retaining top talent across all roles in our schools. This means creating clear pathways for professional growth and leadership development, while fostering a culture of accountability and recognition. In FY26, we will invest in the tools and systems needed to support our people at every stage of their career journey.

#### FY26 Goals

- Create and communicate talent management philosophy and tools
- Formalize opportunities for professional development and career advancement for school leaders in partnership with the Academic Team
- Develop succession planning approach for key leaders
- Design and implement employee monetary recognition programs

### HR System Enhancement

To modernize and streamline our HR operations, we are implementing a fully integrated PowerSchool platform that centralizes employee data and improves user experience. This transition will enhance our ability to track applicants, manage performance, and ensure accuracy across HR, payroll, and finance systems.

#### FY26 Goals

- Implement PowerSchool that seamlessly integrates with Finance/Payroll system
- Modules include HR Records, Sourcing and Applicant Tracking, Performance Management

### Employee Value Proposition: Compensation & Benefits

A competitive, equitable, and compelling total rewards package is critical to attracting and retaining top talent. This year, we will refresh our compensation structure and reassess our benefits offerings to ensure they meet the diverse needs of our employees and reflect industry standards.

#### FY26 Goals

- Refresh compensation program philosophy and methodology
- Reevaluate benefit program offerings and vendors

### Employee Experience

Our goal is to make the People Team a trusted, go-to resource for all staff. By strengthening our service model, clarifying team roles, and ensuring high responsiveness, we will enhance the employee experience at every touchpoint. A core part of this work includes launching a formalized onboarding program that sets every new team member up for success from day one.

#### FY26 Goals

- Position the People Team as a go-to resource for advice, counsel, and instruction on matters impacting the employee experience
- Implement the highest levels of customer service expectations for proactive and timely service and response
- Ensure role clarity, ownership, accountability, and cross-training of all People Team members
- Formalize onboarding program for new employees in partnership with school leaders



As we look ahead to FY26, the People Team remains steadfast in our commitment to building a world-class employee experience that supports the excellence and sustainability of our schools. Together, we will continue to attract, develop, and retain top talent—ensuring every student has access to the exceptional educators and staff they deserve.

# Operations Highlights



During the 2024–2025 school year, the Home Office operations team concentrated on three core priorities. First, we remained committed to delivering a high-quality experience for all scholars and staff across our network. At the same time, we actively identified areas in need of improvement and developed both short- and long-term plans to address those challenges. Finally, we worked to deepen the role of data in our decision-making processes. We took meaningful steps to further systematize our daily operations, ensuring greater consistency and efficiency in service of our schools.

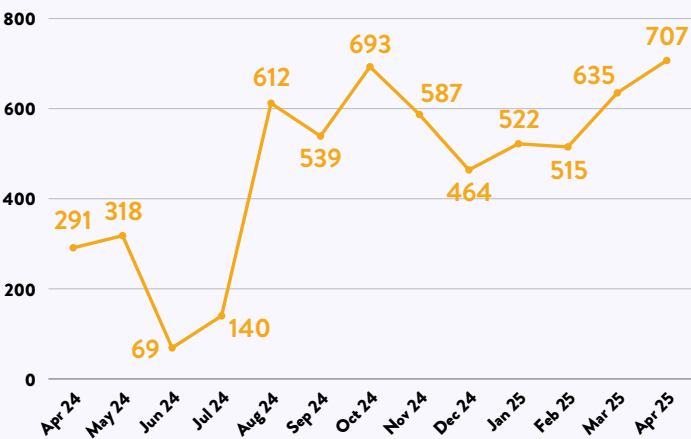
## MAJOR THEMES + TRENDS

- Leveraged data to inform strategic decision-making, including the development and use of dashboards to monitor performance and guide operational improvements.
- Strengthened vendor management by holding partners accountable to clear performance standards, resulting in improved service delivery across key areas.
  - *For example: Increased closure rate of KPM work orders and initiated a transition away from an underperforming transportation vendor.*
- Designed and began executing long-term operational improvement plans, including developing a multi-year capital investment strategy and a competitive bidding process for food service contracts.
- Laid the groundwork for future success by advancing foundational initiatives such as a comprehensive safety and security strategy.
- Enhanced two-way communication with school-based teams through initiatives like Operations Roadshows, ensuring that feedback from schools directly informs central planning.
- Strengthened and scaled high-performing systems, including continued enhancements to the organization's IT strategy to support evolving instructional and operational needs.

BY THE NUMBERS

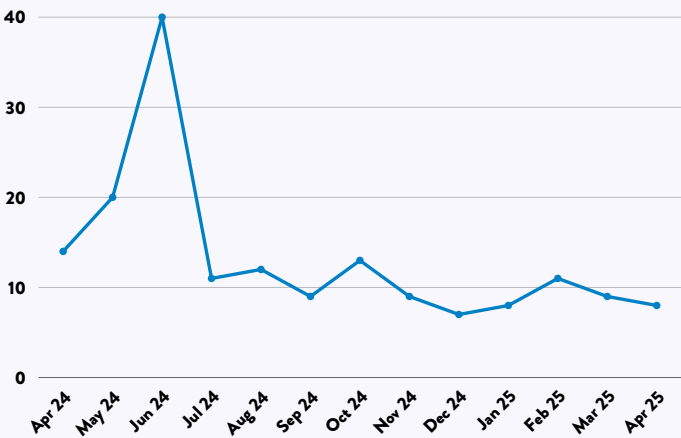
Facilities Management - huge uptick in closed orders (291 → 707)

Work Orders Closed By Month  
April 2024-April 2025



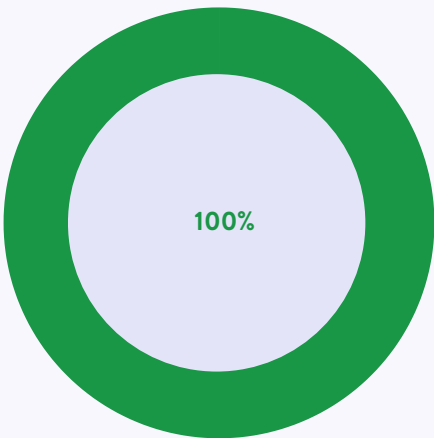
IT - consistent delivery - low response time, 0% aging work orders

Average Resolution Time By Month  
April 2024-April 2025



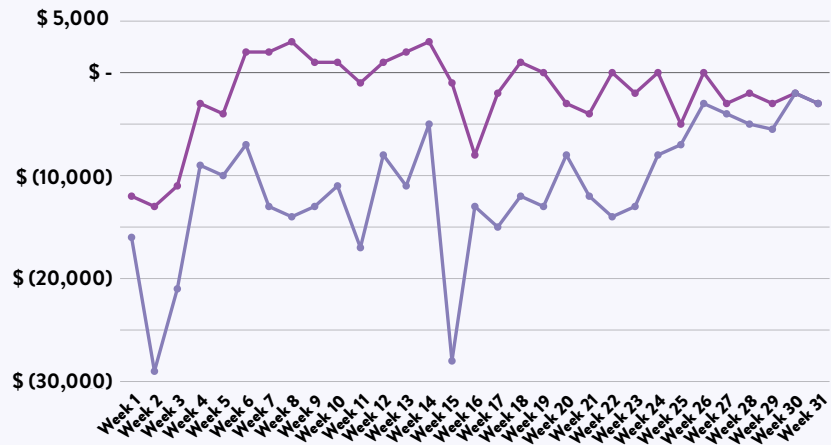
Work Velocity and Aging Work Orders  
April 2025

Tickets Closed Percentage



**Food service - major reduction in food waste, expense reduction (\$300,000 YoY improvement)**

**SY23-24 vs. SY24-25**



## OUR PATH FORWARD

Looking ahead to the 2025–2026 school year, we will prioritize:

**Executing capital improvement projects across all five campuses to enhance the learning environment and address long-term facility needs.**

**Standardizing safety and security services to ensure consistent protocols and high-quality implementation network-wide.**

**Onboarding new vendors in key service areas, including food and transportation, focusing on improving quality, reliability, and accountability.**

**Continuing to build the operational infrastructure necessary to position the organization for long-term success.**

## FY26 GOALS

### Facility Management

Complete the Woodland Hills gym renovation project, ensuring the space is fully operational and meets programmatic needs.

Implement the approved capital plan with fidelity, addressing priority infrastructure projects across all campuses.

Sustain high standards of facility upkeep by maintaining facilities audit scores above 90% across the network.

### Safety & Security

Update the organizational structure to include additional security personnel and a dedicated safety and security manager to strengthen campus coverage.

Conduct a comprehensive physical vulnerability assessment at all five campuses to identify and address potential risks.

Develop and implement standardized operating procedures (SOPs) to ensure consistent safety practices across all campuses.

### Network Operations

Establish key performance indicators (KPIs) and service level agreements (SLAs) with critical food service, transportation, and nursing vendors to ensure accountability and service quality.

Increase scholar and family participation in essential services, particularly in school meal programs and transportation, through targeted engagement strategies and improved service delivery.

### Information Technology

Replace all wireless access points across campuses to ensure fast, reliable connectivity that supports academic and operational needs.

Design and begin implementing a comprehensive cybersecurity strategy to protect sensitive data and enhance system resilience.

# Financial Summary



We continue to execute our long-term financial plan with discipline—budgeting conservatively, tracking enrollment closely, and adapting swiftly to changes in revenue. This approach ensures Breakthrough remains a strong fiscal steward, able to reinvest in what matters most: competitive compensation, high-quality curriculum, upgraded technology, and continuous improvement. Thanks to the strategic leadership of both our network and school teams, we have consistently outperformed projections and remain on track to achieve a balanced budget by FY27. Our financial decisions are always rooted in the bigger picture—building great schools today while securing our financial future.

## MAJOR THEMES + TRENDS

- **Stronger-than-Expected Financial Performance:** Despite enrollment fluctuations, we exceeded conservative revenue projections and maintained responsible cost management—putting us in a stronger position than anticipated.
- **Sustained Progress Toward FY27 Balance:** We remain on track to eliminate our structural deficit by FY27, thanks to multi-year planning, close monitoring of spending, and strategic investments aligned with long-term priorities.
- **Audit Excellence and Clean Financial Reporting:** We continue to earn clean audit results, demonstrating sound fiscal management, accurate reporting, and a commitment to transparency and compliance.
- **Operational Efficiency Through System Upgrades:** Ongoing investments in technology—including our upcoming finance and payroll system migration—are reducing manual work, improving data accuracy, and enhancing the user experience for staff.
- **Investment in Talent and a Culture of Care:** Our financial planning allows us to prioritize staff well-being and retention, including initiatives like paid family leave, improved benefits, and compensation increases.
- **Smarter Budgeting and Increased Financial Literacy:** We’ve built stronger budgeting processes, while also increasing financial visibility and education for school and department leaders to support more informed, equity-focused decisions.

BY THE NUMBERS

FTE Enrollment

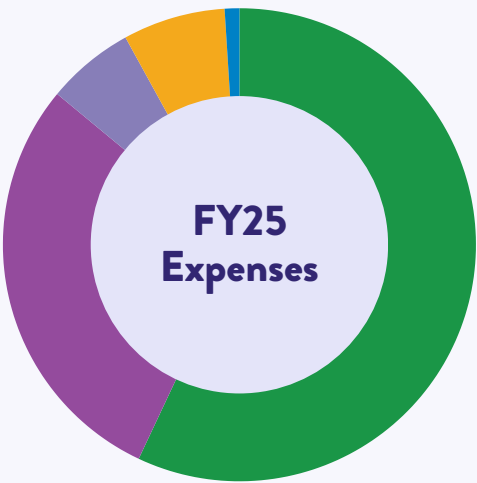
| 2024 | 2025 |
|------|------|
| 2889 | 2915 |

Cash Balance

| 2024            | 2025            |
|-----------------|-----------------|
| \$35,672,289.00 | \$30,044,265.00 |

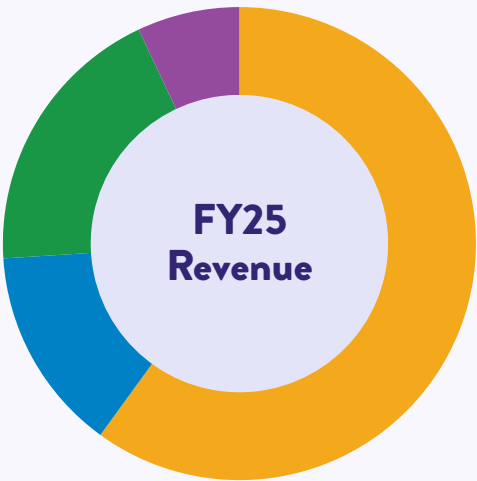
Expenses by Category

|                            | (\$thousands)        |
|----------------------------|----------------------|
| Staff                      | \$33,551.00 (56.76%) |
| Services & Supplies        | \$17,137.00 (28.99%) |
| Rent                       | \$3,691.00 (6.24%)   |
| Special Education Services | \$4,080.00 (6.90%)   |
| Other                      | \$654.00 (1.11%)     |
| -----                      |                      |
| TOTAL EXPENSES             | \$59,113.00          |
| 2024 Total Expenses        | \$55,159.15          |



Revenue Sources

|                      | (\$thousands)        |
|----------------------|----------------------|
| State                | \$32,834.00 (59.94%) |
| Federal              | \$7,636.00 (13.94%)  |
| Local                | \$10,284.00 (18.77%) |
| High-Quality Funding | \$4,025 (7.35%)      |
| -----                |                      |
| TOTAL REVENUE        | \$54,779.00          |
| 2024 Total Revenue   | \$52,629.06          |





## OUR PATH FORWARD

### Continue System Upgrades

By June 30, 2026, we will implement a new integrated finance, accounting, and payroll system that seamlessly connects with Talent & People platforms. This upgrade aims to enhance the employee experience—measured by satisfaction scores—streamline processes, improve data accuracy to 95% or higher, and enable self-service capabilities for all relevant users.

### Continue to Execute & Update Strategic Financial Plan

We will maintain disciplined execution of our multi-year financial plan, updating it regularly to reflect changing conditions and opportunities, ensuring long-term fiscal health and alignment with organizational goals.

### Meet Commitment to Balanced Budget

We remain focused on closing the structural deficit by FY27 through careful budgeting, proactive expense management, and clear communication of trade-offs and priorities across the network.

## FY26 GOALS

### System Migration

- By June 30, 2026, successfully implement a new finance, accounting, and payroll system integrated with Talent & People systems. This process will include cross-functional input and user feedback to ensure the system is inclusive, efficient, and user-friendly, enhancing overall employee experience and operational accuracy.

### Execute & Update Strategic Financial Plan

- By December 31, 2025, develop long-term financial modeling tools for key drivers such as mergers, enrollment, and staffing, and incorporate them into cross-functional planning.
- By June 30, 2026, roll out a comprehensive CMO-level financial resilience plan that includes reserve targets, a reserve build strategy, and investment account setup aligned with our values, liquidity needs, and risk profile. This plan will be developed through an inclusive process prioritizing equity and accessibility.

### Improve Customer Service & Accuracy

- By September 30, 2025, launch tools to monitor payroll accuracy, employee satisfaction, and response times.
- By December 31, 2025, establish baseline data for these metrics.
- By June 30, 2026, demonstrate measurable improvements and implement clear accountability plans if targets are not met. This initiative will be driven by ongoing, real-time feedback from staff to continually enhance our service.

### Meet Commitment to Balanced Budget

- By December 31, 2025, initiate the FY27 budget process, identify necessary cuts to reduce the deficit by approximately \$4 million, and align strategy with the Network Leadership Team (NLT). Prepare contingency plans to reduce expenses by up to \$6 million if FY26 enrollment targets are not met.
- By May 31, 2026, finalize and approve a balanced FY27 budget aligned with organizational priorities. Throughout this process, we will communicate transparently, seek input, and ensure all stakeholders understand the decisions and trade-offs involved.

# Looking Inward: Our Analysis

## STRENGTHS

### Unified Vision & Strategic Clarity:

- Network-wide alignment on academic achievement, family satisfaction, staff sustainability, and fiscal stewardship as evidenced in the Strategic Plan and April/June Retreats.

### Resilient Leadership & Cultural Foundation:

- Strong adherence to BPS values: Joy, Growth Mindset, Belonging, and High Support, evident across academic and operational plans.

### Improved Staff Sentiment:

- Significant growth in Spring 2025 Spark survey scores, especially in “Satisfaction” and “Growth and Advancement” domains.

### Targeted and Scalable PD Programs:

- High-leverage systems like PLC+ and the 90-Day Teacher Development Program that build leader and teacher capacity across campuses.

## OPPORTUNITIES

### Data-Driven Instructional Shifts:

- Continued investment in real-time data tools (i-Ready, EUAs, Exit Tickets) and analytics coaching to close achievement gaps and improve scholar growth.

### Scholar Experience Redesign:

- Enhance brave and belonging environments through expanded SEL, PBIS, and culturally responsive practices, which are now embedded in the Scholar Experience Arc.

### Professional Learning Acceleration:

- Codified PD arcs and increased coaching capacity provide a launchpad to accelerate Tier 1 instruction and address fidelity issues.

### Fiscal Discipline &

### Enrollment Strategy:

- Opportunity to tighten fiscal alignment and drive enrollment recovery through better integration of school-based and network marketing strategies.

# Appreciation and Acknowledgements



As we reflect on the progress and purpose that have defined the 2024–25 school year at Breakthrough Public Schools, I want to begin by expressing my deepest gratitude to the many individuals and communities who helped guide, sharpen, and sustain our work.

To the CEO Eyes Wide Open cohort and the Charter School Growth Fund (CSGF) — thank you for creating a space that demanded candor, clarity, and courageous leadership. The shared learning and authentic exchange in that circle of leaders have been instrumental in pushing me to think more boldly and lead more transparently. Your partnership made me a stronger CEO and, as a result, made Breakthrough better.

To my colleagues on the Network Leadership Team (NLT) — your relentless commitment to excellence, your belief in our mission, and your deep love for our scholars anchor every major accomplishment we've achieved this year. You have embraced urgency, built capacity across the organization, and held us all to the highest standard of equity and excellence. I am proud to lead alongside you.

And to our Board of Directors — thank you for your steadfast support, strategic guidance, and unwavering commitment to Breakthrough's mission. Your leadership has created the conditions for transformative progress, and your trust in our team fuels our ability to lead with purpose and conviction.

This year, our collective leadership efforts were driven by one shared vision: ensuring every Breakthrough scholar experiences a joyful, rigorous, and equitable education that prepares them for lives full of impact and opportunity. The work is far from over — but with partners like you, the road ahead is bright.

With gratitude and resolve,

– *Andrew*

CONNECT ON LINKEDIN @ANDREWM CRAEEDLEADER

# Appendix

## FY26 GOALS & PRIORITIES

### Our 2027 Network Priorities

Together, we will leverage our knowledge skills and time to drive transformation change in:

#### Academic Achievement

100% Proficiency  
+ 75th Percentile  
by 8th grade

#### Family Satisfaction

Partnership from  
Kindergarten to  
Career

#### Staff Satisfaction

Sustainable Excellence  
and Professional  
Growth

#### Fiscal Stewardship

Balanced Budgets  
and Long-term  
Viability

#### Scholar Achievement

*Become a network of  
high-quality schools*

1. All BPS campuses will earn an overall rating of 4 stars or more
2. 100% of schools meet and/or exceed their annual academic goals
3. BPS will meet or exceed an average daily attendance rate of 93%

#### Scholar Recruitment

*Fill the Seats*

#### Scholar Retention

*Retain every scholar*

4. 100% of schools reach and maintain budgeted enrollment targets
5. BPS will achieve a student retention rate at or above 95%
6. NPS score for students (20+) and parents (55+)

#### Talent Retention

*Retain high-quality staff*

7. NPS score for staff (40+)
8. BPS will retain at least 80% of its staff during the 2025-2026 school year

#### Mature Systems

*Mature and implement  
key systems to create  
efficiencies*

9. BPS will stay within the board approved FY26 Budget
10. 100% hired by the Start of School; All open roles closed in 60 days