

Annual Report 2025

Strategic Plan:
2025 Achievements
& 2026 Outlook





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Table of Contents

Student Enrollment & Development	3-4
Facilities Progress	5-6
Donor Development	7-8
Fiscal Management Program	9-10
Community Engagement	11-12
Outreach & Partnerships	13-14

Strategic Initiative 1

Achieved Excellent Christian Education in 2025

Teacher Development Completed

We successfully surveyed teachers in 2025 to assess curriculum confidence and identified professional development needs. We created specific plans for each teacher, including ACSI Certification and a focused emphasis on subject mastery in Math and ELA, integrated with Biblical principles.

Parent Education Implemented

We developed and successfully implemented a comprehensive Parent Education plan in 2025, significantly supporting student learning and engagement within the Christian education framework.

Literacy Specialization Established

We added a dedicated literacy specialist and implemented a successful pull-out plan for K-5 students (Harlem Literacy) in 2025, conducting meetings 3-5 times a week to significantly enhance reading skills.

ACSI Accreditation

The school successfully received accreditation from the Association of Christian Schools International, affirming its commitment to strong Christian education standards, academic quality, and continuous institutional improvement.



Strategic Initiative 2

Increased Student Enrollment

Successfully Split MS Classes

We successfully decoupled middle school classes in 2025, creating new capacity and available seats. We also launched an MS-centered advertising campaign that highlighted these new openings and focused on sports, STEM, and activities on our website.

Achieved 2025 Enrollment & Retention Goals

We successfully tracked historic retention, established new retention goals, and created an enrollment forecast sheet by grade in 2025. These strategies are currently guiding our efforts to achieve enrollment and retention targets for 2026. Looking ahead to the 2026–2027 school year, we are expecting an additional 15– 20% increase in enrollment growth.

Preschool Construction on Hold Until 2028

Our preschool construction program is on pause until further notice as we focus on expanding classroom space for our Impact After-School Program. This expansion is expected to increase Impact After-School Program enrollment by 15 to 25 students by September 2026, along with renovations to the first-floor entrance and the kitchen.



2025-2026

GROWTH ACHIEVED

10-15%

We achieved our targeted enrollment growth of 10-15% for the 2025-2026 academic year, meeting our initial goals.

185

We are on track to reach our long-term goal of 185 total student enrollments by 2030, which includes two preschool rooms (3s and 4s).

Strategic Initiative 3

State-of-the-Art Facilities Progress

2025 Facilities Upgrades Completed

- The electrical upgrade is in progress and expected to be completed by April 2026.
- HVAC systems have been installed on the 3rd, and 4th floor.
- The roof replacement has been completed, and solar installation is scheduled for Summer 2026.
- A 5,000-gallon oil tank was removed from behind the building, and clean soil certification was obtained.

Life Safety Improvements

- Life safety concerns identified in professional reports are being addressed.
- 219 windows throughout the building have been upgraded to meet safety and efficiency standards.
- A new academic room on the 4th floor has been renovated.

2025 Action Plan Implemented

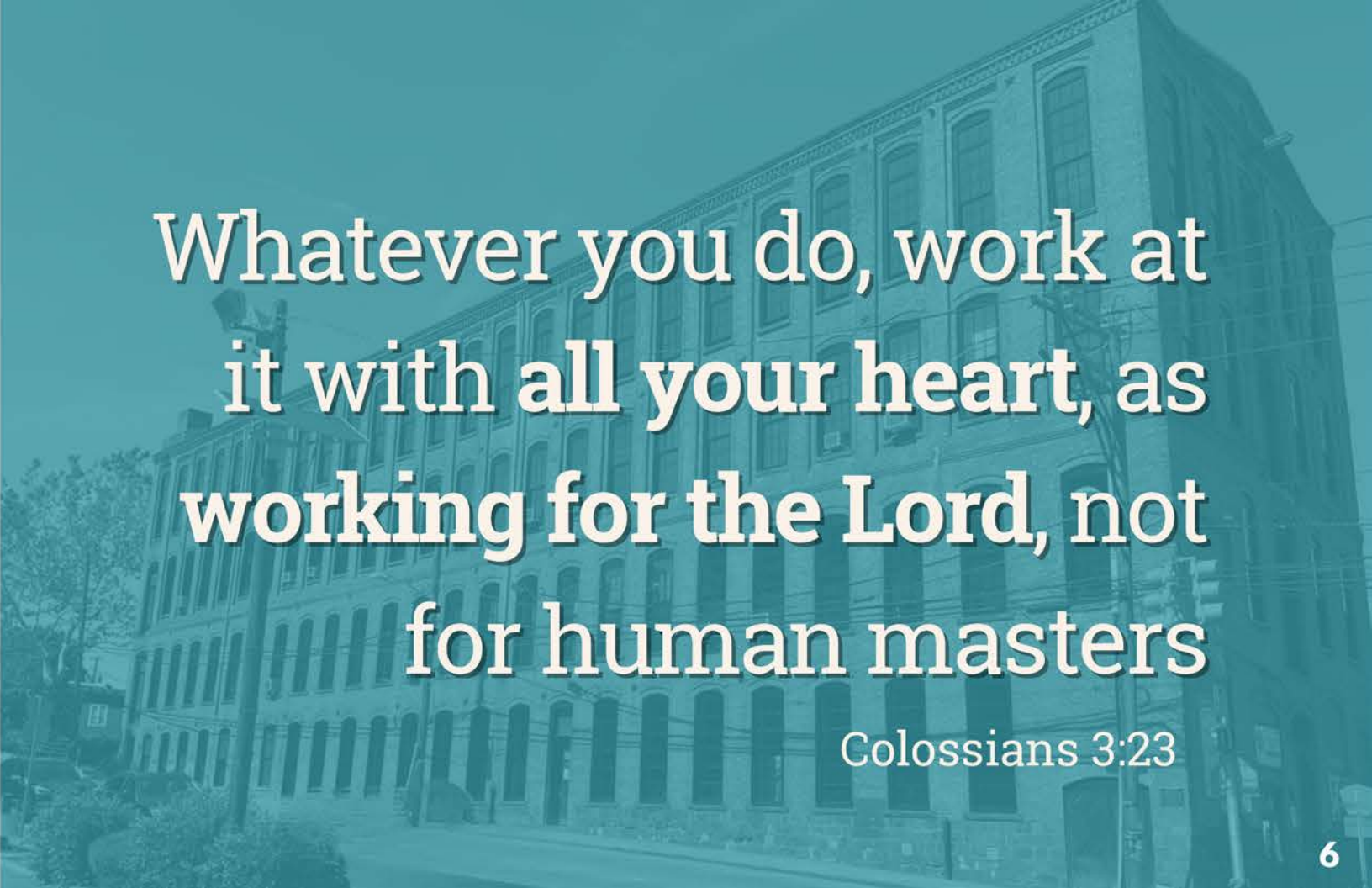
- Successfully leveraged NJEDA grant opportunities.
- Secured a \$100,000 Bolger Foundation grant.
- Received \$250,000 to support facility improvements.
- Secured a \$30,000 Columbia Bank grant.

Upcoming 2026 Developments

- Following Lewis Chapman's departure in August 2026 Great Commission University will be leasing space on the 1st floor under a collaborative-use agreement.
- Renovating two existing classrooms on the 1st floor into multipurpose academic rooms.
- Creating a new cafeteria on the 1st floor.
- Renovating the kitchen.
- Renovating bathrooms.
- Renovating the first-floor entrance. Renovating and rebuilding the bluestone steps and railings on the side of the school.

End of 2026 Early 2027

- The next phase of facilities expansion is scheduled for execution by the end of 2026 and will include exploring the addition of a potential elevator.
- Explore the renovation and restructuring of all classrooms, K-8, in accordance with the LAN Associates plan.
- Upgrading the first-floor storage area.



Whatever you do, work at
it with all your heart, as
working for the Lord, not
for human masters

Colossians 3:23



Digital Campaigns & Recurring Donations:

2025 Achievements & 2026 Progress

Robust Digital Campaigns Launched

In 2025, we successfully developed, designed, and launched robust digital campaigns. We are currently working toward outsourcing their enhancement by the end of 2026, with an estimated investment of \$20,000–\$25,000, to expand our reach and better engage potential donors.

These programs include communication initiatives such as Aslan's Voice donor e-newsletter, targeted engagement emails, and add to our video production for additional donor communications.

Recurring Donor Program Established

We successfully established a long-term recurring donor program in 2025, and are currently achieving our goal of covering 30% of the operating budget through consistent contributions.

Multi-Year Pledge Program Implemented

We implemented a multi-year pledge program in 2025, successfully offering opportunities to sponsor a student (K-8) or contribute to capital projects over several years.

Strategic Initiative 4

Establishing a Sustainable Donor Development Program

1 Project Funding Accomplished

We successfully listed all projects with detailed budgets and timelines, articulating the "why" by June 2025. We also defined annual and long-term dollar values for each initiative.

2 Large Donor Base Developed

We successfully cultivated relationships with potential donors through engaging networking dinners. Our ongoing targeted visits continue to support our goal of raising \$200,000 annually. In 2025–2026, the total amount raised from new donors was \$169,176.

3 Alumni Association Establishment

We plan to formally establish an active alumni association by the end of 2026, which will successfully expand our network and raise \$100K annually for development.

Strategic Initiative 5

Effective Fiscal Management Program Successfully Implemented

Financial Processes & Control Mastered

We have successfully documented and shared key financial processes with the board and implemented improved reporting and accounting systems, including QuickBooks Online, to strengthen financial oversight and transparency.

Accrual-Based Accounting Transitioned

We are transitioning to accrual-based (GAAP) financial statements to strengthen our financial management and support future grant applications and external audits. We are also working to ensure that our internal systems, including FACTS and Bloomerang, are fully aligned with our financial reporting through regular reconciliation.

Cash Surplus Achieved

We are working towards building a cash surplus equivalent to a minimum of 6 months' expenses within a 4-5 year timeline, having successfully reached a 3 month surplus by the end of year 3 (2026).



Financial Planning Enhanced

The balance sheet will be further strengthened through formal asset appraisals by the end of 2026. We also plan to establish a line of credit to support operational stability, made possible through clear and consistent financial processes.

Financial planning and budgeting were strengthened in 2025, and we are currently implementing quarterly cash flow forecasting to further improve long-term financial management, with a goal of completion by the end of 2026.

Scholarship & Tuition Frameworks Established

We are finalizing an updated and clarified GFC Partnership by the end of 2026. We are also working on creating a clear scale and process for scholarship awards and tuition assistance, including goals for financial-based student acceptance (percentage of full-tuition versus scholarship students) by the 2026–2027 school year.

Achieved Community Engagement Initiatives

Strengthened Local Alliances (2025)

In 2025, we strengthened our local alliances through active engagement with city officials, community leaders, and local organizations. These efforts included gatherings and community events with Bob Guarasci, Mayor Andre Sayegh, City Council President Alex Mendez, and Councilwoman Lilisa Mimms, as well as strengthened relationships with organizations such as the Paterson Alliance, City Impact, Silk City Connection, and Hinchliffe Stadium leadership.

These partnerships included exploring the possibility of hosting a Community Day at Hinchliffe Stadium in 2026.



Hosting Community Education Seminars (2026)

In 2026, we will host community education seminars focused on financial literacy and homeownership, parenting, and health awareness.

These seminars are designed to empower and support the DTCS community by providing practical knowledge and resources that promote long-term well-being and self-sufficiency.

WORKING TOGETHER TO EMPOWERING FUTURES



Forged Connections with Great Falls Historic Park and Others (2025)

In 2025, we forged stronger connections with the Great Falls Historic Park, leveraging local landmarks for significant community benefit.

We strengthened relationships with Great Falls Historic Park Superintendent Mr. Darren Boch and Paterson Parking Authority Executive Director Mr. Tony Perez, utilizing these partnerships to support meaningful community development projects in the future.



Established Partnerships

We continue our commitment to building strong partnerships with Servants Heart and the Great Falls Center. Through these collaborations, our mission is to provide sustainable youth programs such as Workmanship, a hands-on training initiative for students ages 18 and older.

This program offers technical training in carpentry, electrical work, plumbing, masonry, welding, and automotive skills, preparing participants for meaningful career opportunities.

Strategic Initiative 6

Community Outreach & Partnership

Successfully Utilized TGFC & Community Facilities

In 2025, we effectively utilized the TGFC building to prepare and distribute 46,000 hot meals to families and individuals in need. Through our community center, we also provided care packages and toys during the Christmas season.

Additionally, we partnered with City Impact to serve the homeless community by distributing food and blankets, and we organized a citywide We Serve / Love Banquet, creating opportunities for community connection, volunteer service, and a Thanksgiving meal for individuals who otherwise would not have had a place to gather.

Organized Special Events

In 2025, we successfully organized special events such as Chat & Chew, which focused on connecting people, organizations, and ministries to support one another while creating greater opportunities and visibility. We also hosted our annual Pastors Luncheons, celebrating the vital role of local pastors and recognizing their meaningful contributions to the community.

In 2026, we expect to gather 100 pastors for the Pastors Luncheon and continue our Chat & Chew initiative to bring people together and strengthen the bonds of the Christian faith.



1,000 VOLUNTEERS HAD THE OPPORTUNITY TO SERVE THE PATERSON, NJ COMMUNITY THROUGH THESE INITIATIVES.

Fostered Arts & Community Partnerships

At Dawn Treader Christian School, we continue to foster the power of the arts and community partnerships through collaborations with 2nd Generation Music, LDe Dance School, and Train Up Sports. We believe we do not need to reinvent the wheel when others are already moving it forward with great success; our role is to empower those who believe in creativity. In 2026, we plan to continue our mission of connecting with like-minded artists and ministries that inspire growth and community engagement.

Provided Volunteer & Service Opportunities

In 2025, we successfully organized special community events such as Community Day, providing a safe and welcoming space for families to receive free backpacks with school supplies, sneakers, haircuts for boys and girls, and a full carnival experience for children to enjoy. Nearly 1,000 volunteers had the opportunity to serve the Paterson, NJ community through these initiatives.



Academic Excellence with a Rich Faith-Based Foundation

Nearly Half a Century of Vibrant & Quality Education

Since 1977, Dawn Treader has provided a vibrant and quality educational environment for students in grades Kindergarten to Eighth.

DTCS educates the total student in an intercultural, Christian setting so that each may live the Christian life as a unique image-bearer of God.

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