

LOVELAND CLASSICAL SCHOOL
Charter School Strategic Plan Template
Mission Statement

Loveland Classical Schools assists parents in developing young minds with virtuous character, critical thinking skills, and a passion for learning to become exceptional community stewards.

Goal: Excellence in Academics								
Indicator	Measure	Metric	Baseline	Years	Targets	Activities	Person(s) Responsible	Status
High performing literacy program	School-wide internal Benchmark Testing (and State Testing Data once it is available and normed) and Severe Reading Deficiency (SRD)	AimsWeb (K-12) and DIBELS NEXT (K-5) READ Plan	2014/15: 87.12% Fluency 75.94% Compreh.	2015/16	88% Fluency 79% Compreh. 86% Spelling 20 SRD students	Expand MTSS and Literacy Program (FTE, trainings, etc.)	Principal/APs	3x/year, Targets for Spring testing Spring Benchmark testing/READ Plan Assessments
			85.81% Spelling	2016/17	89% Fluency 81% Compreh. 87% Spelling 14 SRD students	Expand MTSS and Literacy Program (FTE, trainings, etc.)		
			53 2014 SRD to 27 2015 SRD	2017/18	90% Fluency 82% Compreh. 88% Spelling 8 SRD students	Sustain and refine MTSS and Literacy Program		
High performing math program	School-wide internal Benchmark Testing (and State Testing Data once it is available and normed)	AimsWeb (K-12)	2014/15: 80.28% Applic. 83.30% Comp.	2015/16	81% Applic. 84% Comp.	Expand MTSS Math Support (FTE, trainings, etc.)	Principal/APs	3x/year, Targets for Spring testing
				2016/17	82% Applic. 85% Comp.	Expand MTSS Math Support (FTE, trainings, etc.)		
				2017/18	83% Applic. 86% Comp.	Sustain and refine MTSS Math Support (FTE, trainings, etc.)		
Competitive and high performing HS program	HS ACT scores	ACT	14/15 year's data 19.8 Avg. compos. scores	2015/16	+1 from 14/15 21	ACT Prep. Classes provided for juniors.	Principal/AP	annual
				2016/17	+1 from 15/16 23	ACT Prep. Classes provided for juniors.		
				2017/18	+1 from 16/17 25	ACT Prep. Classes provided for juniors.		

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	Literacy - Fluency	CBM	14/15 9-12 composite = 89.3%	2015/16	90%	MTSS Support; Faculty knowledge of CBM components	Principal/AP	3x/year; Benchmark is Spring
				2016/17	91%	MTSS Support; Faculty knowledge of CBM components		
				2017/18	92%	MTSS Support; Faculty knowledge of CBM components		
	Literacy – Comprehens.	MAZE	14/15 9-12 composite = 79.2 %	2015/16	80%	MTSS Support; Faculty knowledge of MAZE components	Principal/AP	3x/year; Benchmark is Spring
				2016/17	81%	MTSS Support; Faculty knowledge of MAZE components		
				2017/18	82%	MTSS Support; Faculty knowledge of MAZE components		
Competitive and high performing HS program	Literacy - Spelling	AimsWeb	14/15 9-12 composite = 89.1%	2015/16	90%	MTSS Support; Faculty knowledge of AimsWeb components	Principal/AP	3x/year; Benchmark is Spring
				2016/17	91%	MTSS Support; Faculty knowledge of AimsWeb components		
				2017/18	92%	MTSS Support; Faculty knowledge of AimsWeb components		

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	Math – Computation.	MCOMP	14/15 9-12 composite = 78.9%	2015/16	79%	MTSS Support; Faculty knowledge of MCOMP components	Principal/AP	3x/year; Benchmark is Spring
				2016/17	80%	MTSS Support; Faculty knowledge of MCOMP components		
				2017/18	81%	MTSS Support; Faculty knowledge of MCOMP components		
	Math – Application	MCAP	14/15 9-12 composite =73.0 %	2015/16	74%	MTSS Support; Faculty knowledge of MCAP components	Principal/AP	3x/year; Benchmark is Spring
				2016/17	75%	MTSS Support; Faculty knowledge of MCAP components		
				2017/18	76%	MTSS Support; Faculty knowledge of MCAP components		
	Concurrent credit classes taken	Students enrolled in concurrent classes through Community College (ACC)	0 in 14/15	2015/16	0	Establish MOU with ACC; promote to students & parents; Set-Up mtgs. Bet. ACC officials & families; Evaluate credentials of LCS teachers and hire suitable candidates for teaching concurrent classes	Principal/AP	ACC & TSD have been approached; Continue building working relationship towards MOU; After MOU arranged and finances established

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				2016/17	6-10 students enrolled in concurrent classes	Build schedule and faculty capacity w/concurrent components; Enroll students		w/TSD, begin enrolling and serving students. Assessed annually.
				2017/18	18 students enrolled in concurrent classes	Build schedule and faculty capacity w/concurrent components; Enroll students		
Competitive and high performing HS program	Extracurricular Program Growth	Number of Students in Extracurricular Activities (Clubs & Sports)	<10	2015/16	20 students in activities	Create extracurricular opportunities (In House) – some growing from classes	AP/Principal	Off sight sports activities have begun; Some On-site activities have been implemented. Assessed annually.
				2016/17	35 students	Create and grow extracurricular opportunities– some growing from classes		
				2017/18	50 students	Create and grow extracurricular opportunities– some growing from classes		

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	Quality of Extracurricular Programs	Participation and recognition of superior quality	Athletics: Lettering – 0; Non-Athletic competitors - 0	2015/16	Athletics: 2 letters; Other: 5 competitors	Create extracurricular opportunities involving competition (ex. - Mock Trials, chess club, debate clubs, forensics, service – Key)	AP/Principal	Some athletic participation – will increase; gathering interest in clubs. Assessed annually.
				2016/17	Athletics: 3 letters; Other: 10 competitors	Continue above; Seek jurisdictional recognition		
				2017/18	Athletics: 3 letters; Other: 10 competitors	Continue above; Seek jurisdictional recognition		
Core Virtues	Quantified Data from Classical Culture Character Programs	Quantify Character Program: Monthly Avg. Amount of Disciplinary Referrals (minor,	2014/15 Monthly Avg. Referrals: K-5: 19 6-8: 12 9-12: 3 And Positive	2015/16	Monthly Avg. Referrals: K-5: 18 6-8: 11 9-12: 2 And Positive recognition earned system initiated	Implementation of Elementary (K-5) PBIS system and Upper (6-12) House System	APs/Principal	Implementation of K-5 and 6-12 Classical Culture Character Programs (Elementary (K-5) PBIS and Upper School (6-12) House System) to

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Charter School Strategic Plan Template
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		moderate, and major) And Monthly amount of Positive Recognition Earned	Recognition Earned system not in place currently	2016/17	Monthly Avg. Referrals: K-5: 17 6-8: 10 9-12: 2 And +2% Monthly Avg. Positive recognition	Expansion of Implementation of Elementary (K-5) PBIS system and Upper (6-12) House System		be initiated in 1 st quarter of 15/16. Monthly average data of disciplinary referrals and Monthly average of Positive Recognition Earned assessed Annually.
				2017/18	Monthly Avg. Referrals: K-5: 16 6-8: 8 9-12: 1 And +2% Monthly Avg. Positive recognition	Sustain and refine Implementation of Elementary (K-5) PBIS system and Upper (6-12) House System		
Implementation of Classical Education model	Implementation of the Classical Trivium by teachers and Student Performance on Core Knowledge	Quantify Classical Education: Trivium Instruction Evaluations and AOK content exams on	Data not in place currently; both systems to be implemented in 2015/16	2015/16	Trivium Instruction Evaluations and AOK content exams implemented and baselines established	Implement Trivium Instruction Evaluations and AOK content exams (grades 4-12)	Principal/APs	Trivium Instruction Evaluation and AOK content exam data assessed annually.

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Charter School Strategic Plan Template
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	and Classical Curriculum content exams	LCS' Core Knowledge and Classical Curriculum		2016/17	2 point avg. growth on teacher performance on Trivium Evaluations +2% growth on school-wide AOK subject matter exams.	Sustain and refine Trivium Instruction Evaluations and AOK content exams (grades 4-12)		
				2017/18	2 point avg. growth on teacher performance on Trivium Evaluations +2% growth on school-wide AOK subject matter exams.	Sustain and refine Trivium Instruction Evaluations and AOK content exams (grades 4-12)		
High quality SpED offering	Consistency in Plan Implementation and Compliance by staff and Continued Achievement of IEP plan	Student Performance data per student plan acc./mod. And school-wide avg.	2014/15: 53%of stud. w/ IEPs/504s passing all classes and 100% IEP plan goals met	2015/16	85% of stud. with IEPs/504s passing all classes and 100% IEP plan goals met	Continued Professional Development program and coordination with TSD admin. staff, increased systems of evaluating teacher plan implementation	Principal/APs/ Case Managers	Students with IEPs/504s grades checked weekly (averaged) by case managers in coordination with site APs, Quarterly progress

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	goals	performance percentiles on student IEP plan goals		2016/17	90% of stud. w/ IEPs/504s. passing all classes and 100% IEP plan goals met	Continued Professional Development program and coordination with TSD admin. staff, sustained/refined systems of evaluating teacher plan implementation		monitoring of growth towards IEP plan goals by case manager; both data assessed annually.
				2017/18	95% of stud. w/ IEPs/504s passing all classes and 100% IEP plan goals met	Continued Professional Development program and coordination with TSD admin. staff, sustained/refined systems of evaluating teacher plan implementation		
Expansion of Electives/ Extra-curricula's	Extracurricular and Electives offering that is varied	The quantity and variety of clubs, extra-curricula's, and sports	10 clubs/extra-curricula's and 6 sports offered	2015/16	12 clubs/extra-curricula's and 6 MS sports offered	Assess staff availability/interest /ideas for additional clubs/extra-curricula's. Athletic Director develop additional sport program.	Assistant Principals	Current existing activities, need for additional staff and program offerings.

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		offered		2016/17	14 clubs/extra-curricula's and 7 MS sports offered	Staff incentive for additional clubs/extra-curricula's. Athletic Director develop additional sport program.		
				2017/18	16 clubs/extra-curricula's and 8 MS sports offered	Continuation of staff leadership of additional clubs/extra-curricula's. Athletic Director develop additional sport program.		

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Goal: Sound Operations								
Indicator	Measure	Metric	Baseline	Years	Targets	Activities	Person(s) Responsible	Status
Financial Health	Be in green on all financial dashboard components; closing month-end on time; numerous people knowing financials; contract requirements	Viable 5-year financial plan that meets our long-term goals;	Financial dashboard : 6 indicators green, 1 indicator in yellow (Months of Unrestricted Cash)	2015/16	1) Be in Green on all financial dashboard items by year end. 2) Develop 5 year plan by 10/15/15.	1) Finance Committee (FC) to monitor dashboard monthly. 2) CFO work with Principal to develop 5 yr. plan for approval by FC and Board.	CFO/Board treasurer	Green in 6 of 7 categories on financial dashboard as of November 2015; 5-year plan complete and presented to board on time.
				2016/17	1) Be in Green on all financial dashboard items. 2) Update 5 year plan.	1) Monitor dashboard monthly. 2) CFO to update 5 yr. plan for approval by Finance Committee and Board.		
				2017/18	1) Be in Green on all financial dashboard items. 1) Update 5 year plan.	1) Monitor dashboard monthly. 2) CFO to update 5 yr. plan for approval by Finance Committee and Board.		

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Competitive Salary and Benefits	Market-driven: TSD, St. Vrain, Poudre, charters	Benefits and salary compared to like positions	LCS September 2015 benefits and compensation package	2015/16	Enhance the Benefit Package	Add health benefits	CFO/Board Treasurer/ Administration	Implemented health benefits for eligible staff starting Nov 1; analysis complete of comparable salary schedules
				2016/17	Maintain a competitive Salary & Benefit Package	Analysis of current state		
				2017/18	Maintain a competitive Salary & Benefit Package	Analysis of current state		
Financials for facilities to meet our needs	Qualify to meet long-term goals	Financial dashboard	April 26, 2015 board approved budget	2015/16	Present 5 yr Budget to potential Bond Broker	Creation of a balanced 5-yr; revised financial reporting	CFO/Board Treasurer	Balanced 5-yr projections complete; decision on K-12 model; as of 11/19/16 research in to financials for growth
				2016/17	Apply for Bond Financing Fall 2016			
				2017/18	Purchase property and design new facility			
Effective Marketing & Community Relations	development of waitlist; effective strategic marketing plan; aligned skillset of individuals leading effort	2015 High School Benchmarks; funding requirements	2015/16 October count: K-8: 96.8% (668/690) HS: 67 (67/100)	2015/16	95% capacity in K-8 (690 slots); 55-60 HS (~120 slots)	Open Houses, GP Day, Classical Nights, community events & booths	Board/Board Marketing Liaison/ Administration	Open Houses and Classical Nights scheduled for year; HS Transition Night scheduled for 12/1; community events; flyers
				2016/17	102% capacity in K-8 (720 slots); 87 HS (~120 slots)			
				2017/18	107% capacity in K-8 (750 slots); 107 HS (~120 slots)			

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Goal: Expansion of Facility								
Indicator	Measure	Metric	Baseline	Years	Targets	Activities	Person(s) Responsible	Status
School Expansion (long term solution)	Sustainability of K-12 decided; Define what program needs to be; Direction on options; Options actively pursued	Financials that support a K-12 program with growth and expansion	LCS' current operation structure K-8 main site, HS second site (Faith Church)	2015/16	Decision on program (K-8 or K-12), Oct. Program defined and site need identified with healthy 5 year projections, Oct. Mid-term (1-3 years) and Long-Term Final Options (3-5 years) for expansion identified and begin pursuing, Jan. Initial site plans created, March	Board decision on Admin recommendation/benchmarks, Oct. Program defined and site need identified with healthy 5 year projections, Oct. Options researched and mapped out for recommendation to Board, Jan. Program defined, reviewed with architect, March Consultant come in for capital campaign, March	Board/ Administration	Ian Stout to provide data to Board, Oct. Ian Stout and Rick Boos, Oct. Expansion Committee, Nov. Ian Stout and architect, Jan. CFO/Board/Admin in March

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				2016/17	Final Option decided, Purchase process begins Financing options pursued			
				2017/18	Construction to be completed by end of year 3			
Expansion Committee	Knowledgeable Chair of committee with PM/ leadership expertise; correct skill set on the team;	Functioning committee with expertise in engineering and expansion projects	EOY 2015	2015/16	Expansion Committee member need identified and actively pursued Expansion Committee to focus on short-term and long-term goals	Recruit experts; review of existing options; risk analysis reports for board	Board Expansion Committee Liaison/ Administration	Final Risk analysis complete and submitted to board Feb – expansion committee staffed with persons knowledgeable in the area
				2016/17	Expansion Committee continue to drive initial and implementation stages of Expansion process			
				2017/18	Expansion Committee continue with the implementation of site expansion			

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Goal: Board Governance								
Indicator	Measure	Metric	Baseline	Years	Targets	Activities	Person(s) Responsible	Status
Strong Governance	Annual Board Training	Board Training requirements and Training Budget	Annual expectations in Training requirements via board agreement	2015/16	Compliance with annual expectations for each board member	Attend Trainings; Join Trainings via Webinars. Report applicable information from trainings to Board for tracking and additional learning; distribute white papers and/or summaries to board members and archive in VBB	Board	
				2016/17	Compliance with annual expectations for each board member	Attend Trainings; Join Trainings via Webinars. Report applicable information from trainings to Board for tracking and additional learning; distribute white papers and/or summaries to board members and archive in VBB		

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				2017/18	Compliance with annual expectations for each board member	Attend Trainings; Join Trainings via Webinars. Report applicable information from trainings to Board for tracking and additional learning		

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Indicator	Measure	Metric	Baseline	Years	Targets	Activities	Person(s) Responsible	Status
	Annual Board Self-Eval	Board calendar item; Go through eval together or separately and then review	Annually – use 2015 tool results to determine specific training/development needs	2015/16	List training/development needs from 6/2015 results	Areas identified for continued focus were completion of an updated strategic plan (in process through the Colorado League of Charter Schools as described above in Discussion Item 7.10), continued proactive communication by the board to stakeholders to continue to clarify misconceptions of the board’s roles and responsibilities and to continue to improve board to stakeholder relationships, and board development and onboarding of new board members including a “team building” offsite to help new members ramp up, review the board agreement and to help establish operating norms within the new	Board	Completing strategic plan; staff/member communications; board member feature

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				2016/17	Board Agreement Criteria	Will be determined based off of Board Self-Evaluation from 2015/16		
				2017/18	Board Agreement Criteria	Will be determined based off of Board Self-Evaluation from 2016/17		
	Effective Board Mtgs	Meetings start on time and remain on task; board members are properly prepared for the meeting by reviewing agenda prior to meeting	Current meetings ; Annual self-eval; Robert’s Rules of Order; Open Meeting Laws	2015/16	agendas managed for content and time as much as possible; annual self-eval metrics	Review/update of board calendar; discussions monitored for time; self-eval	Board	
				2016/17	agendas managed for content and time as much as possible; annual self-eval metrics	Review/update of board calendar; discussions monitored for time; self-eval		
				2017/18	agendas managed for content and time as much as possible; annual self-eval metrics	Review/update of board calendar; discussions monitored for time; self-eval		
	Positive Board/ Principal relations	Coffee with the board; support of principal	current interactions	2015/16	managed	1-on-1s; going over issues & escalations; coaching	Board/ Administration	operational
				2016/17	managed	1-on-1s; going over issues & escalations; coaching		

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				2017/18	managed	1-on-1s; going over issues & escalations; coaching		
	board/ principal/CFO oversight	Principal Review (mid & EOY), CFO annual review, SAC surveys, Principal Quarterly Dashboard	Current year's Principal Objective s; current state on date of hire of financials and processe s	2015/16	Principal objectives; improved reporting, financial dashboard, documented processes, stable business office	SAC surveys; financial dashboards; financial transparency;	Board lead by Board President	Evaluation process with objectives for year
2016/17				Principal objectives; improved reporting, financial dashboard, documented processes, stable business office				
2017/18				Principal objectives; improved reporting, financial dashboard, documented processes, stable business office				

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	Build up Board Development Committee	(Review) BDC chart created by DES	What is in place and what needs to be developed	2015/16	Set up clear role of committee – staff committee	-Committee to further develop its objectives and task list -Communicate with possible candidates for open Board position(s) -Utilize data from Volunteer Coordinator regarding skills identified from parent/guardian volunteer forms -Set up Elections Committee for annual meeting election	Board	Still in process of being defined. Election Committee for Annual Meeting in the works
				2016/17	Continue to define/revise clear role of committee – staff committee	Same as above		
				2017/18	Continue to define/revise clear role of committee – staff committee	Same as above		

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Board-level policies and procedures in place	Well-defined articulated board, principal, foundation, subcommittees roles/resp	Board agreement, subcommittee agreement, principal agreement, committee description ; board calendar	Current, board agreement, principal agreement, foundation charter and committee descriptions	2015/16	Formalized LCS Board Subcommittee Process; updated board calendar	Committee descriptions reviewed/updated by each committee; committee agreements signed; all published on web; review/add reminders to board calendar; board manual	Board President/ Board Secretary	board calendar added as monthly discussion item, most subcommittee agreements signed
				2016/17	Fully implemented LCS Board Subcommittee Process; measureable tracking of board calendar items	Board calendar discussion item in regular meeting agenda to review upcoming deliverables.		
				2017/18	Continue as above	Continue as above		
	Communication with stakeholders	SAC survey results; attendance /public comment at board meetings?	Last year's SAC survey results	2015/16	Parent/staff survey greater than 85%	Parent Pride Newsletters; Facebook reminders of meetings, town halls, board/staff meetings	Board President/ Board Secretary	Newsletter submissions submitted on time by Secretary; Facebook reminders set for year; parent email messages when warranted
				2016/17	Parent/staff survey greater than 87%	Same as above		
				2017/18	Parent/staff survey greater than 89%	Same as above		

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	Alignment and enforcement of bylaws, policies and procedures	Compare all: articles, bylaws, policies, procedures (Robert's Rules of Order)	Verify differences for a starting point for needed updates	2015/16	-All current policies in alignment -New policies– run through current to verify alignment - create procedure to track/review policy changes	-Fix for alignment; find volunteers to help with review of policies and to start a Board manual -Develop checklist for use with new policies to ensure future alignment	Board Recruitment Development Team	Board manual materials received, board manual started
				2016/17	- Maintain all policies as current - Any new/revised policies tracked and added to board manual	Continued work from prior year as needed		
				2017/18	- Maintain all policies as current - Any new/revised policies tracked and added to board manual	Continued work from prior year as needed		
	Board Succession, knowledge transfer and transition plan	Retain and attract board members	Current board	2015/16	Every seat filled	Run successful Annual meeting, clear board calendar/policies/ preprocess to ensure smooth transition when the board members roll off; board modules	Board Recruitment and Development Team, Current Board	Working to fill seat empty from Mr. Trussell's resignation. Will have 2 additional seats remaining to be filled – 1 via Annual Meeting

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				2016/17	Every seat filled	Run successful Annual meeting, clear board calendar/policies/ preprocess to ensure smooth transition when the board members roll off; board modules		
				2017/18	Every seat filled	Run successful Annual meeting, clear board calendar/policies/ preprocess to ensure smooth transition when the board members roll off; board modules		