



2017-2020 STRATEGIC PLAN

The North Routt Community Charter School (NRCCS) board of directors is pleased to present the school's strategic plan to all staff, students and parents of NRCCS and to the general community of the Steamboat Springs School District.

Background and Context

Strategic plans are generally reviewed and revised every three to five years, or more often if necessary. NRCCS undertook this recent planning effort about six months ago, with the intention of taking a fresh look at the school, its mission and goals. With that in mind, the Board and key administrative staff gathered input from a variety of stakeholders to better understand the school's current strengths and weaknesses. The planning group also considered possible opportunities that could be taken advantage of and the threats that the school could or is facing.

As a result of the process, the school's mission was revamped, a school "motto" was created, and a primary goal was set for each of five key performance areas. Within those five areas, multiple objectives for the next three years were set.

This strategic plan will be used by the board and school administration to monitor progress in these performance areas, guide strategic directions for the school, and inform budget decisions and resource allocations. Using the strategic plan in this manner will allow the school to maintain and build on the level of achievement and momentum achieved in the last three years.

This strategic plan will be updated annually based upon an analysis of the achievements and prioritized needs of the school. A strategic plan, by nature, is not a comprehensive list of activities or initiatives that take place in the school. Rather, the plan is a document used to communicate with the organization and its constituents what the NRCCS goals are, what actions are needed to achieve those goals, and other critical components developed during the strategic planning process.

NRCCS Mission Statement

To challenge young lives to explore beyond four walls through expeditions and outdoor discovery.

NRCCS Motto

Beyond Four Walls.



Key Performance Areas and Primary NRCCS Goals

Governance

The NRCCS Board will govern and act in a manner that is consistent with the mission, motto, and ends of the NRCCS school community and reflects board best practices.

Academic

NRCCS will maintain high academics--and prepare students for transition to high school and to adapt and thrive in a diverse world--all while teaching to the whole student with scholarship and character development.

Financial

NRCCS will develop and utilize strategic financial resources to strengthen the annual budget process to provide for the long-term sustainability and future growth of school operations and reflects financial best practices.

Operations

NRCCS will operate in a manner that is safe and evolves with the school's mission, vision and ends in order to refine service to our students, parents, staff and community.

Facilities

NRCCS will evaluate, maintain and develop secure learning environments that stimulate optimal learning for our students and community.



Key Performance Area Objectives

Governance (Board Accountability: Nissa Brodman)

- Ensure the school's mission statement and primary goals are current and effective--and are supported with Board policies that are means to achieving its goals.
- Ensure that the board operates at maximum efficiency regarding governance, advocacy, strategic planning/monitoring, and knowledge of key school governance documents.
- Set an annual board calendar to monitor the strategic plan and to ensure compliance with state statutes and oversight duties.
- Engage the community and expand the network of NRCCS advocates
- Ensure that appropriate succession planning/continuity binder are in place and reviewed annually.

Academic (Board Accountability: Tina Harlow; Staff Accountability: Brandon LaChance)

- Maintain the highest state achievement level of "performance", as indicated on the CDE Framework: 1-performance, 2-improvement, 3-priority improvement, 4-turnaround.
- Gain designation as a mentor EL school.
- Create an elective program to enrich the school current non-core offerings.
- Enrich the middle school experience to ensure a true middle school program and abate the disenrollment trend with students looking for more of a middle school experience.
- Ensure that students learn, and engage with, all school character and scholarship traits based upon age-appropriate emphasis, so that all students are proficient in all traits by the time they graduate from eighth grade.
- Incorporate diversity and cultural education as a part of all expeditions.



Financial (Board Accountability: TBD; Staff Accountability: Susan Marshall)

- Eliminate school debt within five years while ensuring annual spending consistent with the board-approved budget and a positive annual audit by outside CPAs.
- Execute a well-thought through endowment plan.
- Ensure sufficient enrollment numbers are maintained.
- Establish reserves appropriate for a school the size of NRCCS.
- Maintain adequate, current and proper financial policies.
- Develop a compensation strategy that is appropriate, achievable, and sustainable.

Operations (Board Accountability: Teresa VanOrden; Staff Accountability: LaChance-1,2,3 and Marshall-4)

- Regularly train staff on school policies and procedures, including health protocols, internet access, and student discipline.
- Ensure all staff understand and consistently implement all safety and security measures.
- Communicate to staff, parents, authorizing agent and community on an accurate, regular, and timely basis.
- Ensure school policies and procedures are current, appropriate, and consistent across all technology platforms.

Facilities (Board Accountability: Chris Gander; Staff Accountability: LaChance-1 and Marshall-2)

- Aid the school district's effort to successfully pass a bond measure and mill levy override.
- Develop a facilities plan for current school facilities that recognizes the school is moving from the low risk "honeymoon" phase to one of medium risk requiring more proactive budgeting and attention.



School culture is important to NRCCS. To that end, we have also set expectations for how we want our students, parents and staff to feel about our school. Everything we do and say is in service to the satisfaction and growth of these individuals.

As a student, I want to:

- Be **known** and know that there is at least one staff member who really believes in me and at least one student my age that **gets** me.
- Feel accepted for who I am and the kind of learner I am.
- Feel that I am cared about as an individual.
- Feel safe, respected and challenged.
- Be happy, excited and proud of my school.
- Be recognized for hard work and extra efforts.
- Be allowed to make mistakes and learn from them.
- Be trusted and treated fairly.
- Celebrate my individuality, strengths and weaknesses.

As a parent, I want to:

- Be proud that my student(s) attend NRCCS.
- Know that the staff genuinely care about my student and their success.
- Know that my student's teacher creates an interesting and engaging classroom environment, and my student builds confidence and skills for a lifetime of success.
- Know that my student can express him/herself, be creative, solve problems and think critically with the right balance of structure and freedom.
- Know that my student is safe and has friends.
- Bask in the joy that my student gets to explore and learn outdoors.
- See my student develop a lifelong love of learning.



As a staff member, I want to:

- Laugh, love and learn every day.
- Always have the students' best interests at heart.
- Be amazed at the progress each student makes each year.
- Know that all staff have the backs of my students and each other.
- Feel respected, challenged to do my best, free to think outside the box, free to make creative choices, free to make mistakes and trusted.
- Know that I can get help or advice from my peers when I need it.
- Lend my individual strengths to the school.
- Make a difference.