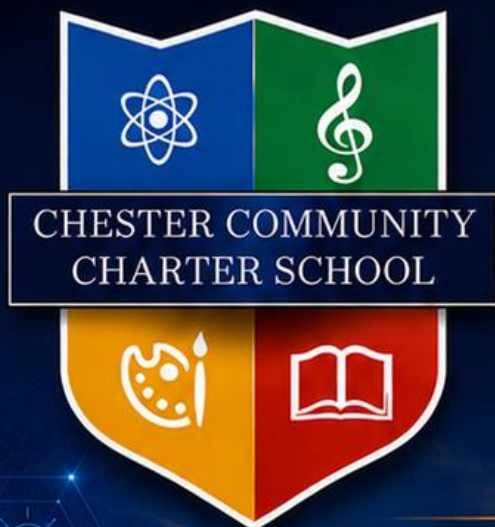




BUILDING TOMORROW, *Together*



A STRATEGIC PLAN FOR EXCELLENCE,
INNOVATION & STUDENT SUCCESS

2026-2029



LEARNING



INNOVATION



OWNERSHIP



NOBILITY



SERVICE

DEVELOPING LION GRADUATES

CONFIDENT. CAPABLE. FUTURE-READY.

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This restructured plan groups all five Strategic Priorities into a single, consistent format — Promise, Purpose, Outcomes, Initiatives, and Measures — so progress can be tracked and compared at a glance.

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Executive Summary

“Building Tomorrow, Together” is Chester Community Charter School's three-year strategic plan, guiding every decision toward one objective: creating extraordinary opportunities for every student. The plan is organized around a single destination — the LION Graduate Profile — and five Strategic Priorities that turn that vision into action.

OUR MISSION

To inspire every student to discover their potential, achieve meaningful success, and build a future filled with purpose through exceptional education, innovative opportunities, and a culture rooted in relationships, responsibility, and service.

OUR VISION

To be the premier charter school system in the nation — recognized for transforming lives through innovative education, exceptional leadership, operational excellence, and an unwavering commitment to student success.

THE FIVE STRATEGIC PRIORITIES AT A GLANCE

Priority	Focus	By June 2029
Priority I	Exceptional Student Success	Increase academic growth and achievement across all grade levels.
Priority II	Empowering Exceptional People	Become an employer of choice recognized for attracting and retaining exceptional talent.
Priority III	Innovation, Student Wellness, Future Readiness & Strategic Partnerships	Fully implement a Future-Ready Learning Framework across every campus.
Priority IV	Operational Excellence, Organizational Systems & Sustainability	Establish standardized organizational systems across every department and campus.
Priority V	Family & Community Partnership	Strengthen trust and communication with every family.

Each priority below is fully detailed in its own chapter, following the same structure: a public Promise, the underlying Purpose, measurable Strategic Outcomes by June 2029, six Strategic Initiatives, and the Organizational Success Measures used to track progress.

This document defines the plan. A companion volume — Building Tomorrow, Together: Delivery Roadmap & KPI Detail — provides the execution detail: a three-year rollout for each priority, owners and action steps for every initiative, a full KPI scorecard with targets, and the accountability framework used to track and correct performance.

Letter from the Chief Executive Officer

Building Tomorrow, Together

The future is not something we inherit. It is something we build. Every decision we make, every relationship we strengthen, and every child we inspire shape the future of Chester Community Charter School and the community we proudly serve. That belief is the foundation of Building Tomorrow, Together — a shared commitment to excellence, innovation, ownership, and service, and a declaration of who we are and where we are going.

For more than twenty-five years, CCCS has served as a place of opportunity for thousands of students and families. Our responsibility now is not simply to preserve that legacy, but to strengthen it, expand it, and prepare our organization for a fast-changing educational landscape. Achieving that requires more than great ideas — it requires disciplined execution, intentional leadership, measurable ownership, and a culture of continuous improvement. Above all, it requires us to lead together.

Success over the next three years will not be measured solely by academic outcomes or operational growth. Those metrics matter and will be carefully monitored, but our greatest measure of success will always be the lives we change and the futures we help shape. This plan belongs to every member of our school community — our educators, support professionals, administrators, families, and Board of Trustees — and, most importantly, to our students.

The work ahead will challenge us, but I have never been more optimistic about what we can accomplish together. Thank you for believing in our mission, in one another, and in helping us build what comes next. We are Building Tomorrow, Together.

A handwritten signature in black ink, appearing to read "C. Battinieri" with a stylized flourish at the end.

Mark Battinieri

Chief Executive Officer

Chester Community Charter School

Mission, Vision & Core Values

Our mission defines why we exist. Our vision defines the future we are committed to creating. Our core values define how we will lead every day. Together, they serve as the foundation for every decision, investment, partnership, and opportunity we create in pursuit of extraordinary outcomes for our students and community.

Our Mission

MISSION

To inspire every student to discover their potential, achieve meaningful success, and build a future filled with purpose through exceptional education, innovative opportunities, and a culture rooted in relationships, responsibility, and service.

Our Vision

VISION

To be the premier charter school system in the nation — recognized for transforming lives through innovative education, exceptional leadership, operational excellence, and an unwavering commitment to student success.

Our Core Values — The LIONS

The LIONS Values define the culture we cultivate, the decisions we make, the relationships we build, and the standard of excellence we hold ourselves accountable to each day.

L	Learning	We pursue knowledge with curiosity and a commitment to continuous growth. We cultivate curiosity, encourage critical thinking, and challenge ourselves to grow personally and professionally every day.
I	Innovation	We embrace new ideas, creative thinking, and forward-looking solutions that prepare students for tomorrow — grounded in evidence, accountability, and results.
O	Ownership	We accept responsibility for our actions, our decisions, and the outcomes we produce, leading with integrity, accountability, and a solutions-oriented mindset.
N	Nobility	We lead with integrity, humility, respect, and compassion, recognizing the dignity and potential of every individual.
S	Service	We measure success by the positive impact we create for students, families, colleagues, and our community.



MISSION, VISION & CORE VALUES

— THE FOUNDATION OF WHO WE ARE —
AND THE FUTURE WE ARE BUILDING

Our mission defines why we exist. Our vision defines the future we are committed to creating.

Our core values define how we will lead every day.

Together, they guide every decision, every opportunity, and every action we take
in pursuit of extraordinary outcomes for our students and community.



OUR MISSION

To inspire every student to discover their potential, achieve meaningful success, and build a future filled with purpose through exceptional education, innovative opportunities, and a culture rooted in relationships, responsibility, and service.

Our mission reflects our unwavering belief that education extends far beyond academics. We exist to develop knowledgeable learners, compassionate citizens, confident leaders, and individuals prepared to thrive in an ever-changing world. Every decision we make is guided by one enduring responsibility: creating extraordinary opportunities that empower every student to succeed in school, in life, and in the communities they will one day lead.



OUR VISION

To be the premier charter school system in the nation—recognized for transforming lives through innovative education, exceptional leadership, operational excellence, and an unwavering commitment to student success.

We envision a future where Chester Community Charter School is recognized not only for outstanding academic achievement, but also for cultivating a culture of innovation, continuous improvement, meaningful partnerships, and organizational excellence. Our graduates will leave our schools equipped with the knowledge, character, adaptability, and confidence to lead meaningful lives and positively impact an increasingly complex and interconnected world.

Together, we will set the standard for what public charter education can achieve.

OUR CORE VALUES — THE LIONS VALUES

The LIONS Values are more than words — they define our culture, shape our decisions, and inspire the way we lead every day.

L



LEARNING

We pursue knowledge with humility, curiosity, and a relentless commitment to continuous growth.

I



INNOVATION

We embrace new ideas, creative thinking, and forward-looking solutions that prepare students for tomorrow.

O



OWNERSHIP

We accept responsibility for our actions, our decisions, and the outcomes we produce.

N



NOBILITY

We lead with integrity, humility, respect, compassion, and courage—recognizing the dignity and potential of every individual.

S



SERVICE

We measure success by the positive impact we create for students, families, colleagues, and our community.



BUILDING TOMORROW, *TOGETHER.*

GUIDED BY OUR MISSION. DRIVEN BY OUR VALUES. UNITED BY OUR COMMUNITY.

The LION Graduate Profile

Every great organization begins with a clear vision of success. At Chester Community Charter School, every decision ultimately answers one defining question: Who do we want our students to become? The answer is the LION Graduate Profile — our promise to every student and family, defining the knowledge, character, skills, and dispositions every student should develop before leaving prepared for high school and beyond.

The LION Graduate Profile is the destination toward which our mission, vision, leadership philosophy, instructional practices, operational decisions, and community partnerships are all aligned. Every initiative in this plan exists to support one outcome: moving students one step closer to becoming a LION Graduate.

Our Goal is for Every Lion Graduate to be...

An Academically Prepared and Curious Learner

Possesses an enduring love of learning; asks thoughtful questions, thinks critically, and approaches new opportunities with confidence and an open mind.

An Effective Communicator

Communicates clearly and confidently in both written and verbal form, with purpose, empathy, and professionalism; listens to understand and builds relationships across diverse backgrounds.

An Innovative Problem Solver

Thinks creatively and acts courageously; uses technology responsibly and develops solutions that strengthen communities.

A Future-Ready Leader

Demonstrates adaptability, initiative, collaboration, and sound judgment in environments shaped by emerging technologies and opportunities.

A Confident Achiever

Believes in their ability to succeed through perseverance and determination; embraces challenges and demonstrates resilience during adversity.

A Person of Character

Leads with integrity, honesty, humility, accountability, compassion, courage, and respect in every interaction.

A Responsible Citizen

Understands that leadership begins with service; values civic responsibility, cultural awareness, stewardship, and community engagement.

A Lifelong LION

Embodies Learning, Innovation, Ownership, Nobility, and Service as lifelong habits of mind, leadership, and character.



THE LION GRADUATE PROFILE

DEFINING SUCCESS BEFORE STUDENTS LEAVE OUR CARE

“

Every decision we make as an organization directly shapes the qualities

Who do we want our students to become?

The LION Graduate Profile represents the knowledge, skills, character, and dispositions every student should develop during their educational journey from kindergarten through 8th grade. It defines the outcomes that shape our instruction, leadership, culture, partnerships, and strategic priorities.

Academic excellence remains essential, but education must prepare students for far more than academic success alone. Our graduates should leave Chester Community Charter School equipped to thrive in high school, contribute meaningfully to their communities, adapt to a rapidly changing world, and lead lives of purpose.

Every Chester Community Charter School graduate will strive to become:



AN ACADEMICALLY PREPARED & CURIOUS LEARNER

Graduates demonstrate academic knowledge and thoughtful curiosity, seek understanding, think critically, and embrace lifelong learning to achieve and enrich lives.



A CONFIDENT ACHIEVER

Graduates set meaningful goals, persevere through challenges, embrace growth and feedback, and believe in their ability to achieve success through effort, resilience, and continuous growth.



AN EFFECTIVE COMMUNICATOR

Graduates listen with empathy, communicate ideas clearly, collaborate respectfully, and build meaningful relationships across diverse perspectives and experiences.



A PERSON OF CHARACTER

Graduates demonstrate integrity, honesty, fairness, accountability, compassion, and respect while consistently making ethical decisions that reflect strong moral character.



AN INNOVATIVE PROBLEM SOLVER

Graduates think creatively, analyze challenges thoughtfully, evaluate change, adapt technology responsibly, and develop solutions that improve the world around them.



A RESPONSIBLE CITIZEN

Graduates understand the importance of service, value responsibility, cultural awareness, and stewardship while contributing positively to their school, community, and society.



A FUTURE-READY LEADER

Graduates demonstrate adaptability, confidence, initiative, collaboration, and the leadership skills necessary to succeed in an ever-evolving, interconnected and technology-driven world.



A LIFELONG LION

Above all, every graduate embodies the principles of learning, innovation, citizenship, integrity, and service. These values become more than words—they become habits that guide their choices, relationships, leadership, and impact throughout life.



The LION Graduate Profile represents our ultimate measure of success. It serves as the destination toward which every strategic priority, every instructional practice, every operational decision, and every partnership is directed.

WHEN WE FOCUS ON BUILDING TOMORROW, TOGETHER, THIS IS THE FUTURE WE ARE CREATING.

THIS IS THE GRADUATE WE ARE COMMITTED TO DEVELOPING. THIS IS THE PROMISE WE MAKE TO EVERY CHILD WHO ENTERS OUR SCHOOLS.

**BUILDING
TOMORROW,
TOGETHER.**

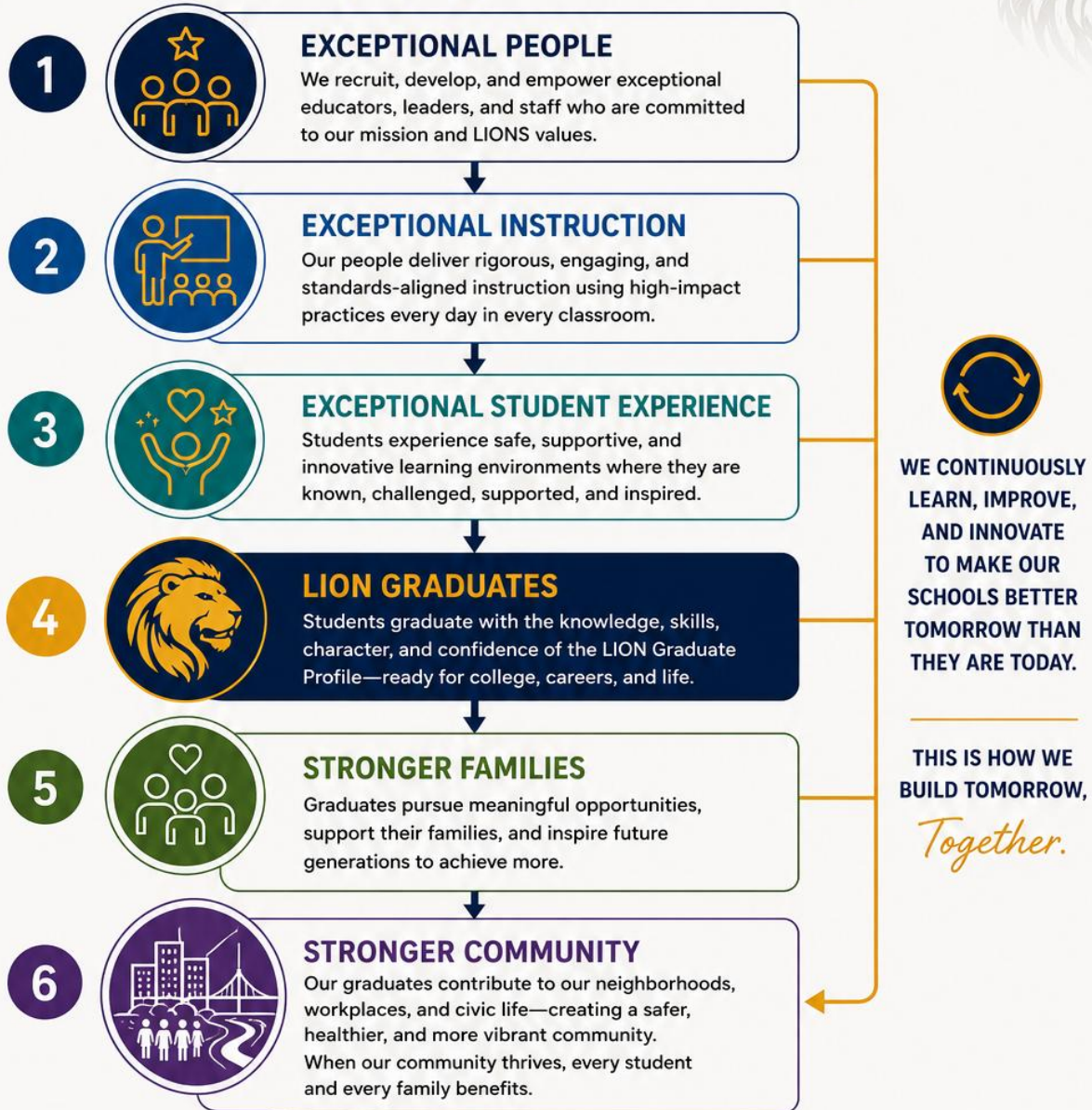
LEARNING ★ INNOVATION ★ OWNERSHIP ★ NOBILITY ★ SERVICE



OUR THEORY OF ACTION

— A CHAIN OF IMPACT. A PROMISE FULFILLED. —

When we invest in the right things and do the right work together, extraordinary things happen for students and for our community.



 OUR FOUNDATION OUR MISSION To inspire every student to discover their potential, achieve meaningful success, and build a future filled with purpose through exceptional education, innovative opportunities, and a culture rooted in relationships, responsibility, and service.	 OUR VISION To be the premier charter school system in the nation—recognized for transforming lives through innovative education, exceptional leadership, operational excellence, and an unwavering commitment to student success.
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EVERY CONNECTION. EVERY OPPORTUNITY. EVERY STUDENT.

Building Tomorrow, Together.

Strategic Priority I: Exceptional Student Success

OUR PROMISE

We promise to create learning environments where every student is known, challenged, supported, inspired, and prepared to become a LION Graduate. Through exceptional teaching, personalized support, meaningful relationships, and future-focused learning experiences, we will ensure that every student has the opportunity to reach their fullest potential.

Purpose

Students are the reason Chester Community Charter School exists. Exceptional Student Success is the cornerstone of the strategic plan: it establishes the framework for rigorous instruction, targeted support, positive relationships, and meaningful engagement so every student can become a confident learner, compassionate citizen, and future-ready leader. Academic growth and achievement remain the highest priority, but lasting success requires strong instruction paired with timely intervention, comprehensive student services, positive school culture, and a shared commitment to the whole child. The six initiatives below form one integrated student-success system.

Strategic Outcomes — By June 2029

- Increase academic growth and achievement across all grade levels.
- Build a comprehensive instructional framework grounded in high-impact teaching practices.
- Fully implement an integrated Multi-Tiered System of Supports (MTSS).
- Strengthen intervention systems through the WIN Framework.
- Expand comprehensive student support services that promote academic, behavioral, and social-emotional success.
- Foster safe, welcoming, and engaging school environments through positive school climate initiatives.
- Fully integrate the LION Graduate Profile into curriculum, instruction, leadership opportunities, and school culture.
- Achieve and sustain targeted daily attendance districtwide, and significantly reduce chronic absenteeism.
- Help students with IEPs meet or exceed their annual growth targets and reduce out-of-school suspensions for students with IEPs, by June 2027.
- Ensure every teacher receives regular, documented coaching visits, with instructional feedback consistently rated useful and timely.
- Complete full Math and ELA curriculum alignment audits and implement data-informed WIN groupings districtwide using i-Ready/PSSA data.

Strategic Initiatives

Initiative	Purpose	Primary Focus Areas
1.1 Academic Excellence	Deliver exceptional teaching and learning through rigorous instruction, aligned curriculum, meaningful assessment, professional learning, and continuous instructional improvement.	Instructional Excellence • Curriculum Alignment • Professional Learning • Assessment • Literacy & Math Achievement
1.2 English Learner (EL) Support & Language Acquisition	Ensure every English Learner receives the instructional support needed to meet or exceed annual language acquisition targets, including students who are also receiving special education services.	English Learner Instruction • ACCESS Testing & Progress Monitoring • Language Acquisition Supports • Multilingual Learner Success • IEP/EL Dual-Identified Support
1.3 WIN (What I Need) Framework	Provide targeted intervention and enrichment through flexible instructional groups designed around each student's individual academic needs.	Intervention Scheduling • Flexible Grouping • Diagnostic Assessments • Progress Monitoring • Personalized Instruction
1.4 Student Support Services & Well-Being	Develop an integrated system of supports that promotes academic growth and achievement, social-emotional wellness, mental health, attendance, and equitable access for every learner.	Special Education • Counseling Services • SEL • Attendance Supports • Student Wellness • Family Support Services
1.5 Student Climate, Culture & Behavior	Create safe, welcoming, inclusive school environments where students feel connected, respected, engaged, and empowered to achieve their highest potential.	PBIS • School Climate • Student Behavior • Restorative Practices • Student Engagement • Relationship Building
1.6 LION Graduate Profile Implementation	Embed LION Graduate Profile competencies throughout curriculum, instruction, leadership development, extracurriculars, and organizational culture.	Leadership Development • Character Education • Future-Ready Skills • Service Learning • Career Readiness • Student Voice & Ownership • High School Preparation

Organizational Success Measures

ACADEMIC EXCELLENCE

- Reading Proficiency (PSSA)
- Mathematics Proficiency (PSSA)
- Student Growth
- Benchmark Assessment Performance
- Teacher Coaching Visits with actionable feedback
- Teacher Perception of Instructional Feedback

FAMILY ACADEMIC ENGAGEMENT

- Family “Quick-Look” Guide Distribution
- Family Informational Sessions Held

STUDENT SUPPORT SERVICES (IEP/MTSS)

- % IEP Students Meeting Annual Growth Targets
- OSS Rate Reduction — Students with IEPs
- Family Participation — Student Services Engagement

LION GRADUATE DEVELOPMENT

- Complete and implement the LION Graduate Profile and high school preparation framework

STUDENT SUCCESS SYSTEMS

- Math Curriculum Alignment Audit
- ELA Curriculum Alignment Audit
- Data-Informed WIN Grouping Guidelines

SCHOOL CLIMATE

- Average Daily Attendance
- Chronic Absenteeism Rate
- Truancy Rate
- Unexcused Absence Rate
- Out-of-School Suspension Rate
- Discipline Referral Rate
- Serious Fighting Incidents
- Teacher Perception of Student Climate
- Student Perception of Safety in School
- PBIS Tiered Fidelity Inventory

Strategic Priority II: Empowering Exceptional People

OUR PROMISE

We promise to recruit, develop, empower, recognize, and retain exceptional people who embody the LIONS values, inspire student success, and strengthen the future of Chester Community Charter School. Through intentional leadership development, continuous learning, and a culture of excellence, we will ensure that every employee has the opportunity to grow, lead, and make a meaningful difference.

Purpose

Exceptional organizations are built by exceptional people. Every student experience is shaped by the educators, leaders, and support professionals who serve our school community each day. This priority establishes the framework for attracting outstanding talent, supporting employees from day one through leadership opportunities, cultivating collaboration and belonging, and recognizing excellence organization-wide. When our people thrive, our organization fulfills its mission.

Strategic Outcomes — By June 2029

- Become an employer of choice recognized for attracting and retaining exceptional talent.
- Strengthen recruitment pipelines for instructional, leadership, and high-need positions.
- Develop a comprehensive onboarding and mentoring system that accelerates employee success.
- Build a culture of continuous professional learning, leadership readiness, and internal succession.
- Establish internal talent and succession pipelines that prepare employees for future leadership opportunities.
- Foster a culture where employees feel valued, engaged, supported, and empowered to excel.
- Reduce the average time to fill critical-position vacancies and increase the percentage of positions filled before the start of the school year.
- Increase first-year employee retention and reduce voluntary turnover.

Strategic Initiatives

Initiative	Purpose	Primary Focus Areas
2.1 Talent Attraction & Recruitment	Recruit highly qualified, mission-driven professionals who reflect our commitment to excellence, innovation, diversity, and service while strengthening long-term workforce capacity.	Strategic Workforce Planning • Recruitment Marketing • University Partnerships • Teacher & Leadership Pipelines • Hiring Excellence • Workforce Analytics

Initiative	Purpose	Primary Focus Areas
2.2 Onboarding, Mentoring & Induction	Provide every new employee a comprehensive onboarding and mentoring experience that builds confidence, accelerates effectiveness, and strengthens retention.	Employee Onboarding • New Teacher Induction • Mentoring Programs • Orientation • Early Career Support • First-Year Success
2.3 Professional Development & Continuous Learning	Create a culture of continuous learning through high-quality professional development that strengthens instructional practice, operational expertise, leadership readiness, and internal succession.	Professional Learning • Instructional Growth • Certification Pathways • Continuing Education • Coaching • Leadership Readiness • Internal Succession
2.4 Staff Retention & Workforce Stability	Strengthen year-over-year and within-year staff retention through early identification of attrition risk, targeted support for first-year employees, and consistent tracking of retention trends across teachers and support staff.	Retention Analytics • First-Year Teacher Retention • Within-Year Retention • Support Staff Retention • Likelihood-of-Return Tracking • Early-Career Support
2.5 Employee Engagement & Organizational Culture	Cultivate a positive workplace culture where employees feel respected, connected, and inspired through collaboration, communication, trust, and shared ownership.	Organizational Culture • Employee Engagement • Internal Communication • Collaboration • Workplace Belonging • Staff Voice
2.6 Recognition & Well-Being	Recognizing excellence, supporting employee well-being, celebrating contributions, and creating an environment where professionals build long-term careers.	Employee Recognition • Wellness Programs • Work-Life Balance • Employee Satisfaction • Organizational Appreciation

Organizational Success Measures

TALENT ACQUISITION

- Average Time-to-Fill Vacancies
- % Positions Filled Before School Year Starts (teachers vs support staff)
- Recruitment Events Attended Annually
- Active College/University Partnerships

WORKFORCE STABILITY

- Employee Retention Rate (Teachers & Support Staff)
- Teacher Vacancy Rate
- First-Year Teacher Retention Rate

EMPLOYEE DEVELOPMENT

- All new Teachers will be onboarded before Placement
- All new Teachers will Receive Mentoring Support
- Professional Learning Completion
- Certification Attainment

EMPLOYEE EXPERIENCE

- Employee Satisfaction (mid-year survey)
- Staff Survey Participation Rate

HUMAN RESOURCE SYSTEMS

- New Hire Processing Time (Teacher vs Support Staff)
- Onboarding Satisfaction Rating

Strategic Priority III: Innovation, Student Wellness, Future Readiness & Strategic Partnerships

OUR PROMISE

We promise to prepare every student for a future that is rapidly evolving by cultivating curiosity, embracing innovation, leveraging emerging technologies, and creating authentic learning experiences through meaningful strategic partnerships. Together, we will equip every student with the knowledge, skills, character, and adaptability necessary to become a future-ready LION Graduate.

Purpose

The future will reward those who think critically, adapt confidently, solve complex problems, and keep learning — and none of that is possible unless students are well, connected, and supported. Innovation is a mindset, not a program; future readiness is an organizational commitment, not one course; strategic partnerships are force multipliers, not supplemental extras; and student wellness is the foundation that makes all of it possible, not an afterthought. This priority establishes the framework that prepares students not simply to succeed in tomorrow's world, but to help shape it.

Strategic Outcomes — By June 2029

- Increase student demonstration of LION Graduate Profile competencies through full implementation of the Future-Ready Learning Framework across every campus.
- Increase staff capacity and student proficiency in the safe, ethical, and responsible use of technology and Artificial Intelligence, guided by a comprehensive K–8 Digital Citizenship Framework and curriculum.
- Increase student innovation and problem-solving competency through expanded STEM and innovation opportunities districtwide.
- Increase student career and postsecondary readiness through a comprehensive K–8 career readiness continuum.
- Strengthen high school transition readiness so every eighth-grade student and family makes an informed, well-supported high school choice — with at least 20% of graduates admitted to competitive private, charter, or magnet high schools by Year 3.
- Prepare students to become responsible global citizens and ethical leaders who demonstrate confidence, engagement, and leadership through authentic experiences, including a fully implemented Student Government Framework.
- Increase the measurable impact of strategic partnerships that connect classrooms to the world beyond school.
- Improve student wellness, engagement, and sense of belonging through the Wellness Team, a coordinated MTSS and counseling-support system, and community partnerships that support readiness to learn.

Strategic Initiatives

Initiative	Purpose	Primary Focus Areas
3.1 Future-Ready Learning Framework	Develop a districtwide instructional framework that embeds the competencies students need to succeed in tomorrow's world, aligned with the LION Graduate Profile.	Future-Ready Competencies • Critical Thinking • Creativity • Communication • Collaboration • Adaptability
3.2 Technology, Digital Learning & AI	Leverage technology and artificial intelligence responsibly to personalize learning, strengthen instruction, and prepare students to use emerging technologies ethically — while building staff capacity and confidence to integrate technology and AI responsibly into instruction.	Technology Integration • Digital Learning • AI Literacy • Responsible AI • Digital Citizenship Framework • Educational Technology • Staff Professional Learning
3.3 STEM & Innovation	Expand opportunities for students to engage in STEM through hands-on learning.	STEM Education • Innovation Labs • Design Thinking
3.4 Career Readiness & Pathways	Develop a comprehensive K–8 career readiness continuum introducing career exploration, entrepreneurship, financial literacy, and postsecondary opportunity.	Career Exploration • Entrepreneurship • Financial Literacy • Leadership Development • Career Awareness • Postsecondary Readiness
3.5 Global Citizenship & Student Leadership	Prepare students to become ethical leaders and responsible citizens who demonstrate cultural awareness, civic responsibility, empathy, and service — while building student voice and leadership through advisory committees, student council, and public demonstrations of learning.	Civic Responsibility • Character Education • Cultural Competence • Ethical Leadership • Service Learning • Community Engagement • Student Voice & Leadership
3.6 Real-World Learning, Strategic Partnerships & Student Wellness	Connect classroom learning to authentic experiences through instructional, experiential, career, higher-education, innovation, and wellness partnerships — while advancing student well-being, engagement, belonging, and readiness to learn.	Experiential Learning • Instructional Partnerships • Career & Industry Partnerships • Higher Education Partnerships • Innovation Partnerships • Wellness Partnerships • Student Wellness • School Connectedness • Belonging

Organizational Success Measures

STRENGTHEN LEARNING, READINESS & WELLNESS PARTNERSHIPS

- Districtwide Inventory of Instructional, Experiential, Career, Higher-Education, Innovation, and Wellness Partnerships
- Strategic Partnerships Aligned to Future Readiness, Real-World Learning, and Student Wellness

STRENGTHEN STUDENT WELLNESS & MTSS COORDINATION

- Establishment of CCCS Wellness Team
- Development of Districtwide Resource Map
- Districtwide Network of Counseling Supports
- Screener Instrument to Identify Students at Risk
- Tiered Support Structure for Students
- Tier 2 and Tier 3 Interventions (PBIS Implementation for Tier 1)

BUILD A DISTRICTWIDE DIGITAL CITIZENSHIP SYSTEM

- Digital Citizenship Policy
- Professional Development in Digital Citizenship for Staff
- Training in Digital Citizenship for Students

STRENGTHEN FUTURE READINESS & STUDENT LEADERSHIP

- Student Government Framework
- Service Learning Opportunities
- Multi-Disciplinary High School Readiness Team
- Secondary School Planning Opportunities
- LION Profile Implementation Steps (Academic, Behavior, Attendance)
- Percentage of Students Admitted to Competitive High Schools
- Exposure to Higher Education Opportunities

Strategic Priority IV: Operational Excellence, Organizational Systems & Sustainability

OUR PROMISE

We promise to build exceptional organizational systems that empower exceptional people, strengthen operational excellence, steward organizational resources responsibly, and ensure Chester Community Charter School continues to serve students with excellence for generations to come.

Purpose

Exceptional organizations are built upon exceptional systems: people, processes, technology, facilities, financial stewardship, and leadership working together toward one purpose — improving student success. Operational excellence is measured not by efficiency alone but by how well systems empower people and expand opportunity for students; sustainability means building an organization capable of adapting and improving long after this plan concludes.

Strategic Outcomes — By June 2029

- Establish standardized organizational systems across every department and campus.
- Improve operational effectiveness through continuous process improvement.
- Modernize technology, business systems, and organizational infrastructure.
- Strengthen facilities, transportation, safety, and organizational reliability.
- Build organizational resilience through business continuity, critical-function redundancy, and preservation of institutional knowledge.
- Utilize enterprise performance dashboards and continuous improvement processes to ensure long-term excellence.

Strategic Initiatives

Initiative	Purpose	Primary Focus Areas
4.1 Organizational Systems & Standardization	Develop standardized systems, procedures, and workflows that create consistency, efficiency, accountability, and high-quality service across every department.	Standard Operating Procedures • Organizational Alignment • Workflow Design • Quality Assurance • Innovative Systems
4.2 Operational Excellence & Continuous Improvement	Strengthen effectiveness by continuously evaluating, improving, and refining operational systems that maximize efficiency while supporting outcomes.	Process Improvement • Lean Operations • Project Management • Continuous Improvement • Operational Analytics • Organizational Effectiveness

Initiative	Purpose	Primary Focus Areas
4.3 Technology, Data Systems & Business Operations	Leverage modern technology, integrated data systems, automation, and business intelligence to strengthen performance and decision-making.	Information Technology • Data Systems • Cybersecurity • Business Intelligence • Automation • Digital Operations
4.4 Facilities, Transportation & Safety	Provide safe, reliable, well-maintained learning environments through facility management, transportation services, safety systems, and capital planning.	Facilities • Transportation • Preventive Maintenance • School Safety • Emergency Preparedness • Capital Improvements
4.5 Service Excellence, Culture & Cross-Department Capacity	Strengthen organizational culture by promoting collaboration, exceptional customer service, cross-department capacity, and teamwork.	Customer Service • Organizational Culture • Cross-Department Capacity • Collaboration • Internal Communication • Employee Support
4.6 Executive Performance, Accountability & Sustainability	Create an enterprise performance management system that measures effectiveness, supports data-informed decisions, and ensures long-term sustainability.	Executive Dashboards • Organizational Scorecards • Key Performance Indicators • Performance Reviews • Strategic Execution • Business Continuity • Critical-Function Redundancy • Institutional Knowledge • Organizational Resilience

Organizational Success Measures

FACILITIES, TRANSPORTATION & SAFETY

- Facilities Maintenance Completion
- Transportation Performance
- Building Level Safety Audit Results
- Staff Emergency Preparedness

OPERATIONAL EXCELLENCE

- Maintenance Service Satisfaction
- Technology Support Satisfaction

ENTERPRISE PERFORMANCE

- Executive Dashboard Implementation
- Quarterly Performance Reviews (KPI Attainment)

ORGANIZATIONAL RESILIENCE & BUSINESS CONTINUITY

- Business Continuity Plan completed, including critical functions, timelines, redundancies, and institutional-knowledge safeguards

Strategic Priority V: Family & Community Partnership

OUR PROMISE

We promise to cultivate authentic partnerships with families, community organizations, businesses, higher education institutions, and civic leaders by building trust, strengthening communication, expanding opportunities, and working together to ensure every student becomes a LION Graduate.

Purpose

Exceptional schools are built with families and communities, not simply for them. Families are a child's first teachers; community organizations expand opportunity; businesses inspire future careers; higher education broadens aspirations. Together they create an educational ecosystem supporting every student's academic, social, emotional, and personal development. This priority establishes the framework for cultivating trust, strengthening communication, and expanding family, civic, nonprofit, governmental, enrollment, and broader community partnerships.

Strategic Outcomes — By June 2029

- Strengthen trust and communication with every family.
- Expand meaningful family engagement opportunities across all schools.
- Develop sustainable family, civic, nonprofit, governmental, enrollment, and broader community partnerships that increase opportunities for students.
- Strengthen volunteerism, mentorship, and community service.
- Improve the overall family experience through exceptional customer service.
- Increase student recruitment and retention by becoming the school system families actively choose and proudly recommend.
- Increase new-student enrollment and reduce annual attrition.

Strategic Initiatives

Initiative	Purpose	Primary Focus Areas
5.1 Family Communication & Transparency	Build trust through timely, transparent, proactive, and meaningful communication that keeps families informed, engaged, and connected.	Family Communication • Digital Communication • Crisis Communication • Organizational Transparency • Parent Feedback • Communication Systems

Initiative	Purpose	Primary Focus Areas
5.2 Family Engagement & Leadership	Create meaningful opportunities for families to actively participate in their children's education while strengthening parent leadership and shared decision-making.	Parent Leadership • Family Education • Volunteer Opportunities • Parent Advisory Groups • Family Events • Shared Decision-Making
5.3 Strategic Community Partnerships	Develop mutually beneficial family, civic, nonprofit, governmental, enrollment, and broader community partnerships that strengthen trust and expand opportunities for students.	Family Partnerships • Civic Partnerships • Nonprofit Collaboration • Government Relations • Enrollment Partnerships • Community Organizations • Strategic Alliances
5.4 Family Leadership Structure & Governance	Empower families as active partners in school governance and decision-making through a restructured, representative PTA and a districtwide Parent Advisory Council.	PTA Restructuring • Parent Advisory Council • Shared Governance • Family Voice • Parent Leadership Development • Representative Decision-Making
5.5 Family Experience & Organizational Trust	Deliver an exceptional family experience by creating welcoming schools, responsive customer service, and positive interactions that build confidence.	Customer Service • Family Experience • Organizational Trust • School Climate • Parent Satisfaction • Relationship Building
5.6 Student Recruitment & Retention	Strengthen enrollment by earning the confidence of prospective families while increasing retention through exceptional experiences and relationships.	Student Recruitment • Kindergarten Enrollment • Student Retention • Marketing & Communications • Community Outreach • Enrollment Analytics

Organizational Success Measures

FAMILY PARTNERSHIP

- Parent Survey Participation Rate
- Family Workshop Attendance
- Parent Leadership Participation

RECRUITMENT & RETENTION

- New Student Enrollment (Summer/School Year)
- Kindergarten Enrollment (Oct 1)
- Student Attrition Rate (Summer/School Year)

FAMILY LEADERSHIP & GOVERNANCE

- Restructure PTA
- Establish a Parent Advisory Council
- Back to School Night Attendance
- Report Card Conference Attendance
- Special Ed Family Engagement Nights Attendance

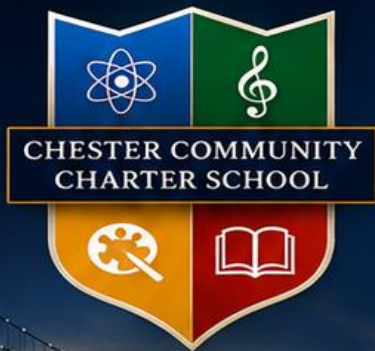
Plan Summary

Building Tomorrow, Together is organized around a single destination — the LION Graduate Profile — and five Strategic Priorities that turn that vision into action. Together they include 30 Strategic Initiatives and a full set of Organizational Success Measures used to track progress through June 2029.

Priority	Focus	Initiatives	What Success Looks Like by June 2029
Priority I	Exceptional Student Success	6	Increase academic growth and achievement across all grade levels. • Build a comprehensive instructional framework grounded in high-impact teaching practices.
Priority II	Empowering Exceptional People	6	Become an employer of choice recognized for attracting and retaining exceptional talent. • Strengthen recruitment pipelines for instructional, leadership, and high-need positions.
Priority III	Innovation, Student Wellness, Future Readiness & Strategic Partnerships	6	Fully implement a Future-Ready Learning Framework across every campus. • Integrate technology and Artificial Intelligence responsibly into teaching, learning, and operations.
Priority IV	Operational Excellence, Organizational Systems & Sustainability	6	Establish standardized organizational systems across every department and campus. • Improve operational effectiveness through continuous process improvement.
Priority V	Family & Community Partnership	6	Strengthen trust and communication with every family. • Expand meaningful family engagement opportunities across all schools.

This strategic plan belongs to every member of the Chester Community Charter School community — educators, support professionals, administrators, families, the Board of Trustees, and, most importantly, our students.

We are Building Tomorrow, Together.



BUILDING TOMORROW, *Together*



A STRATEGIC PLAN FOR
EXCELLENCE, INNOVATION & STUDENT SUCCESS
2026-2029

OUR MISSION

To inspire every student to discover their potential, achieve meaningful success, and build a future filled with purpose through exceptional education, innovative opportunities, and a culture rooted in relationships, responsibility, and service.



OUR VISION

To be the premier charter school system in the nation — recognized for transforming lives through innovative education, exceptional leadership, operational excellence, and an unwavering commitment to student success.

OUR FIVE STRATEGIC PRIORITIES



PRIORITY I

EXCEPTIONAL STUDENT SUCCESS

Increase academic achievement and student growth across all grade levels.

BY JUNE 2029



PRIORITY II

EMPOWERING EXCEPTIONAL PEOPLE

Become an employer of choice recognized for attracting and retaining exceptional talent.

BY JUNE 2029



PRIORITY III

INNOVATION, FUTURE READINESS & STRATEGIC PARTNERSHIPS

Fully implement a Future-Ready Learning Framework across every campus.

BY JUNE 2029



PRIORITY IV

OPERATIONAL EXCELLENCE, ORGANIZATIONAL SYSTEMS & SUSTAINABILITY

Establish standardized organizational systems across every department and campus.

BY JUNE 2029



PRIORITY V

FAMILY & COMMUNITY PARTNERSHIP

Strengthen trust and communication with every family.

BY JUNE 2029



DEVELOPING LION GRADUATES

CONFIDENT. CAPABLE.
FUTURE-READY.

OUR CORE VALUES



LEARNING



INNOVATION



OWNERSHIP



NOBILITY



SERVICE

ONE MISSION. FIVE PRIORITIES. LIMITLESS POTENTIAL.
BUILDING TOMORROW, TOGETHER.