

Circle of Seasons Charter School (COS) 3-Year Strategic Plan Goals, Objectives & Tasks 2018–2021

GOAL #1—School Identity & Culture: COS will complete a process & articulate our Mission, Vision, and Core Values, guided by Steiner’s indications of human development and the view of the whole child as integrated in our public charter school environment by Summer 2020.

OBJECTIVE #1: Review, define & integrate our Mission, Vision & Values Statements by May Faire 2019 (May 4, 2019)					
TASK	WHO’S RESPONSIBLE	DEADLINE FOR COMPLETION	COST	MEASURED OUTCOME	STATUS OF COMPLETION
1) Form a Positive Culture Ad Hoc Task Force for stewarding the process of creating the school’s Mission, Vision & Values with representatives from all stakeholders (Board; Parents; Faculty & Admin)	Dean of Students, CEO	December 15, 2018	Time Human-power	Task Force will be identified & operational	
2) Review the School’s current mission & vision statements	Team to be identified by this previous committee and Leadership Team	January 4, 2019	Time Human-power		
3) Collect & research both public & independent Waldorf school missions, visions & values statements	Michelle Smith & other committee members (share with Ad Hoc Committee)	January 4, 2019	Time Human-power	To be collected & then examined by the Ad Hoc Task Force	Completed 1-4-19

4) Identify core team of developers. Pull from variety/range of stakeholders	Ad Hoc Committee: Pedagogical Lead, Dean of Students, CEO, Katlin Moore, Liz Choi, Kalyna Procyk, Kathy Meath, Kara Skeans, Dianne Justessen, Michelle Smith, Marissa Weagly, Jordan Weagly	January 4, 2019	Time Human-power	Committee shall convene with all stakeholders identified	Completed 1-4-19
5) Utilize feedback from all strategic planning sessions <ul style="list-style-type: none"> a. Planning sessions hosted by Gradalis (include all parent/stakeholder feedback) b. 2018- Jan parent surveys and... c. 2019-Jan parent surveys (Include note that input will be used in creation of M/V/CV) d. Student Input 	Dean of Students, CEO & Pedagogical Lead	February 2019	Time Human-power	Feedback will be compiled into accessible form.	
6) Wordle compilation (word cloud)	Katlin Moore, Jordan Weagly	February 8, 2019	Time Human-power	Completed wordle	
7) Draft Mission/Vision/Core Values	Ad Hoc Committee	February 22, 2019	Time Human-power	Completed draft of M/V/CV	
8) Share draft with (for facilitated feedback): <ul style="list-style-type: none"> a. all staff b. Core parent group 	Ad Hoc Committee	March 22, 2019	Time Human-power	Identify appropriate meeting dates/times to share draft (Late	

c. Student group d. BOT				March Staff meeting, Parent Circle gathering, Student gathering, and BOT meeting)	
9) Finalize Mission/Vision/Core Values	Ad Hoc Committee	March 22, 2019	Time Human-power	Completed M/V/CV	
10) Board Approval for Mission/Vision/Core Values	BOT	March 28, 2019	Time Human-power	Board approval in March 28, 2019 minutes.	
11) Identify & implement ways to make visible the COS Mission, Vision & Values e.g. bumper stickers; posters in hallways; beginning of all Faculty & Board agendas, etc.	PR Committee	April 30, 2019	Funds for Roll out		
12) Roll-out of Mission/Vision/ Core Values	Ad Hoc Committee and PR Committee	May Faire 2019	Time Human-power		
OBJECTIVE #2: Develop a COS collective understanding of Steiner's indications of human development and the view of the whole child as it pertains to our Waldorf public charter school					
TASK	WHO'S RESPONSIBLE	DEADLINE FOR COMPLETION	COST	MEASURED OUTCOME	STATUS OF COMPLETION
1a) Select a book for study to increase understanding of Steiner's view of the human being with faculty & admin	Pedagogical Lead in consultation with Michelle Smith Melanie Whitney Katrina Keptner	October 2019		Book proposal	

	Marissa Weagly ZsuZsi Mekki Cyndi Shain Alanna Crivellaro				
1b) Purchase book for all staff	Pedagogical Lead Business Office Manager	December 2019	\$1200 (max. estimate)	Invoice	
1c) Reflection mini journal developed	CEO Pedagogical Lead Michelle Smith	October 2019		Reflection journal	
1d) Calendar of optional readings and voluntary summer weekly discussion meetings developed	CEO Pedagogical Lead Michelle Smith	October 2019		Calendar	
1e) All staff members read book and complete reflection mini journal (summer meetings optional)	Pedagogical Lead	August 2020		Evidence of completion at Back-to-School PD	
1f) Interactive reflection session included in Back-to-School Professional Development	Pedagogical Lead in collaboration with Michelle Smith Melanie Whitney Katrina Keptner	August 2020		Back-to-School PD agenda	

	Marissa Weagly ZsuZsi Mekki Cyndi Shain Alanna Crivellaro				
2) Determine who from the Waldorf community might come to speak with the community (faculty board, administration & parents) about this topic	Pedagogical Lead in collaboration with Michelle Smith Melanie Whitney Katrina Keptner Marissa Weagly ZsuZsi Mekki Cyndi Shain Alanna Crivellaro	October 2020	\$3000	Proposal	
3) Develop and offer opportunity for education for all stakeholders <ul style="list-style-type: none"> Waldorf 101 Link classroom activities/learning to Steiner 	CEO, COO, Pedagogical Lead, Dean of Students Parent Circle Foundation	December 2020	TBD	Proposal for stakeholder education, including budget and timeline	
4) Define individual entity's needs for further education <ul style="list-style-type: none"> Parents Staff COS Board Students 	CEO, COO, & BOT Pedagogical Lead, Dean of Students	June 2021	Time Human-Power	Results of new questions included in 2020 Parent and Staff surveys BOT survey	

				Student meeting results	
5) Create a re-usable (not yearly date specific) yearly calendar of regularly occurring, seasonal opportunities for COS Culture professional development ex. Every January the staff focuses on Pictorial Imagination as a Waldorf education experience Every February the staff focuses on the importance of Beauty in the students' Waldorf education	Pedagogical Lead in consultation with Michelle Smith Melanie Whitney Katrina Keptner Marissa Weagly ZsuZsi Mekki Cyndi Shain Alanna Crivellaro	December 2021	Time Human-Power	Calendar	
OBJECTIVE #3: Develop written processes and expectations to support a culture of respect for focused learning at COS					
TASK	WHO'S RESPONSIBLE	DEADLINE FOR COMPLETION	COST	MEASURED OUTCOME	STATUS OF COMPLETION
1) Articulate existing plan	Social Emotional Learning Committee: Lauren Kocis, Amanda Yost, Claire Tames, Hadley Radlowski, Kelsi Page, Samantha Uhler, Katlin Moore,	Review through February 2019	Time Human-Power	List of current interventions and relevant tier.	Completed 12-22-18.

	Jill Jenkins, Pedagogical Lead, Caroline Drury, Dean of Students				
2) Research potential training and/or professional development in positive discipline/culture models for students, teachers, admin and parents (i.e. Responsive Classroom/Developmental Designs). Include cost, outline for training staff, articulate 3-5 year plan for roll-out. Define system for training staff who do not attend outside training initially (i.e. identified staff who will serve as resources for rest of staff based on outside training).	SEL Committee	June 2019	Time Human- Power	Articulated PD plan for 2019-2020 school year. Articulate staff to attend outside training. Articulated 3-5 year plan for SEL/Positive School Culture support at COS.	
3) Propose above PD to be considered by the Finance Committee for 2019-20 school year	Dean of Students & CEO	June 2019	Budget 2019- 2020. Identify universal training Tier I budget (i.e. Respon- sive Classro- om)	Line item in budget for PD related to Universal Tier I approach.	
4) Articulate a COS Positive Behavior and Interventions Supports Plan, Tier I universal approach, that will align with the School's Mission, Vision and Values.	SEL Committee	February 2020	Time Human- Power	Written, articulated plan by beginning of 2019-2020 school year. Include in handbook.	

5) Communicate plan articulated above to parents, teachers and students	SEL Committee	Share with Students in August 2020 as school year begins. Share with Parents/Families at Parent Circle meeting in October 2020	Time Human-Power	Classroom roll-out plan to be articulated by end of August PD. SEL COmmittee to share with Parents/Families.	
6) Identify and train teachers in use of the Positive Behavior and Interventions Supports Plan with a Universal Tier 1 approach developed by COS.	SEL Committee to arrange for staff to attend outside training.	Initial training by end of October 2020. Share additional trainings as Committee meets and develops.	Identified universal training Tier I budget (i.e. Responsive Classroom).		
7) Continue with planning for Tier 2 and 3 PBIS throughout 2019-2020 school year.	SEL Committee	Roll-out for August 2021. Share Additional trainings as Committee meets and develops.		Articulated plan for 3-5 years for COS PBIS.	

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GOAL #2—Student Achievement: COS will Demonstrate Continued Adequate Yearly Growth & Achievement ensuring at least one year of Academic Growth for all students in English Language Arts & Mathematics by Academic School Year 2021-2022

OBJECTIVE #1: COS will complete comprehensive curriculum mapping of PA Common Core Standards in English Language Arts & Mathematics informed by Core Principles of Public Waldorf Education through 2022.

TASK	WHO'S RESPONSIBLE	DEADLINE FOR COMPLETION	COST	MEASURED OUTCOME	STATUS OF COMPLETION
1) ENGLISH LANGUAGE ARTS CURRICULUM MAPPING Use existing Year-at-a-Glance Annual Block Plans to articulate literacy standards for current grade taught.	Class Teachers Pedagogical Lead . CEO .	October 2018		Year-at-a-Glance with grade level standards	
2) Articulate literacy standards outside of current grades taught <ul style="list-style-type: none"> Review and revise articulation of previous grades taught Identify standards from other grade levels that are addressed in current grade taught Compare COS articulation with Adams Waldorf/Common Core Literacy Curriculum Maps 	Class Teachers Pedagogical Lead CEO	March 2019		Year-at-a-Glance with all relevant standards	
3) Engage in a gap analysis of standards articulation work to determine whether all standards are addressed adequately and in a timely fashion within the COS program	Class Teachers Pedagogical Lead CEO	October 2019		Gap analysis report & remediation plan	
4) Develop COS Waldorf/Common Core Literacy Curriculum Map using Adams/Waldorf and other sample curriculum maps as models	Pedagogical Lead . CEO . MS Coordinator	March 2020		COS Curriculum Map Grades K-8	

	IST/Title 1 Coordinator				
5) Present COS Waldorf/Common Core Literacy Curriculum Map to Board of Trustees for approval	Pedagogical Lead CEO	October 2020		Approved Board Meeting Minutes indicating board approval of COS Curriculum Map Grades K-8	
6) MATHEMATICS CURRICULUM MAPPING Use existing Year-at-a-Glance Annual Block Plans to articulate mathematics standards for current grade taught.	Class Teachers Pedagogical Lead . CEO .	October 2020		Year-at-a-Glance with grade level standards	
7) Articulate mathematics standards outside of current grades taught <ul style="list-style-type: none"> Review and revise articulation of previous grades taught Identify standards from other grade levels that are addressed in current grade taught Compare COS articulation with Adams Waldorf/Common Core Mathematics Curriculum Maps 	Class Teachers Pedagogical Lead CEO	March 2021		Year-at-a-Glance with all relevant standards	
8) Engage in a gap analysis of standards articulation work to determine whether all standards are addressed adequately and in a timely fashion within the COS program	Class Teachers Pedagogical Lead CEO	October 2021		Gap analysis report & remediation plan	
9) Develop COS Waldorf/Common Core Mathematics Curriculum Map using Adams/Waldorf and other sample curriculum maps as models	Pedagogical Lead CEO Kristen Wolfe	March 2022		COS Curriculum Map Grades K-8	
10) Present COS Waldorf/Common Core Literacy Curriculum Map to Board of Trustees for approval	Pedagogical Lead CEO	October 2022		Approved Board Meeting Minutes indicating board	

				approval of COS Curriculum Map Grades K-8	
OBJECTIVE #2: COS will design and implement a multi-tiered system of support (MTSS) for students in English Language Arts and Mathematics through 2021.					
TASK	WHO'S RESPONSIBLE	DEADLINE FOR COMPLETION	COST	MEASURED OUTCOME	STATUS OF COMPLETION
1) Train teachers MTSS structure and purpose, processes	MTSS Writing Cohort	2018-19 School Year		Faculty Meeting Agenda	
2) Establish the structure of Data Teams to review screeners and benchmarking data for Core Instruction: Writing, Reading, Mathematics	MTSS TEAM	2018-19 School Year		Written plan for benchmark data review that evolves through the years	
3) Complete MTSS Writing Cohort training and implement Writing MTSS in grade 5.	MTSS TEAM	2018-19 School Year		Certificate of Completion MTSS Writing Cohort Series: Enhancing Writing Outcomes within Tiered Systems	
4) Create framework for Tier 1 Writing instruction school wide. <ul style="list-style-type: none"> Identify, purchase, and train teachers in use of support curricula for writing instruction. Develop writing screening and benchmarking system/scheduled schoolwide. <ul style="list-style-type: none"> Create Professional Develop Schedule for training teachers in use of support curricula (6+1 Writing Traits & Roadmap to Literacy) Create and schedule professional development August 2019 in Writing probes and screeners 	MTSS TEAM	Spring 2018-19 School Year		Articulate COS writing instruction by grade level 1-8 informed by curriculum map Purchase curricula Articulate writing screening and benchmarking practices by grade level	

				Scheduled and delivered professional development	
5) Implement Data Teams to review screeners and benchmarking data for Core Instruction: Writing, Reading, Mathematics	MTSS TEAM	2019-2020 School Year		Data Review Calendar	
6) Articulate & implement Writing MTSS School wide Tier 2. <ul style="list-style-type: none"> Define Writing intervention expectations to support students performing below grade level expectation at all levels. Articulate role of Intervention teachers serving Tier 2 students. 	MTSS TEAM	2019-2020 School Year		Written Writing MTSS guidelines	
7) Lay groundwork for Reading MTSS Tier 1 <ul style="list-style-type: none"> Identify core curriculum for Tier 1 ELA Instruction Support teachers in implementing differentiated instruction informed by mCLASS DIBELS next data Define reading intervention expectations to support students performing below grade level expectation Ongoing direct oversight in the implementation of COS grade level curriculum expectations Research, purchase and implement supplemental curriculum resources that are compatible with the Waldorf approach to reading instruction Provide supplemental curricula training for teachers in grades 1-4 	MTSS TEAM	2019-2020 School Year		Curriculum committee approval of selected curricula Pedagogical Lead and Principal Meeting scheduled with teachers throughout the school year Scheduled Professional development	
8) Formalize Structure of Reading and Writing MTSS considering: <ul style="list-style-type: none"> Universal screeners & assessments <ul style="list-style-type: none"> Review of mCLASS DIBELS next and mCLASS Math implementation, appropriateness, validity Review of Classroom Diagnostic Tools - SAS implementation, appropriateness, validity Identify student performance challenges and instructional needs 	MTSS TEAM	Spring 2020		Written Reading and Writing MTSS guidelines Faculty Training Delivered	

<ul style="list-style-type: none"> • Identify age-appropriate benchmarks - school performance norms/trends arising • Define reading intervention expectations to support students performing below grade level expectation • Ongoing direct oversight in the implementation of COS grade level curriculum expectations 					
<p>9) Determine structure for MTSS Math</p> <ul style="list-style-type: none"> • Research grade level appropriate curricular supports • Identify supports and purchase • Train and support teachers in implementation • Define reading intervention expectations to support students performing below grade level expectation • Determine if a different curriculum should be implemented for Tier II and Tier III instruction. • Purchase and implement curriculum if one is deemed a need 	MTSS TEAM	2019-2020 School Year		<p>Articulate COS writing instruction by grade level 1-8 informed by curriculum map</p> <p>Purchase support curricula</p>	
<p>10) Determine if MTSS structure (and possibly SAP - student assistance program) and Three Streams Approach are compatible.</p> <ul style="list-style-type: none"> • Identify commonalities and possible conflicts between two systems • Determine cost and feasibility of training or consulting with Kim John Payne 	MTSS TEAM	July 2020		<p>Consultation with Business Office Manager John Payne and Quote</p>	
<p>11) Align structure of MTSS with Three-Streams Student Support Structure if possible</p> <ul style="list-style-type: none"> • If possible merge language of two systems • Identify any personnel or structures that are needed to support implementation of a Three Streams Approach 	MTSS TEAM	December 2020		<p>Articulated MTSS and 3-Streams Merger</p>	
<p>12) Explore implementation of Waldorf extra lesson/remedial practices as part of the MTSS/3 Streams</p>	MTSS TEAM	December 2020		<p>Articulated plan for Extra Lesson integration with Tier II and Tier III intervention</p>	

13) Determine & Implement Structure for MTSS Behavior aligned with school-wide Positive Behavior Intervention & Support Plan and possibly Three Streams	MTSS TEAM	2020-2021 School Year		Articulated PBIS/Three Streams behavioral support	
14) Determine schoolwide performance norms and trends in English Language Arts and Mathematics using universal screeners, benchmarking, and PSSA data.	MTSS TEAM	Spring 2021		Report of school norms and trends shared with BOT and Faculty	
15) Identify performance goals and means to reach those performance targets as part of the MTSS process informed by universal screeners, benchmarking, in class assessments, and PSSA data.	MTSS TEAM	Spring 2021		Articulated Performance Goals for 2021-2022 school year	
OBJECTIVE #3: COS will meet and provide for professional development needs to support teacher growth					
TASK	WHO'S RESPONSIBLE	DEADLINE FOR COMPLETION	COST	MEASURED OUTCOME	STATUS OF COMPLETION
1) Create a timeline for all teachers including special education and specialist teachers to attend Waldorf Professional Development or complete a Waldorf Teacher Certification Program based on budgetary allowances	CEO/COO	February 2019		Timeline	
2) Codify how self-reflection, classroom observation, benchmarking, surveys, etc. will be used to identify professional development needs of individual teachers (clarify the process)	CEO/COO	February 2019		Written description of process	
3) Identify current expenditures for professional development. Determine future costs of professional development and budgetary constraints.	CEO/COO	February of each school year		Draft professional development budget	
4) Teachers & Senior Leadership will identify professional development and trainings for teachers that support COS programs, goals, mission, vision and charter.	Leadership Team with input from teachers	March of each school year		Annual professional development plan	
5) Determine parameters for teacher development through outside school visits, peer observation, and outside trainings.	Leadership Team with	March of each school year		Annual professional development plan	

	input from teachers				
6) Plan for ongoing professional development opportunities in Responsive Classroom, an evidence-based approach to education that focuses on the strong relationship between academic success and social-emotional learning (SEL).	CEO, Dean of Students, Physical Education Teacher & Guidance Counselors	March 2019		Responsive Classroom Professional Development Plan & Calendar	
7) Develop COS specific Waldorf 101 Course for all new teachers as part of new employee orientation to ensure all teachers understand and are familiar with child development and core tenets, principles, and practices of Public Waldorf Education.	Teacher Leadership Committee	July/August 2020		Syllabus for COS Waldorf 101 Course	
OBJECTIVE #4: COS will improve inclusive instruction to meet the needs of diverse learners (Special Education, Different Learning Modalities, etc.)					
1) Design inclusive practices survey for all teaching staff.	COO & Special Education Team	August 2019		Completed Survey	
2) Conduct a survey of COS staff to determine current inclusive practices and barriers to executing inclusive practices effectively.	COO & Office Clerk	August 2019		Completed Survey	
3) Review survey to determine inclusive practices needs, i.e. coplanning time, professional development, resources	COO & Special Education Team	October 2019		Identified Needs	
4) Develop Inclusive Practices professional development plan	CEO & COO	February 2020		Inclusive Practices professional development plan	
5) Identify co-planning time	Scheduling Team	April 2020		2019-2020 Schedule	
6) Purchase differentiation resources	COO, Business Office	April 2020		Purchased differentiation resources	

	Administrator & Special Ed Teachers				
7) Execute Inclusive Practices professional development plan	COO & Designated Team	SY 2020-2021		2019-2020 Professional Development Plan	
OBJECTIVE #5: COS will increase the number of Waldorf Certified Teachers & Staff including Specialist and Special Education Teachers					
1) Identify teachers interested participating in school-wide Waldorf certification and concentration areas	CEO	Fall 2018		Results of complete teacher survey	
2) Identify an Accredited Waldorf Teacher Certificate Program that meets our needs	CEO, Pedagogical Lead	December 2018		Proposal	
3) Determine Cost of Trainings to school and teachers	CEO, Pedagogical Lead	December 2018		Budget document	
4) Obtain Board approval of chosen Accredited Waldorf Teacher Certificate Program	CEO, BOT	December 2018		Contract with program directors	
5) Determine alternative training or certification for Specialist Teachers and calculate estimated cost	CEO, Pedagogical Lead	March 2019		Proposals	
6) Plan and implement Gradalis Teacher Training to begin Summer 2019	CEO, Pedagogical Lead	(Begins July 2019) Completed June 2022)		Teacher certifications obtained	

7) Create plan to certify new staff in coming years	CEO, Pedagogical Lead, Business Manager	October 2019		Detailed written proposal	
8) Evaluate COS becoming a Waldorf teacher training facility	CEO, Pedagogical Lead, Business Office Manager, Attorney, BOT	October 2020		Proposal with budgetary and legal considerations	

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GOAL #3—Leadership & Governance: COS Community will understand the administrative & governance structures of the School including roles, responsibilities, methods of accountability & communication pathways that foster trust and collaboration by Summer 2019

OBJECTIVE #1: COS will develop, publish, and maintain documentation of roles, responsibilities and relationships					
TASK	WHO'S RESPONSIBLE	DEADLINE FOR COMPLETION	COST	MEASURED OUTCOME	STATUS OF COMPLETION
1) Update organizational chart for Circle of Seasons Charter School (COS).	Rob will coordinate with CEO & COO & Stephanie	August 2019	Time		
2) Update & publish job roles for COS staff to help COS families identify appropriate contacts as issues arise. May be taking the existing chart from the parent handbook and adding it to the website (linking names to email, phone, etc.)	Rob will coordinate with Registrar	August 2019	Time Web page costs	Job roles/contacts published on website	
3) Publish updated organizational chart to COS website so that it can be updated as needed. Send email to community inviting them to view the chart.	Rob will coordinate with Business Office Manager, CEO & COO	October 2019	Time Web page costs		
4) Implement ongoing review and updating of the org chart and job roles on website as positions shift, as well as an annual formal review/update (July or August(?)).	Ongoing – Business Office Manager	Ongoing	Time Web page costs	Annual review	

	Annual - Stephanie				
5) Publish the organizational chart and job roles to the COS community for review in a manner that reflects Objective #3 of this Goal.	All COS community members (Admin/Board/ Faculty & Staff/ Families)	Ongoing	Time	N/A	
OBJECTIVE #2: COS will plan and implement education for COS Community re: school governance (e.g. legal; fiduciary; committee structure; and applicable statutes)					
TASK	WHO'S RESPONSIBLE	DEADLINE FOR COMPLETION	COST	MEASURED OUTCOME	STATUS OF COMPLETION
1a) Plan methods to encourage interested community members to help guide what information is needed to accomplish this objective (i.e. to identify knowledge gaps). Examples: newsletter requests for questions; meet and greets; more formal presence at school events.	Board/ Stephanie	Plan by 2/1/2019	Time	Tangible outreach; developed FAQs	
1b) Execute above plan.	Board/ Stephanie	Executed by 6/1/2019			
2) Develop & publish FAQ addressing COS governance.	Stephanie/ COO/ CEO / Business Office Manager	Completed FAQ by 9/1/2019; though the page can get started as soon as plan is complete	Time Web costs	Web page with FAQs Hard copy of FAQs at beginning of school year for families	

3) Implement & host informal meet & greet opportunities for parents with Administration & Board, including better utilizing school events (Ex. Board table at parent conferences)	Stephanie / Board/ CEO / COO	At least 2 by 6/1/2019; ongoing	Time		
OBJECTIVE #3: COS will develop communications frameworks for all stakeholders					
TASK	WHO'S RESPONSIBLE	DEADLINE FOR COMPLETION	COST	MEASURED OUTCOME	STATUS OF COMPLETION
1) Survey for desired communication methods for families and teachers/staff	CEO / Board	March 2019	Time	Survey results received	
2) Minimum standards for framework of communication among key groups, especially as it relates to classroom teacher/family communication (both ways). Ex. What methods are acceptable? What is acceptable response time in normal circumstances? What boundaries need to be put in place, if any? How often should classroom updates be sent?	CEO / COO/ Board	August 2019	Time	Communication framework guide included in Handbook and communicated by teachers to families	
3) Guidelines for appropriate role of social media at Circle of Seasons are published, both from the perspective of how COS will interact with it (or won't) and with respect to the expectations of behavior by the community on school pages.	CEO / COO / Board/ Registrar	August 2019	Time	Handbook includes such guidelines and expectations and the language is circulated via email at beginning of school year	
4) Document & Publish guidelines for content, methods, frequency & expectations for communications frameworks	CEO/ COO / Board	December 2019	Time	Guidelines Issued	
5) Determine strategies to address ESL Issues as they relate to school communication	COO	April 2020	Time; cost to translate if applicable	Strategies developed to help ESL families have better access to school communications	

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GOAL #4: Financial: COS will Maintain & Improve Financial Viability and Maximize School Resources through Development of Enrollment Strategies and Additional Revenue Streams that Support the School’s Vision & Mission by Summer 2020

OBJECTIVE #1: COS will develop effective strategies to ensure future enrollment					
TASK	WHO’S RESPONSIBLE	DEADLINE FOR COMPLETION	COST	MEASURED OUTCOME	STATUS OF COMPLETION
1) Develop marketing materials specifically identifying enrollment by school district	Business Office Manager, Registrar	June 2019		Marketing Materials	
2) Develop an exit survey/process for parents to complete when dis-enrolling students	COS Leadership Team	October 2019		Exit Survey/Process	
3) Research marketing and PR possibilities to identify opportunities to market our school to diverse communities	Finance & PR Committee (CEO, COO, Grants Coordinator)	February 2020		Data base of opportunities, deadlines and contact information	
4) Identify deterrents and barriers to enrollment and develop solutions based on data	BOT and Staff Culture and Diversity Committee, CEO, COO, Dean of Students	August 2020		Barriers to Enrollment Report	
OBJECTIVE #2: COS will seek out additional sources of revenue for the School					
TASK	WHO’S RESPONSIBLE	DEADLINE FOR COMPLETION	COST	MEASURED OUTCOME	STATUS OF COMPLETION

1) Create a parent survey for establishing an inclusive home-school program; before & aftercare program, preschool and/or 0-5 child-care program and early childhood education program for parents	Grants Coordinator, CEO, COO Include Parent Circle	May 2019	Consider purchasing Marketing data	Parent Survey	
2) Coordinate with Grant Committee coordinator to do grant research for school-age before and after care programs	COS Grant Committee	July 2019		Spreadsheet of grants	
3) Explore additional sources of revenue for the school	Finance Committee	January 2020 and reviewing biannually		Revenue Proposals	
4) Research establishing Summer Camp and Summer Academic Program	CEO, COO, Dean of Students, Pedagogical Lead, Grants Coordinator, Instructional Support Coordinator, Interested Teachers	May 2020		Summer Program Proposal	
5) Create an informal feasibility study for establishing an inclusive home-school program; before & after care program, preschool and/or 0-5 child-care program and early childhood education program for parents	Grants Coordinator, CEO, COO, Business Manager Include Parent Circle Consider hiring a short-term Consultant	September 2020	Consider purchasing Marketing data	Informal Feasibility Study	

6) Research possibility of vendor event promotion	Parent Circle, Dean of Students, Business Manager, Building Custodian	September 2020		Proposal and/or documented process for promotion	
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OBJECTIVE #3: COS will maximize our school's financial resources, personnel and opportunities to meet the needs of our growing school

TASK	WHO'S RESPONSIBLE	DEADLINE FOR COMPLETION	COST	MEASURED OUTCOME	STATUS OF COMPLETION
1) Develop a 5-year pro-forma and re-evaluate and update a schedule for re-evaluation	Finance Committee	June 2019		5-year pro-forma	
2) Develop a profile for fiscal management of a growing school with a growing portfolio	Finance Committee	May 2020		Fiscal Management Profile	
3) Research current loan financing options in anticipation of loan refinancing	Finance Committee; Consult with Legal, Contracted Business Manager, Insurance Manager, Gradalis (Tim Long)	October 2020		Option Proposals	

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GOAL #5: Facilities: COS will make optimal use of its 35-Acre Property by Summer 2023

OBJECTIVE #1: COS will develop a Master Site Plan for Buildings & Grounds that fulfills the Mission & Vision of the School					
TASK	WHO'S RESPONSIBLE	DEADLINE FOR COMPLETION	COST	MEASURED OUTCOME	STATUS OF COMPLETION
1) Put together a Facilities Committee of the Board that includes people from the community including such professionals as architect; landscape architect; engineer; farmer; teachers & parents passionate about sustainability and gardening etc.	Board	December 15, 2018	None	Committee will be effective at manifesting an informed site plan that will serve the needs and dreams of the school	
2) Identify zones for development on the 35-acre site	Admin & Facilities Committee	December 31, 2018	Time	Draft of property map and description of each zone	
3) Determine viability and feasibility of zones	Admin & Facilities Committee	February 2019	TBD	Refined draft with contractor input	
4) Gather stakeholder input to determine specific ideas for possible projects for the site plan	Working Groups	April 2019	None	List of specific projects for consideration on each zone	
5. Determine Short & Long-term projects including such things as: a) Cleaning outside of the building (e.g. Power wash or Sand blasting) b) Creation of playground equipment and structures that could be installed this year c) Grade Specific Play Spaces d) Permanent Gardens & Farm with Animals e) Cafegymatorium (Multi-purpose Center) f) Amphitheater g) Outdoor Classroom	Facilities Committee	June 2019	None	List of specific projects for each zone will be identified	

5) Finalize Key Site Plan	Facilities (Chris on the Board)	November 2019	TBD	Deliverable Key Site Plan presented to Board	
OBJECTIVE #2: COS will Implement the Master Site Plan					
TASK	WHO'S RESPONSIBLE	DEADLINE FOR COMPLETION	COST	MEASURED OUTCOME	STATUS OF COMPLETION
1) Engage the external and internal community for sponsorship and support i.e Veterans, Vocational and other schools, Scouts). <ul style="list-style-type: none"> ▪ Student participation in project implementation 	Admin; Board of Trustees; COS Community	November 2019	None	List of both financial & physical support	
2) Develop Project Plan Scope of Work	Work Groups	February 2020	None	Definitive project goals and work groups for completion	
3) Research costs of each project & how to best execute individual projects	Work groups	May 2020	None	Spreadsheets of projected costs of each specific project	
4) Approval of projects	Facilities Committee	June 2020	TBD	Completion of Projects	

5) Execution and completion	Facilities Committee	Start June 2020			
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OBJECTIVE #3: COS will build a Café-gym-a-torium (Multi-purpose Center)

TASK	WHO'S RESPONSIBLE	DEADLINE FOR COMPLETION	COST	MEASURED OUTCOME	STATUS OF COMPLETION
1) Identify functional needs of outbuilding	Work groups	September 2019	None		
2) Have draft plan identified with ideal features	Administration	December 2019	TBD	Identified on Master Campus Key Site Plan	
3) Initiate design phase and Preconstruction Phase	Admin/Facility Committee	December 2020	TBD	Develop Design Docs, Concept Plan and Cost Estimate	
4) Secure Funding and bid project	Admin/Finance/Facility Committee	July 2021	TBD	Executed Construction Contracts	
5) Construction Phase	Admin/working group	June 2022	TBD	Cafegymatorium	

OBJECTIVE #4: COS will improve campus safety and security.

TASK	WHO'S RESPONSIBLE	DEADLINE FOR COMPLETION	COST	MEASURED OUTCOME	
1) Develop Revised Facility Assessment and Security Assessment	Administration/ Facility Mngr	Sept 30,2019	None	Report to Facilities Committee/ Board	
2) Identify Potential Needs/ Upgrades	Administration	Nov 30, 2019	TBD	Develop Timeline of Needs and Cost Estimates	
3) Budget for Repairs as defined in Timeline	Admin/Finance Committee	June 2020/TBD	TBD	Completion Of Needed Repairs	