

HERITAGE HEIGHTS ACADEMY'S STRATEGIC PLAN 2017 - 2018



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Objective	Indicators	Outcome	Goals	Responsibility
LEADERSHIP Ensure continued viability of HHA through effective leadership	Policy is effective, comprehensive, and aligned with HHA mission and state laws	<ul style="list-style-type: none"> 100% required K-8 policies approved 100% HHA-specific policies approved Annual review of 1/3 approved policies Review employee benefits package every 2 years 	<ul style="list-style-type: none"> Identify & prepare required policies Identify & prepare HHA-specific policies and determine priorities Establish process for annual review Review employee benefits package for FY2018 	Policy & Leadership Committee
	Board members support the mission and vision of HHA, providing continued leadership through recruitment, training, and retention of effective members	<ul style="list-style-type: none"> Board members participate in 100% CLCS trainings. Board members participate in annual Board Retreat. New Board members receive training and mentoring from current Board members. Board members show commitment by regularly attending meetings and other events and demonstrating willingness to assume other Board duties. 	<ul style="list-style-type: none"> Track participation in CLCS trainings Plan retreat and establish agenda Assign Mentors to new Board members Develop Board Member Contract to be signed by new members and by all annually at Board Retreat Develop Board of Directors Handbook to define expectations and duties Notify Board members of opportunities and recognize them for extra services 	Policy & Leadership Committee
	Director supports the mission and vision of HHA and is held accountable to the Board of Directors through effective oversight and evaluation.	<ul style="list-style-type: none"> Director is evaluated according to policy and best practices to improve performance and recognize accomplishments. Board creates and manages fair compensation and bonus practices for Director. Board reviews accountability reports to manage and lead school improvement. 	<ul style="list-style-type: none"> Revise evaluation process for Director's annual evaluation. Develop timeline and rubric for compensation and bonus structure for Director. Review Board Annual Calendar each year to ensure appropriate reports and data are available. 	BOD & Evaluation Committee
	Administration and Board work together in effective partnership to	<ul style="list-style-type: none"> Feedback survey demonstrates effective partnership and 	<ul style="list-style-type: none"> Identify Board members for Survey Committee 	School Accountability Committee

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	develop and implement short-term and long-term goals.	communication between Board and Administrator, and provides data to track opportunities for improvement.	<ul style="list-style-type: none"> • Create Feedback Survey to evaluate partnership and communication between Board members and Admin team 	
FINANCE To ensure adequate resources to continue the mission of the school	The charter school budget will serve as financial plan of operation and will include estimates and purpose of expenditures for a given period and the proposed means of financing the estimated expenditures	<ul style="list-style-type: none"> • A fiscally sound school with a healthy budget that meets all state requirements and passes all audits without material issues • HHA 's accounting and reporting system will be in accordance with generally accepted accounting principles and will conform to state laws and regulations 	<ul style="list-style-type: none"> • Review monthly financials compared to budget • Monthly meetings with Treasurer, Finance Committee members, Director, and outside CPA • Report to Board on a regular basis • Review annual budget and propose to Board for approval prior to District submission • Finalize budget after count day • Review and recommend Appropriation Resolution to the Board • Review and recommend any service provider contracts • Make financial recommendations in accordance with budget • Handle financial matters in compliance with HHA's Financial Policies and Procedures Manual • Recruit Finance Committees who have finance and/or accounting background 	Finance
FUNDRAISING Secure community donations and grants to better meet	Fundraising priorities are fully funded through community donations. Write personalized acknowledgement letters to donors.	<ul style="list-style-type: none"> • 100% fundraising goals met • Annual review of fundraising goals • Calendar events for fundraising accomplished and evaluated annually 	<ul style="list-style-type: none"> ✓ Identify Board liaison and committee members ✓ Determine fundraising priorities and goals as part of the annual budgeting process ✓ Establish annual fundraising calendar 	Fundraising Committee

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<p>resource needs.</p>	<p>Funds are raised without door to door sales. Annual giving event is sponsored and produced in-house, not outsourced.</p>	<ul style="list-style-type: none"> • Fundraising Committee presents summary of activity at a regularly scheduled board meeting at least quarterly. • PTSO presents summary of activity at a regularly scheduled board meeting at least quarterly. 	<ul style="list-style-type: none"> ✓ Develop and adopt an annual fundraising plan that maps out strategies for meeting HHA's budget through fundraising from private foundations, community donations, and individual donors ✓ Set calendar for report to BOD by committee ✓ Develop reporting requirements for PTSO to BOD 	
	<p>Grant-writing priorities are fully funded through grants Number of grant applications submitted/awarded</p>	<ul style="list-style-type: none"> • 100% grant goals met • Grant writers produce grants that align with goals and funding priorities • Annual review of grant writing goals and procedures • Established crew of active grant-writers and new grant-writers in training 	<ul style="list-style-type: none"> ✓ Continue looking for grant opportunities to meet the budget needs. ✓ Invite parents and community members to committee ✓ Continue developing grant writers and monitor progress 	<p>Grant-writing Committee</p>
<p>FACILITY Operate and maintain school facilities efficiently, and effectively plan for future development of the campus.</p>	<p>Facility is maintained in good repair and within budget</p>	<ul style="list-style-type: none"> • Administrative team has authority and access to make routine repairs • Facilities expenses are within budget and handled in compliance with policy and law • Finance Committee reviews budget and expenditures monthly • Emergency and large repairs are managed with minimal impact on budget • Expenses for repairs over \$2500 are reported and approved by the Board 	<ul style="list-style-type: none"> • Identify "routine repairs" as costs under \$2500 to repair or replace necessary items • Schedule routine maintenance on an annual cycle • Establish reserves fund for maintenance and repairs • Identify and secure funding for remodel and major repairs 	<p>Facility Committee</p>
	<p>Facility provides safety and security for students and employees, and is in compliance with state and federal laws.</p>	<ul style="list-style-type: none"> • Current facility includes safe and attractive playground equipment and ADA compliance. 	<ul style="list-style-type: none"> • Evaluate needs for ADA compliance. • Identify and plan improvements for safety and security. 	<p>Facility Committee</p>

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<p>Permanent facility is determined by 2018-19 for development in 2019-20 school year</p>	<ul style="list-style-type: none"> • School finances meet recommended goals for cash flow and reserves. • Permanent facility meets charter goals and district requirements. • Permanent location includes capacity for the following elements: <ul style="list-style-type: none"> ○ Library ○ Gym ○ Tech lab ○ Field/track ○ Performing arts/cafetorium ○ Playground (age specific areas) ○ 120+ parking spots 	<ul style="list-style-type: none"> • Identify location and financing for permanent location within boundaries of charter application. • Determine minimum size (building size and capacity) to support projected enrollment at capacity (720/725) plus preschool. • Establish plan for preschool after 5 years of operation 	<p>Facility Committee</p>	
<p>Long-term plan assures facilities development for growth and improvements</p>	<ul style="list-style-type: none"> • Long-term plan is feasible, affordable, and in line with the mission of the school. • Consider plans to expand HHA program beyond current campus. • Keep district informed about HHA facilities 	<ul style="list-style-type: none"> • Identify short-term plan for current facility and required expansion or improvements <ul style="list-style-type: none"> ○ K-6 (2017-18) ○ K-7(2018-19) ○ K-8 (2019-20) • Determine a permanent location by 2018-19 for possible development in 2019-20 school year. • Conduct market research to analyze options for expansion • Provide district with a copy of lease/deed etc. within 5 days after closing • Obtain all applicable permits and certificates of occupancy as necessary 	<p>Board & Admin</p>	
<p>MARKETING Marketing efforts are targeted to achieve enrollment</p>	<p>Effective marketing campaign delivers positive community awareness</p>	<ul style="list-style-type: none"> • Appropriate budget is allocated • Short-term marketing plan is implemented for 2017-18 • Long-term marketing plan is developed 	<ul style="list-style-type: none"> • Develop theme based on Heritage Heights, Eagles and Eagle’s Nest, and the idea of “soaring” to success. 	<p>Board & Admin</p>

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<p>goals and provide community awareness of HHA.</p>	<ul style="list-style-type: none"> • Annual review of marketing needs and results • School is represented by a unified marketing theme that reflects the board’s mission and vision 	<ul style="list-style-type: none"> • Approve budget for marketing • Develop short-term plan for 2017-18 • Develop long-term plan • Determine annual review process 	
	<p>Publications provide clear and consistent information to attract and retain target student population and meet enrollment goals. In year 2021-2022 the enrollment goal will be 545 students based on capacity of facility. Enrollment numbers will be based on capacity of facility.</p>	<ul style="list-style-type: none"> • Web site information aligns with HHA mission and vision. • Communique and other publications effectively educate and inform the community. • Power School and App communication formats are used to publish information in emergencies. • Procedures for tracking exiting students provide useful information for school improvement. 	<ul style="list-style-type: none"> • Update web site frequently • Maintain current announcements on Facebook • Implement school app to ensure accurate and timely information in emergencies. • Continue tracking and analysis of exiting students and their reasons. <p>Administration</p>
<p>TEACHER QUALITY Hire and retain teachers that meet HHA standards for excellence in instructional methods and character</p>	<p>Effective recruitment and training procedures attract high quality teachers.</p> <ul style="list-style-type: none"> • Recruitment process is effective in attracting high quality teachers who embrace HHA mission and vision. • Professional development opportunities meet academic needs • New teachers are effectively mentored for success at HHA • Maintain Induction program through CSI 	<ul style="list-style-type: none"> • Maintain hiring committee • Maintain teachers-teachers.com job postings and review annually • Maintain requirements to read and respond to books • Create a procedure to ensure aides and other part-time employees understand HHA mission and vision • Analyze needs and opportunities for professional development at least annually • Maintain mentor teams, train new mentors, and provide incentives for serving 	<p>Partnership: Hiring Committee, Administration</p>
	<p>Compensation, school culture, and effective leadership create high retention rates for qualified teachers and employees.</p>	<ul style="list-style-type: none"> • Employees understand compensation and benefits and criteria for increases 	<ul style="list-style-type: none"> • Improve transparency in compensation practices • Develop career pathways and opportunities for leadership <p>Administration</p>

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	<ul style="list-style-type: none"> • Teacher surveys report satisfaction with school culture and leadership • 80% or better retention rate of qualified teachers 	<ul style="list-style-type: none"> • Develop and implement teacher survey • Continue collecting Exit Interviews from teachers who voluntarily terminate and analyze data 	
Evaluation procedures effectively monitor instruction and hold teachers accountable.	<ul style="list-style-type: none"> • Evaluation procedures align with HHA mission and vision and meet or exceed charter requirements. • Evaluations provide effective and timely feedback for improvement • Evaluations are in compliance with state and federal laws 	<ul style="list-style-type: none"> • Review evaluation procedures annually to integrate best practices and align with current laws and policies. 	Administration
ACADEMIC ACHIEVEMENT Create a culture of academic success	<ul style="list-style-type: none"> • Students perform at 80% proficient or above on state assessments. • All elements of curriculum align to build a coherent, logical sequence of skills and content mastery • Students and staff receive recognition for progress in academics • Students earn frequent awards in academic competitions • Students are prepared for Honors or AP courses in high school. • School achieves Core Knowledge School of Distinction status • Students complete a Capstone Project as part of 8th grade instructional program 	<ul style="list-style-type: none"> • Train teachers in effective instruction and align curriculum to meet/exceed state standards • Provide opportunities for staff to work together to align curriculum • Continue student academic awards, find ways to celebrate staff accomplishments • Identify additional opportunities for student participation in academic competitions • Develop electives and classroom space for middle school • Identify next steps in Core Knowledge School of Distinction process • Develop Capstone Project and align with Capstone Academy and Liberty Common School 	Administration

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CHARACTER & COMMUNITY Create a culture of positive relationships between parents, students, and school	<ul style="list-style-type: none">• Parent surveys report satisfaction with teachers and school leadership• Student behavior reflects growth in character• PTSO is active supporter of HHA programs and community, working in partnership with HHA staff• Community events are well-attended and effective• After school programs are well-organized and well-attended	<ul style="list-style-type: none">• Develop surveys• Continue tracking student behavior and character growth• Continue building partnership between PTSO and HHA staff• Continue developing community events, such as HHA Parent University• Develop after school programs and clubs• Connect school with community and service organizations	Administration
	<ul style="list-style-type: none">• Yearly HHA Honors Award presented to a community organization, business or individual for exemplifying and demonstrating one or more of the character traits espoused by HHA.• The HHA Honors Award would not necessarily be given for directly impacting HHA but rather for having a direct impact on the community as a result of practicing one of our traits.• Parents (and possibly faculty and staff) would be able to submit nominations for the award to the Community Outreach Committee who juries the submissions and selects the recipient	<ul style="list-style-type: none">• Establish Community Outreach Committee• Develop character traits for elementary and middle school students• Continue to help students learn the HHA traits by seeing examples of how those traits are practiced by others in their community.• Continue to strengthen the connection between HHA and the greater community by honoring those who practice the traits HHA strives to teach its students.	Community Outreach Committee

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- Presentation of the HHA Honors Award would include inviting the individual or organization representative(s) to the school for a luncheon with the students followed by an assembly where the award certificate and commemorative plaque would be presented by the board and/or administration.
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Board Committees

Committee Name	Board Representative	Administration
Policy and Leadership	Jen Gibbons	Natalia Miller-Forrest
Finance	Karen Lee-Toy	Natalia Miller-Forrest
Director Evaluation	Jen Gibbons Peggy Downs	Natalia Miller-Forrest
School Accountability	Kristen Ivory	Natalia Miller-Forrest
Facility	Nathan Wheldon	Natalia Miller-Forrest
Hiring	Jessica Price and Kristen Ivory	Natalia Miller-Forrest
Community Outreach	Lauritz Petersen	Natalia Miller-Forrest

Board Terms

Name	Begin Term	End Term
Karen Lee-Toy	2015	2018
Jessica Price	2015	2018
Kristen Ivory	2015	2018
Jen Gibbons	2015	2019
Peggy Downs	2016	2019
Nathan Wheldon	2017	2020
Lauritz Petersen	2017	2020

Charge Statements

Leadership and Policy

Leadership and Policy committee shall include two BOD members and Head of School to ensure BOD are in compliance with HHA charter, CCSD requirements, and charter school laws and regulations. They shall encourage BOD to recruit, train and retain effective board members. Leadership and Policy Committee shall support the mission and vision of the school through effective oversight and evaluation. This committee meets bi-annually for Head of School Evaluation. The committee will evaluate Had of School using HHA

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Board approved evaluation procedures and make recommendations to BOD for overall rating, renewal and terminations. This evaluation will be complete by June 30.

Community Outreach Committee

The Community Outreach Committee, chaired by a BOD member, shall oversee outreach between HHA and the greater community of which HHA is a member as well as internal recognition of excellence. This is done for (1) the purpose of developing and strengthening ties between HHA and the greater community, (2) the purpose of recognizing significant contributions to the greater community by those outside and inside of HHA and (3) the purpose of helping HHA students, parents, faculty and staff see the positive impact that can be had by exemplifying the HHA core traits, which are respect, responsibility, self-control, cooperation, perseverance, citizenship and integrity. As part of their responsibilities, the Community Outreach Committee will yearly administer the HHA Honors Award program to recognize those outside of the HHA community who have exemplified the HHA core traits. With the assistance of the administration, the committee shall additionally seek out other opportunities to recognize HHA staff, faculty or volunteers for excellence in demonstrating the HHA core traits. This committee meets as needed.

Finance Committee

The Finance Committee oversees the school's budget and asset management. This committee reviews financial statements regularly to monitor progress, approves short- and long-term financial goals for the charter school, recommends and monitors a budget aligned with the school's strategic priorities, ensures compliance with strong policies, and raises financial concerns and solutions to safeguard the school's resources. The committee chair is the current Board Treasurer. The committee members include the Treasurer, Principal, 1-2 parents/community members, or an additional Board member. Financial background is strongly preferred but not required. This committee meets once a month along with our outside CPA to review monthly financials. This committee presents regular financial updates at the monthly Board meeting.

Enrollment Committee

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The Heritage Heights Academy Enrollment Committee's purpose is to spread the word about HHA in order to get full enrollment. The Chair of this committee will be a BOD member. They will recruit new students through various outreach efforts, help give tours, and help with new parent information nights. This committee meets monthly during enrollment season (November- February). This committee is made of parents, BOD member and Head of School.

Facilities Committee

The Heritage Heights Academy Facilities Committee's purpose is to get HHA in a permanent facility. Once this goal is reached, this committee will dissolve. The Chair of this committee will be picked by the committee members. This committee is made up of parents volunteers, a BOD member and Head of School. They will also get assistance from Educational Facilities Solutions. This committee will meet as needed.

School Accountability Committee

The Heritage Heights Academy School Accountability is an advisory committee that advises the Board on school performance, budget priorities and parental engagement. The purpose of the committee is to inform, encourage and provide opportunities for parent and community members to be involved in the planning and evaluation of the school's instructional program and quality improvement process. This committee meets quarterly. The HHA SAC is comprised of parents, community members, Head of School and teachers. The committee will choose a Liaison to the BOD.

To achieve these goals throughout the year the SAC members will:

- Review Standardized Assessment Data with school administration – identify areas of needed growth
- Review the schools Unified Improvement Plan (UIP) developed by the school administration to address needed areas of growth
- Administer Parent Satisfaction Surveys – report results and SAC recommendations to the Board