Strategic Plan 2017-2020

As Presented by the Strategic Planning Committee to the Board of Trustees

February 27, 2017

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Executive Summary

The Board of Trustees during the 2015-2016 school year identified the need to develop a 3-5 year strategic plan that would guide the long term direction of our organization. The Strategic Planning Committee was established in late 2015 and was composed of board members, administrators, teachers and students to ensure broad representation or our key stakeholders.

Our process involved using the Texas Charter Schools Association's Quality Framework to identify ten key areas within our organization. Those areas are:

Area	Components
Student Success	Academic growth and achievement, postsecondary and/or career readiness, high expectations, student engagement and social and emotional development.
Learning	Curriculum, instruction and assessment.
Staff	Recruitment, selection, development, support and retention of qualified staff members.
Stakeholder	Developing partnerships with all stakeholders, family and organizational outreach strategies and focused marketing.
Data Management	Integrated performance management, data security, accuracy, analysis and usage.
Environment & Operations	Facilities, environment and operations.
Fiscal Management	Financial planning, budget and oversight and risk management.
Public Accountability	Transparency and compliance with federal and state regulations.
Mission & Vision	Core purpose, values and campus culture.
Leadership	Board development, governance and planning.

We are using the following five step process to assess, identify, develop, implement and measure ourselves as we move through our strategic planning cycle. This process is an ongoing process and will evolve over time. The following image represents the process we used in evaluating the ten key areas:

Where are we now? We had in-depth conversations in which we **assessed** our current issues and gaps in each area.

Where do we want to go? Passionate, in-depth conversations brainstorming and **identified** how to best move forward in each area.

How will we get there? We have **developed** key initiatives as well as numerous goals and objectives to lead our organization in a manner that fulfills our shared vision.

What are we going to do? In many areas we have already begun to **implement** some of our key initiatives. In other areas, we are at the beginning of the process and exploring the best path forward. Many of these areas will be best explored and implemented by our qualified team.

How are we doing? We are committed to consistently **measuring** our progress in each of our ten key areas and being held to the highest levels of accountability and performance management as we lead our organization into the future.

Board Authorization of the 2017-2020 Strategic Plan

Board Member Name:
Board Member Signature: Date:

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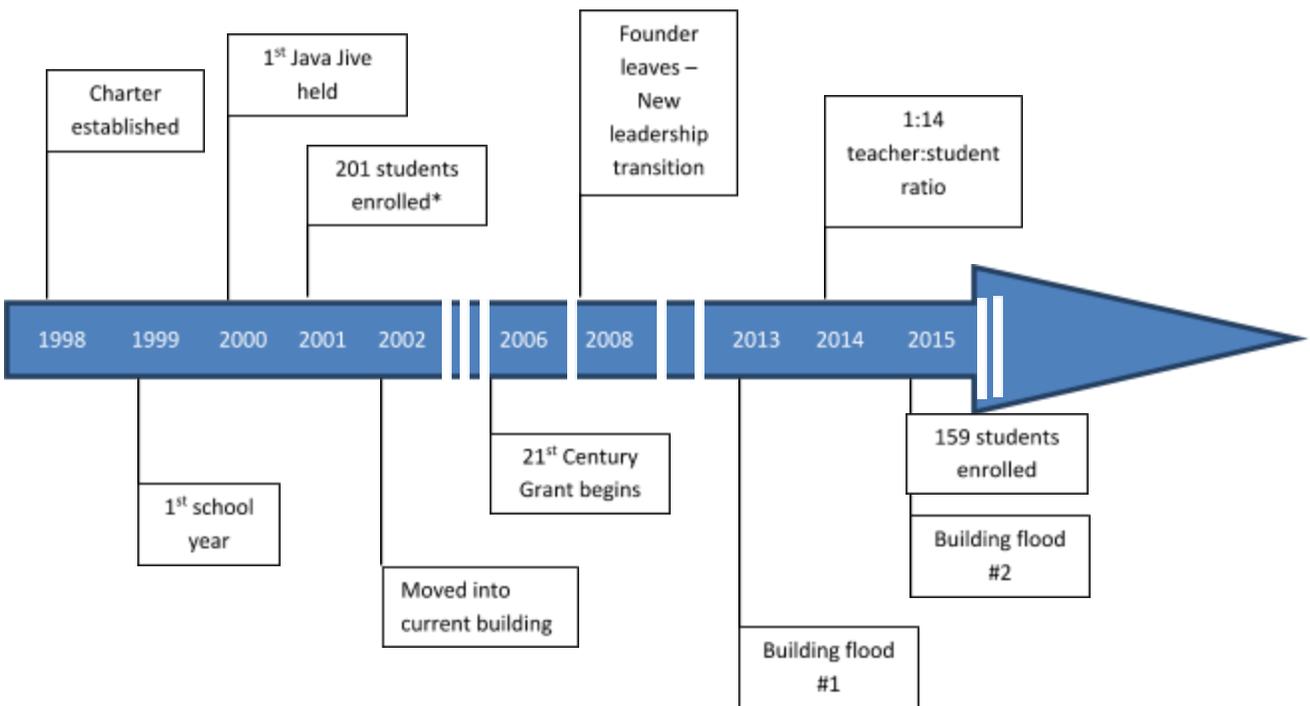Board Member Signature: Date:

Superintendent Name:
Superintendent Signature: Date:

Organizational Description

Brief History

In 1998, Dr. Yana Mintoff Bland founded the Katherine Anne Porter School, as a free public charter high school, in Wimberley, Texas. The school opened with a class of 16 students for the 1999-2000 school year.

* Prior to 2005, PEIMS enrollment data is not accurate because of the accounting method used by the State (students that dropped or transferred out were not removed from the school role)

The Katherine Anne Porter School, or KAPS as it is known, currently serves 165 students from 5 counties in the Central Texas area.

Why the Katherine Anne Porter School?

Katherine Anne Porter (originally Callie Russell Porter but took her grandmother's name after her death), was a Pulitzer-prize winning American journalist. She was born in Indian Creek, Texas on May 15, 1890 and lived with her grandmother, Catherine Ann Porter, in Kyle, Texas from the age of two to eleven after her mother's death. Their home in Kyle is now the Katherine Anne Porter Literary Center where Dr. Bland had served on the board.

Although Porter had no formal education beyond grammar school except for a year in 1904 where she attended the Thomas School in San Antonio, she went on to become a renowned Texas writer. She taught at Stanford University, the University of Michigan, Washington and Lee University, and the University of Texas. She was awarded a Pulitzer Prize and the U.S. National Book Award in 1966 for her book, *The Collected Stories of Katherine Anne Porter*. Porter's last publication, The *Never Ending Wrong*, released in 1977, detailed the trial and execution of Sacco and Vanzetti. She had protested

their arrest 50 years earlier. Porter died in Maryland on September 18, 1980.

The Katherine Anne Porter School was founded on the belief held by Porter that "**knowledge of great art and great thought is a good in itself, not to be missed for anything.**"

(clockwise) Katherine Anne Porter in 1930. Porter in later years. Porter's childhood home in Kyle, TX (now the Katherine Anne Porter Literary Center).
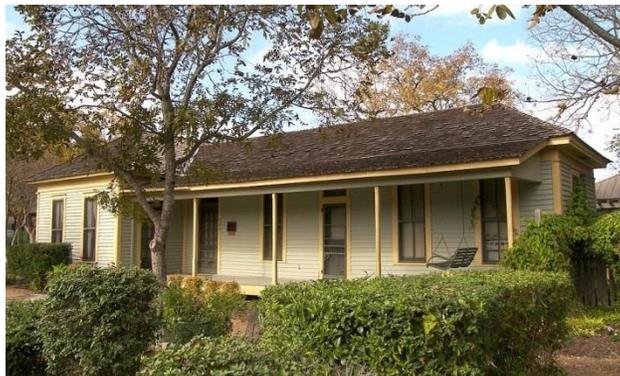
Katherine Anne Porter Organizational Chart
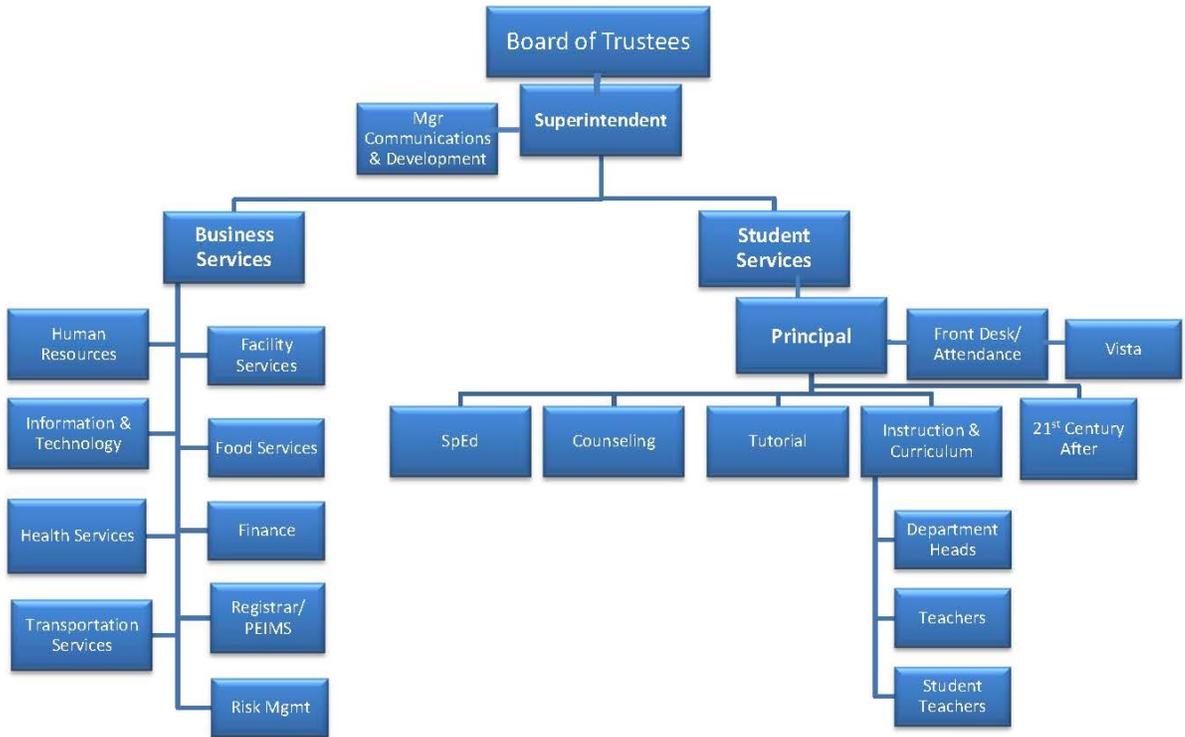
Our Shared Vision

Our Identity

We are a creative community celebrating diversity and freedom in learning.

Our Mission

We educate and empower our students with knowledge, skills, and practices to be successful and compassionate in school and life.

Our Vision

We envision highly developed and valued individuals who are engaged and successful at reaching their full potential.

Our Values and Commitments

We value the voice of every member of our community and expect everyone to embrace and employ these values and commitments.

- **Academic Achievement** We put learning first, with the belief that knowledge and understanding lead to positive action and empowerment, positioning individuals for success.
- **Freedom** We offer diverse opportunities for people to bring all of who they are to our community so that creativity thrives.
- **Participation & Collaboration** We work together to have focused participation and collaboration toward the positive development of our community.
- **Respect** We practice respect for oneself, others, and our world.
- **Great Art & Thought** We are committed to fostering appreciation, participation and creation of great art and thought.
- **Community Involvement & Service** We shape our community just as our community shapes us through engagement and service based projects.
- **Environmental Stewardship** We teach and practice conservation and protection of our natural resources and wildlife.

Structure and Flow

The Strategic Planning Committee agreed to the following structure and flow to ensure the completion of our plan:

Key Initiatives-Broad based, directives that will ultimately guide the direction of our school. All key initiatives will be broken down into the following elements to ensure their completion.

- **Goals**-Observable and measurable end result having one or more objectives to be achieved within a fixed timeframe.
    - **Objectives**-The actual methodology that will be used to fulfill the specific goal.
        - **Action Plans**-These are the actual steps that must occur in order for the objective to be met.

Many of these initiatives and goals will flow into our campus improvement plan, with elements being woven into individual performance plans, as appropriate.

Key Initiatives

1.0 Student Success-We are passionately committed to the academic growth and achievement, of our students ensuring post-secondary readiness and/or career readiness, high expectations, student engagement and social and emotional development.

Key Initiative 1.1 Barriers to Success-Identify root causes of barriers to success for our student population and develop programs to eliminate and/or address causes.

Goal 1.1.4 Evaluate the impact of 30% turnover of students and identify strategies to maintain high expectations and commitment to shared vision from year to year.

Goal 1.1.5 Homework and Learning-Develop and implement new strategies to shift student culture regarding not completing work.

Objective 1.1.5.1 Explore and evaluate options for non-homework

Objective 1.1.5.2 Review and evaluate options for Flipped classrooms (Homework is watching teaching/lectures at home with Projects/homework completed during class

Goal 1.1.6 Review, analyze and identify main causes of current attendance rates and develop and implement programs to increase attendance rates.

Goal 1.1.7 Review, evaluate and recommend best practice for Child Nutrition/Food service options.
Objective 1.1.7.1 Review and revise cafeteria options and nutrition options.

Goal 1.1.1 Holistic Approach to serving our students-Explore, evaluate and provide recommendations on best practices to meet our students needs in a holistic manner in our rural areas.

Goal 1.1.2 Review of qualification to RTI\Review and Expansion of SPED Program

Key Initiative 1.2 Measurements of Success-Explore, develop and implement metrics to define and measure success in relation to our shared vision (Must be tied to Instructional Framework)

Goal 1.2.1 Evaluate current levels of performance on state evaluations/testing and improve

performance.

        Objective 1.2.1.1 STAAR Exam Performance-Identify current performance levels and Improve performance levels in all areas by XX%.
            Action Step 1.2.1.1.1 Maths
            Action Step 1.2.1.1.2 English
            Action Step 1.2.1.1.3 Biology
            Action Step 1.2.1.1.4 US History

Goal 1.2.2 Post Secondary Readiness-Evaluate, refine and implement a track of courses and programs that assist and prepare students for post secondary enrollment or career.

        Objective 1.2.2.1 Parent engagement-Identify and implement strategies to engage parents in identifying student readiness.

        Objective 1.2.2.2 Career Exploration-Explore available options and implement strategies to increase career exploration paths.

        Objective 1.2.2.3 PSAT/SAT-Evaluate and implement test preparation alternatives to prepare students for testing.

        Objective 1.2.2.4 G-Force Course-Review and implement program

        Objective 1.2.2.5 College Prep-Success in college/educational simms class

Goal 1.2.3 Identify, develop and implement varying strategies to improve our student success

        Objective 1.2.3.1 Develop and implement a track of courses that help students learn relational and emotional intelligence skills (Behavior/expectations)
            Provide challenging life skills courses
            Interpersonal skills courses

        Objective 1.2.3.2 Develop a track of classes that identify students personalities, strengths, passions, dreams, etc. so that we can develop a curriculum plan/path for each student that drives our course offerings.
            Work with students passions and strengths to gain credit through independent studies.

        Objective 1.2.3.4 Review and revise pathways for endorsements.
            Action Step 1.2.3.4.1 Training for students/parents
            Action Step 1.2.3.4.2 Training for teachers

Goal 1.2.4 Develop and implement training program to equip teachers to become "coaches" for our students.

Goal 1.2.5 Post Graduation Follow up- Develop and implement program to follow students after they graduate to determine our success.

Develop and implement a process for gaining post graduation plans and status.

Goal 1.2.6 Family Learning-Develop and implement family learning opportunities

Goal 1.2.7 New Student Orientation-Develop and implement "Fish Camp" for all new students and each grade to understand culture and encourage social drive.

> **Objective 1.2.7.1** Develop process for obtaining required paperwork to develop class schedule.
> > **Action Step 1.2.7.1.1** Transcript

Goal 1.2.8 Evaluate and assess students to facilitate identification and implementation of class schedule needs.

Key Initiative 1.3. Student Leadership Development-Develop and implement campus wide student leadership development program.

Goal 1.3.1 Peer to peer accountability/learning-Develop and implement peer-to-peer accountability and learning program.

Goal 1.3.2 Develop student led teaching, mentoring, tutoring and study groups

Goal 1.3.3 Develop a quiet study area for students aka staff lounge. Library.

2.0 Learning-We are committed to the development, delivery, and assessment of strong curriculum and instructional programs.

Key Initiative 2.1-Develop and implement comprehensive Instructional Framework based on our shared vision and values and our target student audience campus wide in a cooperative and collaborative manner/process. (See CREATE Skills Framework as an example)

Goal 2.1.1 Great Art and Great Thought-Identify and develop core components of "Great Art and Great Thought" to be woven into our framework.

Objective 2.1.1.1-Core Curriculum-Identify, develop and implement a core curriculum

Action Step 2.1.1.1.1 Mandatory Health Course with CPR and Sex Education.

Goal 2.1.2 Tracks/Paths to Diploma-Review and revise our current "tracks" of obtaining a high school diploma to ensure it supports the Instructional Framework and is highly effective.

Objective 2.1.2.1 Credit Recovery/Remedial Program-Evaluate and expand remedial and credit recovery program

Action Step 2.1.2.1.1 Explore campus wide curriculum software package and other classroom alternatives

Objective 2.1.2.2 Tech/Vocational Program-Develop and implement Technical/Vocational track for our students. (possible examples-LEEDs/Green Construction, Cosmetology)

Action Step 2.1.2.2.1 Develop and implement Work/Study Program Coordinate with and through business partnerships

Action Step 2.1.2.2.2 Career and Tech Ed-Continue to grow our options from Sustainable Agriculture & Natural Resources, IT and Digital Media.

Objective 2.1.2.3 Advanced Placement Program-Develop and implement full Advanced Placement program.
Action Step 2.1.2.3.1 Ensure our teachers are certified to teach AP Courses

Action Step 2.1.2.2.2 Educate students and parents regarding benefits of Advanced coursework.

Action Step 2.1.2.2.3 Track and analyze results of participation in program, into college career.

Objective 2.1.2.4 Dual Credit Program-Explore and implement alternative Dual Credit programs

Action Step 2.1.2.4.1 Online university credits (Phoenix U)

Action Step 2.1.2.4.2 Taking University online classes w/instructor

Action Step 2.1.2.4.3 Ensure our teachers are certified to teach Dual Credit Courses

Action Step 2.1.2.4.4 Educate students and parents regarding benefits of Advanced coursework.

Action Step 2.1.2.4.5 Track and analyze results of participation in program, into college career.

Goal 2.1.3 Annual Instructional Vision-Develop and implement an instructional vision for each school year. Centralized themes and projects. Examples-Native American, Respect, centered on our Values

Objective 2.1.3.1 Review and revise, develop and implement our Student Mentor program.

Objective 2.1.3.2 Review and improve Instructional Planning

Objective 2.1.3.3 Need to craft Scope & sequence/TEKS for all courses

Goal 2.1.4 Experiential Learning Opportunities-Develop and implement more experiential learning opportunities

Goal 2.1.5 Learning Curriculum Coordinator/Specialist-Evaluate and provide direction regarding the development and implementation of a Learning Curriculum Coordinator/Specialist

Key Initiative 2.2 Teacher Effectiveness-Develop and implement comprehensive program to increase Teacher effectiveness.

Goal 2.2.1 Teacher Inservice Training-Review and improve Teacher Inservice Training

Goal 2.2.2 New Hire Orientation-Develop and implement teacher and new hire orientation to convey shared vision, culture and best practices

Goal 2.2.3 Teacher Coaching/Mentoring-Develop and implement a teacher coaching/mentoring program

Goal 2.2.4 Co-teaching Develop and implement Co-teaching strategies/opportunities

Goal 2.2.4.1 Develop and implement performance review process to incorporate teacher learning and development. Reflect on performance and improve going forward. TTESS.

Key Initiative 2.3 Traditional versus Year Round School-Evaluate and recommend proposal regarding our most effective method for delivering our instructional framework.

      Goal 2.3.1 Further Develop and implement and grow our Summer Program

      Goal 2.3.2 Review start date of school to provide head start on testing prep.

Key Initiative 2.4 Middle School Program-Explore and Evaluate need and potential for a Middle School expansion.

      Goal 2.4.1 Develop and implement camps and special programs to target middle school students

Key Initiative 2.5 Technology Integrated Learning-Develop and implement a plan weaving technology into our teaching and learning practices

      Goal 2.5.1 Training for teachers on how to use and incorporate technology into teaching.

      Goal 2.5.2 Incorporate alternative learning options into our school
         (Massive Open Online Courses)/Provide courses online (Lectures online, classroom work/problem solving)
            Credit Recovery
            Certificate Courses
            Enhance Independent Studies-Self paced

      Goal 2.5.3 Identify and use our local data to drive our initiatives
            DMAC-test scores and create tests

      Goal 2.5.4 Develop and implement a KAPS App
            Test reminders
            Homework

3.0 Stakeholders-We will diligently pursue developing partnerships with all stakeholders, while identifying and implementing family and organizational outreach strategies and focused marketing programs.

Key Initiative 3.1 Students-Develop, Design and Implement a recruitment plan for students that reflects Great Art and Great Thought as our primary focus.

Goal 3.1.1 Students interested in KAPS- Develop a recruitment plan for students who are interested in KAPS unique programming and curricula.

Goal 3.1.2 Develop a recruitment plan for students in 7-8th grade during Summer School to increase interest.

Goal 3.1.3 Develop an outreach plan to develop a network with various community agencies/ organizations for student recruitment.

Key Initiative 3.2 Parents-Identify, develop and implement a recruitment plan for increasing parent, guardian and family member involvement in all aspects of our school.

Key Initiative 3.3 External Community Members-Review, revise and expand current programs and processes to reach out to our community leaders to further develop strategic partnerships with our community to improve our standing and influence in the communities we serve.

Goal 3.3.1 Identify Key community organizations to partner with and have board members develop relationships.

Goal 3.3.2 Develop and implement a "Road Show" presentation for external community organizations
> **Objective 3.3.2.1** Develop a Road Show team.

>> **Action Step 3.3.2.1.1** Identify and train team.

Key Initiative 3.4 Develop, Design and Implement a recruitment plan for attracting and retaining Community Funders.

Goal 3.4.1 Develop and implement a case statement for KAPS.

Goal 3.4.2 Research and identify potential funders.

Goal 3.4.3 Build/Nurture/Cultivate relationships and initiate meetings with potential funders.

Key Initiative 3.5 Board-Develop and identify strategies to strengthen board visibility and involvement in activities that directly support student and staff interactions.

4.0 Staff-We are committed to the recruitment, selection, development, support and retention of highly qualified staff members.

Key Initiative 4.1 Recruitment-Develop and implement a school wide recruiting plan containing candidate profiles, clear job descriptions, performance standards, and potential recruiting sources.

Goal 4.1.1 Candidate Profile-Develop and implement candidate profiles for key positions. Need adaptable, open minded individuals committed to the long term

Goal 4.1.2 Develop and implement school recruiting package (Why work at KAPS?)

Goal 4.1.3: Identify and develop key partnerships with potential recruiting sources that fit our successful candidate profile and job descriptions.

Objective 4.1.3.1 Target grad students coming out of MA and PhD programs.

Objective 4.1.3.2 TEA

Objective 4.1.3.3 TCSA

Objective 4.1.3.4 Retired Teachers

Objective 4.1.3.5 Student Teachers

Goal 4.1.4: Explore and potentially develop and implement mentorship and internship programs to provide experience working with our student population and culture.

Goal 4.1.5: Develop and implement an information-rich recruiting and interviewing process so that both candidate and school know as much as possible about each other.

Key Initiative 4.2: Selection-Identify, develop and implement selection and hiring practices that ensure the highest quality associates join our organization.

Goal 4.2.1: Identify, develop and implement selection processes that incorporate all appropriate
stakeholders for each position; interview/selection committees behavioral interviewing incorporating role playing and lecture. thorough background and reference checking

Goal 4.2.2: Develop and implement new hire orientation program for all new associates.

Objective 4.2.2.1 Provide cognitive narrative; history, shared vision, relevant policies and practices

Objective 4.2.2.2 Practical training on key skills-Gradebook, IT, policies, etc.

Key Initiative 4.3 Compensation and Benefits-Evaluate and revise compensation and benefit practices to ensure we are competitive, creative, and able to attract and retain highly qualified associates.

Goal 4.3.1: Evaluate current process for awarding increases. (Not just financial) Develop and implement competitive increase practices that incent our best associates.
- ➔ Training rewards
- ➔ Experience

Key Initiative 4.4 Performance Management-Evaluate and revise performance management practices to ensure timely and constructive feedback and accountability measures are in place.

Goal 4.4.1: Incorporate individual training and development plans into performance management plans.

Goal 4.4.2 Develop and implement recognition and reward practices to recognize high levels of performance.

Key Initiative 4.5 Training and Development-Assess, develop, and implement a campus wide training and development plan that provides the skills required to work with our student population and our shared vision and culture.

Goal 4.5.1: Develop and implement training on our shared vision so that current staff identifies how we will live it out in the day to day activities and interactions with all stakeholders.

Goal 4.5.2: Identify, source and implement training for associates based on our student demographics and needs to improve classroom learning.

Key Initiative 4.6 Retention-Identify, develop and implement key retention practices that incent and reward commitment for the long term.

Goal 4.6.1: Identify and evaluate staff turnover rates and reason to identify potential opportunities to improve retention rates and decrease turnover.

Objective 4.6.1.1 Self care and Support Program-Review and revise teacher emotional support/self care program.

5.0 Leadership-We are devoted to developing a highly qualified Board that is committed to governance and planning so that we continue to be an organization that delivers a high quality education.

Key Initiative 5.1 Board Development-Develop and maintain a highly effective Board of Trustees composed of diverse, experienced professionals who bring their unique skills set to our collaborative, team environment.

Goal 5.1.1: Develop and implement a recruitment plan based on an assessment of our strengths, weaknesses, opportunities and threats (SWOT Analysis) so that we recruit members who are committed for the long term.

Goal 5.1.2: Develop and implement a Trustee development plan composed of the following areas:
- ➔ Expectations/Board Member Contracts accountability/process for not meeting expectations?? In Bylaw??
- ➔ Evaluation/Performance Review
- ➔ Training & Development on Educational matters
- ➔ Personal Cultivation
  - ◆ Strengths
  - ◆ Team Building

Key Initiative 5.2 Governance-Govern our school and manage the Superintendent in a proactive and relevant manner so that our shared vision is "lived out" at every level of the organization.

Goal 5.2.1: Develop, design, implement and manage an annual performance review process in collaboration with and for the Superintendent.

Goal 5.2.2: Develop and implement a Development Committee focused on assuming the primary responsibility for raising funds to support the organization's mission.
- ➔ Fundraising
- ➔ Development of Friends of KAPS Group
- ➔ Events

Goal 5.2.3: Develop and implement an Academic Excellence Committee focused on assuming the primary responsibility of working with the Superintendent to define academic excellence, ensure that all Board Members know the charter promises that were made to the community and the authorizer and to devise clear and consistent measures to monitor these goals.

Goal 5.2.4: Explore, evaluate and develop a recommendation on the development and implementation of an Advisory Board Committee.

Goal 5.2.5: Explore, evaluate and develop a recommendation on current student voting process.

      Objective 5.2.5.1: Implement and design a voting process that fairly represents the voice
        of our stakeholders.

Goal 5.2.6: Implement and incorporate our new Shared Vision throughout the organization clarifying/re-establishing our culture.

      Objective 5.2.6.1: Review, revise and develop new policies in partnership with the Superintendent to carry out the Shared Vision of our organization and ensuring compliance with state regulatory agencies.

Goal 5.2.7: Improve and enhance internal community relations to ensure we operate effectively as one organization to fulfill our Shared Vision.

      Objective 5.2.7.1 Build better partnership and effective communications between all stakeholders
- ◆ Executive Leadership Team
- ◆ Staff
- ◆ PTSO
- ◆ Students
- ◆ Parents

      Objective 5.2.7.2 Implement Dragons in the Round at the Board level.

      Objective 5.2.7.3 Develop Trustees who are actively engaged in campus life with a working knowledge of our school
- ◆ Meet teachers and students
- ◆ Visit school
- ◆ Participate in school events

      Objective 5.2.7.4 Identify and develop methods for assessing climate and culture to address concerns and issues in a proactive manner

Goal 5.2.8: Improve and enhance external community relations to improve our standing in the community.
      Objective 5.2.9 Identify and develop and/or improve relationships with key organizations within our community.
- ◆ Chamber of Commerce
- ◆ Lions
- ◆ Businesses
- ◆ City/County Governments
- ◆ Other ISDs

Key Initiative 5.3: Planning-Develop, implement and manage a 3-5 year strategic plan that will provide a roadmap for executing our Shared Vision in a cohesive and collaborative manner.

6.0 Data Management-We are committed to the integrated performance management, security, accuracy, analysis and usage of our data.

Key Initiative 6.1.0 Campus wide Technology Plan-Identify, develop and implement a campus-wide technology plan to ensure consistency in technology-gain consensus.

Goal 6.1.1 Hardware Develop and implement program to upgrade our hardware.

Objective 6.1.1.1 Student Computers-Develop and implement a program where each student receives or at minimum has access to a computer with school management programs installed.

Objective 6.1.1.2 Upgrade computers throughout campus reducing need for "Hand me down" equipment.

Objective 6.1.1.3 Internet Connectivity-Improve and resolve the Internet connectivity Issues

Key Initiative 6.2 Data Management-Evaluate and improve our current Data Management processes centralizing as much as possible.

Goal 6.2.1 Assess our current usage and analysis of data.
What data are we currently tracking/using?
Better integration into what we do

Goal 6.2.2 Assess and integrate various data points into one cohesive system.
Lottery Management
Financial System
Goal 6.2.3 Assess and review our current usage of PIEMS to determine future action

Goal 6.2.4 Assess and review our current usage of TxEIS to determine future action

Goal 6.2.5 Identify and evaluate various options and recommend new system
Infosnap.com
Creatrixcampus.com
edtech.biz

7.0 Environment and Operations-We are dedicated to providing facilities and operating in a manner that minimally impacts our environment and resources.

Key Initiative 7.1 Explore and determine the best plan for facility growth and improvement.

Goal 7.1.1 Analyze and review our demographics to determine exploration of all options.

Goal 7.1.2 Review and analyze current student growth trends and project long term needs.

Goal 7.1.3 Determine and identify the cost to remodel our current facility.

Goal 7.1.4 Determine and identify the cost to purchase land and build a new structure.

Goal 7.1.5 Determine and identify the cost to purchase/remodel an existing building.

Goal 7.1.6 Develop the cost to establish satellite campuses.

Key Initiative 7.2 Maintain the existing building for the duration of the present population.

Goal 7.2.1 Identify and establish priorities to improve the function and aesthetics of our current building.

Goal 7.2.2 Establish "work/study" friendly environment for students/staff.

Goal 7.2.3 Determine the actual cost to maintain the present building.

Goal 7.2.4 Develop and compile a comprehensive and cohesive maintenance manual including historical documentation of architecture and structure.

Key Initiative 7.3 Develop and implement a safety plan and manual for our campus

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Goal 7.3.1 Develop and compile a comprehensive and cohesive safety manual including historical documentation of architecture and structure.

8 Mission and Vision-We are passionately committed to remaining true to our shared vision, values and commitments.

Key Initiative 8.1 Identify and implement strategies and programs that support the active incorporation of our shared vision into our day to day activities.

Goal 8.1.1 In cooperation with the Academic Excellence Committee establish and implement new

academic achievement standards that position our students for success.

Goal 8.1.2 Identify, develop and implement a wide range of opportunities for individuals to share all of who they are in our community in an honoring way.

Goal 8.1.3 Identify and deliver opportunities to increase participation and collaboration among our

Stakeholders.

Goal 8.1.4 Develop and implement a training course that conveys our standards of treating all with dignity and respect.

Goal 8.1.5 Develop and implement a wide array of programs committed to fostering appreciation, participation and the creation of great art and thought.

Goal 8.1.6 Identify and partner with three key community projects that we can develop long term relationships with that align with our values and allow us to model service to our community.

Goal 8.1.7 Identify and implement three key programs that exhibit our commitment to environmental stewardship.

9 Fiscal Management-We will improve our diligence to financial planning, budget and oversight and risk management to ensure a healthy and viable organization for the long term.

Key Initiative 9.1 Review, revise and implement a financial accounting system that ensures an effective planning and management of our financial resources so that we continue to receive the highest fiscal accountability rating under Charter First Standards.

Goal 9.1.1: Identify, establish and maintain annual standards for each of the rating areas under Charter First to ensure our school stability and superior standing.

Key Initiative 9.2 Identify and develop processes that increase our transparency in budgetary and financial matters.

Goal 9.2.1 Post Monthly financial reports on school website

Goal 9.2.2 Develop and implement department and club budgets

Key Initiative 9.3 Design and develop accountability in all financial processes.

Goal 9.3.1 Maintain a Finance Committee to oversee and ensure wise management of funds.

Objective 9.3.1.1 Develop and implement internal fiscal controls and standards

Key Initiative 9.4 Review, revise and implement a budgeting process that incorporates the staff and other key stakeholders.

Goal 9.4.1 Formalize the process for identifying/agreeing on fiscal priorities that are directly tied to our strategic planning process.

Objective 9.4.1.1 Identify and develop regular surveys and needs assessments to determine priorities.

Goal 9.4.2 Determine future growth priorities and establish fundraising plans around priorities.

Key Initiative 9.5: Identify and establish alternative streams of revenue to increase the fiscal stability of the school.

       Goal 9.5.1: Identify and establish funders outside the per pupil funding from the state
       Goal 9.5.2: Identify and establish partnerships that fund the school

10 Accountability-We are committed to transparency and compliance at all levels with all federal and state regulations.

Key Initiative 10.1 Identify, establish and implement all State and Federal requirements for public charter schools.

Goal 10.1.1 Ensure compliance with all regulations at every level of our organization.

Objective 10.1.1.1 Provide training to all key stakeholders on all relevant state and federal regulations that are position appropriate.

Objective 10.1.1.2-Include all stakeholder in decision making in order to increase transparency by placing them in committees that will be instrumental in policy creation.

Objective 10.1.1.3- Post/Website relevant financial information and policy challenges that may affect Kaps in the short term and long term for all key stakeholders.

Objective 10.1.1.4 Educate students on accountability and measure with a 50% reduction of destruction of school property

Key Initiative 10.2 Will continue to further implement our restorative practices at every level of the organization.

Goal 10.2.1 Develop and implement a training program that equips key stakeholders to fully participate in our restorative practices.

Objective 10.2.1.1 Develop and implement best method at the student level.

Objective 10.2.1.2 Develop and implement best method at the staff level.

Objective 10.2.1.3 Develop and implement best method at the Community/Parent level.

Objective 10.2.1.4 Develop and implement best method at the board level.

Key Initiative 10.2 Identify and establish academic standards that exceed our academic requirements.

Goal 10.2.1 STAAR

Goal 10.2.2 Graduation Plans

Goal 10.2.3 Post Secondary Readiness

Goal 10.2.4 Attendance

Goal 10.2.5 Dropout/Mobility Rate

Goal 10.2.6 TEA new accountability standards A through F (Growth and Closing the achievement gap)