

**Aldo Leopold Charter School (ALCS)**  
**Strategic Plan**  
**2023-2028**

***Five-Year Plan***

**Prepared by:**

Dr. Anthony L. Smith, Interim Director

**With Input From:**

Governing Council; ALCS Leadership Team; Student, Staff and Family  
Input through Director One-on-Ones; ALCS Committees

**In conjunction with:**

Andrea Sanchez and Cathie Gomez

**Plan implementation led by:**

Hannah Wecks, ALCS Director

and

Dr. Anthony L. Smith, Consultant

***(Completion of Tasks Updated Monthly)***

## STRATEGIC PLANNING PARTICIPANTS

<b>Name</b>	<b>Representing</b>
Governing Council	ALCS
Leadership Team	ALCS
Student Interviews	Student Voice
Family/Parent/Guardian Interviews	Family Voice
Community Member Interviews	Community Voice
Staff Interviews	Staff Voice
ALCS Committee Input	Various Committees

## **TABLE OF CONTENTS**

---

i	Title Page
ii	Workshop Participants
iii	Table of Contents
1.0	EXECUTIVE SUMMARY
1.1	School District Overview
1.2	Process
1.3	The Next Steps
1.4	2023-2024 Significant Accomplishments
2.0	PLAN DEFINITIONS
2.1	Planning Model
2.2	Plan Components
3.0	THE STRATEGIC PLAN
3.1	Vision
3.2	Mission
3.3	Values
3.4	Critical Success Factors
3.5	Environment
3.6	Goals & Objectives
4.0	APPENDIX
4.1	References
4.2	Glossary
4.3	Revisions Record
4.4	Plan Timeline Summary

## 1.0 EXECUTIVE SUMMARY

---

### 1.1 Charter School Overview

---

Aldo Leopold (public) Charter School (ALCS)

The charter school movement was founded on the simple understanding that different students learn best in different ways. Education is not a one-size-fits-all enterprise. (Read the latest brief from the New Mexico Charter Division).

The parents, teachers, and community leaders who developed Aldo Leopold Charter School shared this understanding of the need to provide a choice for this area's students and families. Years of research and months of meetings led us to adopt the following overlapping principles on which Aldo's educational approach would be based:

- Many students learn best by doing, not just reading or listening;
- Many students retain knowledge more effectively when they gain it through direct experience;
- Many students learn better when they pursue answers to questions they themselves have asked;
- Learning is deeper and more lasting when students connect what they are learning to their own lives', families, and communities;
- Many students respond well to rigorous academic expectations;
- A supportive learning community will improve many students' attitudes towards school and performance in school; and
- Teaching to the whole child is more important than teaching to standardized tests.

We put these principles into practice in the following ways:

- **Learning from and in Nature:** Many educational researchers have documented the importance of integrating nature into educational curricula. Using the outdoors as a learning laboratory, Aldo addresses the health and education of the whole student. Outdoor activities develop intellectual, emotional, and physical skills, including self-confidence, fitness, and team building, as well as an appreciation for our place in nature. A direct and respectful relationship with the natural world refreshes the human spirit and reveals important lessons about how the world works and how we function on the planet. Students learn to become stewards of the earth and of generations to come. In Southwestern New Mexico we are privileged to have the Gila and Aldo Leopold Wildernesses as our backyard for students to link school and nature. Every year, our high school students explore these wildernesses on four-day backpacking trips. Other school trips include explorations of nature, including the 9<sup>th</sup> grade Sonoran Sojourn, the junior class marine biology trip to San Diego, our four-day New Mexico History trip, the senior class trip which has varied from Moab to Puerto Rico and Costa Rica, and the optional Winter Count and Leadership Enhancement Workshop. Our middle school students prepare for these trips with overnights at Camp Thunderbird and the City of Rocks, in addition to a recently added backpacking trip. Through these experiences, ALCS puts into practice Mr. Leopold's writings on land ethics and community in *A Sand County Almanac* (1947), "When we see land as a community to which we belong, we may begin to use it with love and respect."
- **Community Orientation:** In the 9<sup>th</sup> grade, Aldo students acquire a broad understanding of what makes our community tick, from how we get our food and water to how we run our local governments and the important roles played by nonprofit organizations and small businesses. After passing this Community Orientation class, students will deepen their understanding of specific aspects of the community, as well as beginning to explore their own

life interests through a series of internships and by participating in Aldo's long-running Youth Conservation Corps program.

- **Rigorous Expectations:** The most obvious sign of our high academic standards is the fact that a passing grade starts at 70% and not the usual 60%. Less obvious but more important are our teachers' expectations of student engagement and participation. Consistent with our inquiry-based philosophy, we expect students to be active participants in their own learning, which leaves little room for sitting in the back of the class and remaining quiet.
- **Project-based Learning:** Is a teaching method in which students gain knowledge and skills by working for an extended period of time to investigate and respond to an authentic, engaging and complex question, problem or challenge. In 9<sup>th</sup> and 10<sup>th</sup> grades, students choose topics related to sustainability and international affairs. In 12<sup>th</sup> grade, they research the career field in which they are doing their internship that year. These projects develop teamwork and communication skills, provoke curiosity, self-motivated study, and prepare students for their future studies and careers.

Aldo Leopold Charter School's Governing Council, Staff, Students, Families and Community Members are highly involved in the everyday operations, events, and future planning of the school. To maintain and enrich our obligation to the students, staff, parents, and community, we commit to an accountable strategic planning process.

## 1.2 Process

The ALCS Governing Council approved the Interim Director, Dr. Anthony L. Smith to begin the process of writing an accountable strategic plan as part of Director Goals. This included a three-phase process in developing this plan between February and August 2023.

In the first phase, the Governing Council and Director met during regularly scheduled public meetings to set the new strategic direction; strategic goals were then written, based on input received.

In the second phase, the Goal Managers collaborated to help define the objectives. These objectives define specific performance levels, show measurements, and provide realistic targets. All parties agree on the objectives and there is a tracking process that is followed.

During phase three, the final plan was approved and adopted by the Governing Council in August of 2023. The Council also committed to a stringent plan management process that includes Goal Manager reports on all tasks at Governing Council public meetings.

During July and August of 2023, the Governing Council and new Executive Director, Hannah Wecks reviewed the plan with objectives as the primary focus. Changes were made which reflect new and updated tasks to be accomplished in 2023-2024.

The entire strategic plan is available for public viewing on the district website at <https://www.aldocs.org/>. The online plan is updated monthly through public Governing Council reports for public accountability. Goal managers are required to demonstrate measurable improvement of programs over time.

### **1.3 The Next Steps**

The Strategic Plan will be disseminated to appropriate personnel on a yearly basis. Identified objectives and tasks have been developed in a business plan format to support the plan. Pertinent information has been included in this document. This effort will be reviewed to keep the plan current and active. Additional milestones include:

Conduct Program/Curriculum Reviews	As Needed
Status Report to the Governing Council	Monthly
Publish Interim Changes	As Required
Plan Review/Revision Process	March & April/Annually



## **1.4 2023-2024 Significant Accomplishments (Published after each year of plan)**

- Goal 1** Increase the academic achievement of all students.
- Goal 2** Provide a financial process, business practices, and healthy, safe, and modernized facilities to support the improvement of student learning.
- Goal 3** Provide Human Resources practices to improve student learning.
- Goal 4** Provide Maintenance and Operations, and Risk Management practices to improve student health, safety, and learning.
- Goal 5** Provide Equity and Access practices to ensure all students feel like they belong and are able to thrive.

## **2.0 PLAN DEFINITIONS**

---

### **2.1 Planning Model**

The strategic planning model is based upon simple concepts. Every strategic plan has essentially the same components: mission, vision, values, critical success factors plus an examination of the organization's strengths, weaknesses, opportunities, and threats. Goals are also established to provide focus and direction for all levels of the organization. As a follow-up measure, a business plan has been developed that will provide the Objectives with action steps, defined as tasks, to support the strategic plan. This effort is also included in this document.

## 2.2 Plan Components

The following terms are defined as key components of the planning model:

Vision:	The commitment to create a reality that currently does not exist. An organizational “To-Be” three to five years out.
Mission:	A statement describing what the organization does. What are the services provided?
Values:	Principles and core beliefs that guide the organization.
Critical Success Factors:	Describes those factors that are critical to the success of the organization.
Environment (SWOT):	Environment within which the strategic plan was developed and is to be implemented. It includes <b>strengths</b> to be maximized, <b>weaknesses</b> to overcome, <b>opportunities</b> to take advantage of, and <b>threats</b> to be met.
Strategic Goal:	Organizational outcomes that define what an organization is trying to accomplish both programmatically and organizationally.
Objective:	Defines how we will operationalize the Goals. They are realistic measurable targets that include specific performance levels, tasks, dates, methods of measurements and assignment of responsibility.
Action Plan:	Provides the action methodology for the strategic plan. It consists of objectives, action steps, schedules, methods to measure and assigned responsibility.
Budget:	The budget accounts for expenditures and existing staffing to accomplish goals/objectives/tasks.

### 3.0 THE STRATEGIC PLAN

---

#### 3.1 Vision

**Definition:** A vision is a commitment to create a reality that currently does not exist – an organizational “To-Be” three to five years out.

Aldo Leopold Charter School graduates will use the skills, perspectives, and information they gain at school to enhance their own lives and to advance social, economic, and environmental sustainability.

**Vision expectations follow:**

- All students will be successful based on their identified educational needs.
- 95% on-time graduation rates.
- Acceptance in postsecondary two-year and four-year programs at a rate of 80% of graduating class.
- Consistently utilize district and classroom-based assessments to improve each student’s learning.
- Utilize parent, student, community, and staff surveys to measure improvement of perceptions and climate.
- Continue to improve metrics as compared to state standards.

NOTE: All goals are aimed at accomplishing the vision defined above.

### 3.2 Mission

**Definition:** The mission is a statement describing what the organization does - the organization's "why." What are the services provided?

At Aldo Leopold Charter School, the human and natural environments serve as text and lab for learning through direct experience, inquiry, and stewardship.

### 3.3 Values

**Definition:** Values describe the principles and core beliefs that guide the organization. Values should be viewed in their total context. This list reflects our core values.

**We value the following:**

- Integrity
- Partnerships
- Inclusiveness
- Belonging
- Outdoor Education
- Experiential Learning
- Stewardship

### **3.4 Critical Success Factors**

**Definition:** The factors which are critical for the success of the organization. These factors are listed alphabetically and should be viewed as a whole.

#### **THE CRITICAL SUCCESS FACTORS:**

- Adequate financial resources
- Appropriate facilities
- Community partnerships
- Student learning and growth
- Equity and access
- Effective Governing Council and Administration
- Focus on student learning
- Long range planning and implementation
- Motivated and highly qualified staff
- Quality professional learning
- Family engagement

### 3.5 Environment and SWOT Analysis

**Definition:** The environment describes the schools Strengths, Weaknesses, Opportunities, and Threats (SWOT). It provides a forum in which to maximize the strengths, eliminate weaknesses, and take advantage of emerging opportunities and to recognize and minimize threats to the organization.

### 3.5.1 Current Organizational Strengths

In light of the stated Mission, the following are the identifiable **STRENGTHS** of the organization:

- Mission is a focus and integrated daily
- Small class sizes
- Partnership with Western New Mexico University
- Community pride and support
- High sense of belonging among students
- Highly dedicated staff
- Focus on student learning
- Stakeholder involvement



### 3.5.2 Current Organizational Weaknesses

Perceived current **WEAKNESSES** of the organization are:

- Budget to expenditures leaves inadequate ending fund balance
- Percent of students meeting state math standards is too low
- Building/Facility security measures need to be improved
- Building/Facility improvements are needed

### 3.5.3 Environmental Opportunities

The current environment offers the following **OPPORTUNITIES**:

- Increase donations and in-kind contributions, grants, and corporate partnerships
- Increase legislative advocacy and communication regarding state budget reform for rural charter schools
- Capitalize on technology integration to increase student learning
- Document and post the 6-9 essential standards in writing for each course with progression of learning (units and assessments) as associated with standards
- Integrate more math across the curriculum and especially within trips, and Friday excursions.

### 3.5.4 Environmental Threats

Environmental **THREATS** to the organization are:

- State failure to adequately fund rural charter schools.
- Lack of student enrollment decreases overall budget
- Federal failure to adequately fund IDEA
- State and Federal funding not keeping pace with mandates
- Legal liabilities
- Outdoor and Experiential programs create increased risk management exposure
- Lack of available substitute teachers creates a challenge for staff collaboration, professional learning, and student learning when regular staff are not on site.

### **3.6 Goals & Objectives**

Goals are organizational outcomes that define what an organization is aiming to accomplish both programmatically and organizationally. Objectives define how the organization operationalizes the goals. Goals are measurable targets that include tasks, timelines, method of measurements and assignment of responsibilities.

The following list identifies the goals and objectives. The remaining pages in this section describe in detail the goals, objectives, and tasks.

#### **Goal 1 Improve Teaching and Learning systems and practices to support the growth of each student.**

- 1A Provide a written plan for student recruitment and retention.
- 1B Evaluate Math Curriculum, Alignment, Articulation, Assessment, Professional Learning, and Integration across the curriculum and write a plan to improve student achievement in mathematics.
- 1C Evaluate Staff Mentoring Program for both Certified and Classified employees and make recommendations for 2024-2025.
- 1D Standardize Multi-Layered System of Support (MLSS) Model including Restorative Practices and implement Student Assistance Team Structure and Written Intervention Strategies via a Visual Tiered Model.
- 1E Improve Special Education programing in the areas of professional learning, scheduling, and communication.
- 1F Complete successful charter renewal through the state identified process.

#### **Goal 2 Provide a financial process, business practices, and healthy, safe, and modernized facilities to support the improvement of student learning.**

- 2A Complete budget projections for three years, based on a 10% per year increase in budget expenditures.
- 2B Hire a half-time fiscal employee within operating budget constraints (existing fiscal resources) to ensure sustainability and consistency of the fiscal program over time.
- 2C Implement internal middle school, high school, experiential education trip, and special education budgets for appropriate planning each year.

**Goal 3 Provide Human Resources practices to improve student learning.**

- 3A Implement new job descriptions.
- 3B Review and revise hiring process document.
- 3C Develop written recruitment program for substitute teachers.
- 3D Articulate improved new teacher mentoring program for both mentors and mentees.

**Goal 4 Provide Maintenance and Operations, and Risk Management practices to improve student health, safety, and learning.**

- 4A Write a 3-year schedule for Facility Projects based on the recent facility walk through, report completed by POMS Risk Control and Insurance, and Western New Mexico University feedback.
- 4B Update the spreadsheet housed in the Front Office to include a staff list of those trained in First Aid, CPR, WOFER, Vans/SUVs, and Busses.
- 4C Design a plan to increase staff trained in areas needed and required to take students on trips, including overnight stays, and overnight backpacking trips.

**Goal 5 Implement Equity practices to ensure all students feel like they belong and are able to thrive.**

- 5A Continue an Equity Council that meets quarterly.
- 5B Use existing data and input from identified stakeholders to write an equity plan.
- 5C Implement equity plan.

## GOAL 1

**TITLE:** Improve Teaching and Learning systems and practices to support the growth of each student.

**DESCRIPTION:** Improvement of student learning is at the core of everything we do in education. To accomplish this goal, we will provide an aligned, articulated, relevant, and rigorous curriculum that is frequently assessed and clearly communicated to all stakeholder groups. Adequate resources and professional development shall be provided to address identified needs. The development of Professional Learning Communities (PLCs) will be at the forefront of our efforts. Progress will be measured by local, state, and national assessment scores, classroom-based assessments (CBAs), and other metrics, such as surveys, drop-out rates, on time graduation rates, and college and career acceptance percentages. Both the quality of the school and funding from the state are dependent on student enrollment. In addition, there has been an ongoing effort to increase the diversity of students at ALCS to match the diversity in our community. Once students are enrolled, we want to retain them to maintain continuity of programming and further ensure that each student is successful.

### **SUPPORTING OBJECTIVES:**

- 1A: Provide a written plan for student recruitment and retention.
- 1B: Complete review of Math Curriculum, Alignment, Articulation, Assessment and Professional Learning and provide a written plan in each area for the future.
- 1C: Evaluate Staff Mentoring Program for both Certified and Classified employees and make recommendations for 2024-2025.
- 1D: Standardize MLSS Model including Restorative Practices and implement Student Assistance Team Structure and Written Intervention Strategies.
- 1E: Improve Special Education programming in the areas of professional learning, scheduling, and communication.
- 1F: Complete successful charter renewal through the state identified process.

**GOAL MANAGER:** ALCS Director

**GOAL 1:** Improve teaching and Learning systems and practices to support the growth of each student.

**OBJECTIVE 1A**

1A: Provide a written plan for student recruitment and retention.

**PROGRESS MEASUREMENT:**

- Written plan completion.
- Tasks complete

<b>TASKS</b>	<b>GC REPORT DATE</b>
1. Complete an informal assessment on the reasons our diversity of student enrollment does not match our community or other local/regional public-school systems' diversity.	October 12, 2023
2. Examine dropout rate student trends and graph data to set baseline for improvement on the retention of students.	November 9, 2023
3. Complete written plan for student recruitment	February 8, 2024

**TASKS:**

**RESPONSIBILITIES:**

<b><u>Primary</u></b> ALCS Director	<b><u>Secondary</u></b> Leadership Team, Staff, Consultants
--	--

**GOAL 1: Improve teaching and Learning systems and practices to support the growth of each student.**

**OBJECTIVE 1B**

1B: Complete review of Math Curriculum, Alignment, Articulation, Assessment and Professional Learning and provide a written plan in each area for the future.

**PROGRESS MEASUREMENT:**

- This objective will be measured by classroom, state, and national assessment (NAEP, SAT, ACT, etc.) results and other assessment results with a focus on trend data over time.
- Task complete.

<b>TASKS</b>	<b>GC REPORT DATE</b>
1. Share school comparison statistics with state averages in all assessed areas	November 9, 2023
2. Ensure middle school curriculum is aligned grades 6-8 while reviewing high school curriculum alignment with middle school curriculum	December 14, 2023
3. Continue K-12 Measurement of Academic Progress (MAP) online assessment system and share results over time to increase student academic progress in mathematics	April 11, 2024
4. Recommend K-12 math professional development model for math teachers and all staff around mathematics integration	May 9, 2024
5. Use information gleaned from tasks 1-4 to write a written plan for math Curriculum, Alignment, Articulation, Assessment, and Professional Learning	June 13, 2024

**RESPONSIBILITIES:**

<b><u>Primary</u></b> ALCS Director	<b><u>Secondary</u></b> Leadership Team, Staff, Consultants
--	--



**GOAL 1:** Improve teaching and Learning systems and practices to support the growth of each student.

**OBJECTIVE 1C**

1C: Evaluate Staff Mentoring Program for both Certified and Classified employees and make recommendations for 2024-2025.

**PROGRESS MEASUREMENT:**

- Program is evaluated with valid and reliable methodology.
- Tasks complete.

<b>TASKS</b>	<b>GC REPORT DATE</b>
1. Complete separate evaluations for Staff Mentoring Programs for Certified and Classified employees.	January 11, 2024
2. Complete separate recommendations for Staff Mentoring Programs for Certified and Classified employees.	February 8, 2024

**RESPONSIBILITIES:**

<b>Primary</b> ALCS Director	<b>Secondary</b> Leadership Team, Staff, Consultants
---------------------------------	---

**GOAL 1:** Improve teaching and Learning systems and practices to support the growth of each student.

**OBJECTIVE 1D**

1D: Standardize MLSS Model including Restorative Practices and implement Student Assistance Team Structure and Written Intervention Strategies.

**PROGRESS MEASUREMENT:**

- Task complete.
- Written copy of intervention list or graphic

<b>TASKS</b>	<b>GC REPORT DATE</b>
1. Hire MLSS Coordinator (.5 Certified)	September 14, 2023
2. Hire Restorative Practices EA/Coordinator (1.0)	September 14, 2023
3. Implement Student Assistance Team Structure	November 9, 2023
4. Complete list or graphic of written intervention strategies	February 8, 2024
5. Complete yearly self-assessment and plan	April 11, 2024

**RESPONSIBILITIES:**

<b><u>Primary</u></b>	<b><u>Secondary</u></b>
Student Success Coordinator	Restorative Practices EA/Coordinator, Leadership Team, Staff, PED Resources

**GOAL 1: Improve teaching and Learning systems and practices to support the growth of each student.**

**OBJECTIVE 1E**

1E: Support the development and implementation of IEPs to increase student’s engagement, academic success and social-emotional well-being.

**PROGRESS MEASUREMENT:**

- Task completion
- Evidence of written IEP schedules and meeting times.
- Staff signature on student received documentation.
- Special Education students are receiving differentiated instruction and passing classes.
- Parent Involvement survey provided with response rates shared.

<b>TASKS</b>	<b>GC REPORT DATE</b>
1. Written IEP meeting schedules completed for the school year and shared with the governing council.	September 14, 2023
2. 100% Parent participation in IEPs	October 12,2023
3. Create teacher friendly spreadsheet with updated special education information	October 12,2023
4. Provide teachers with IEP information and teacher responsibilities relevant to classroom needs	October 12,2023
5. Timely notice of IEPs	May 9, 2024
6. Timely return of Present Levels from staff	May 9, 2024
6. Conduct efficient IEP meetings with use of agenda and IEP norms.	May 9, 2024

**RESPONSIBILITIES:**

<p><b><u>Primary</u></b> Special Education Director</p>	<p><b><u>Secondary</u></b> ALCS Director, Special Education Teachers, General Education Teachers, Ancillary Staff, Leadership Team, ALCS Consultants</p>
---	--

**GOAL 1: Improve teaching and Learning systems and practices to support the growth of each student.**

**OBJECTIVE 1F**

1F: Complete successful charter renewal through the state identified process.

**PROGRESS MEASUREMENT:**

- Task Complete
- State deadlines met
- Successful charter renewal

<b>TASKS</b>	<b>GC REPORT DATE</b>
1. Obtain schedule from state	October 12, 2023
2. Write schedule into school calendar	November 9, 2023
3. Provide updates on process, schedule, and results as they become available	January 11, 2024 May 9, 2024

**RESPONSIBILITIES:**

<b><u>Primary</u></b>	<b><u>Secondary</u></b>
ALCS Director	Leadership Team, Staff, Families, Students

## GOAL 2

**TITLE:** Improve financial systems and practices to sustain budget outcomes that support the growth of each student.

**DESCRIPTION:** The school's financial resources must be effectively managed to ensure that educational program goals are met and improved. This includes consistent transparency and communication with constituents, and collaboration with those that are providing fiscal process input. In addition, proper human resource allocation is essential to the long-term sustainability of the fiscal program.

**SUPPORTING OBJECTIVES:**

- 2A Complete budget projections for three years, based on a 10% per year increase in budget expenditures.
- 2B Hire a half-time fiscal employee within operating budget constraints (existing fiscal resources) to ensure sustainability and consistency of the fiscal program over time.
- 2C Implement internal middle school, high school, experiential education trip, and special education budgets for appropriate planning each year.

**GOAL MANAGER:** Business Manager

**GOAL 2: Improve financial systems and practices to sustain budget outcomes that support the growth of each student.**

**OBJECTIVE 2A**

2A: Complete sustainable budget projections for three years, based on a 10% per year increase in expenditures.

**PROGRESS MEASUREMENT:**

- Three-year budget performance measures equate to a balanced yearly budget
- Include a written 10% increase in expenditure(s) while designing the proposed budget
- Balance sheets reflect a 5-10% uncommitted ending fund balance (cash balance report) for the closing of the fiscal year
- Task complete

<b>TASKS</b>	<b>GC REPORT DATE</b>
1. Effectively manage the budget process to maintain a 5-10% uncommitted general operating fund balance	May 9, 2024
2. Provide a detailed budget report to the Governing Council.	September 14, 2023 January 11, 2024 May 9, 2024

**RESPONSIBILITIES:**

<b><u>Primary</u></b>	<b><u>Secondary</u></b>
Business Manager, Executive Secretary for Fiscal Services	Governing Council, School Director, Finance Committee, Audit Committee

**GOAL 2: Improve financial systems and practices to sustain budget outcomes that support the growth of each student.**

**OBJECTIVE 2B**

2B: Hire a half-time fiscal employee within operating budget constraints (existing fiscal resources) to ensure sustainability and consistency of the fiscal program.

**PROGRESS MEASUREMENT:**

- Task complete.

<b>TASKS</b>	<b>GC REPORT DATE</b>
1. Write job description for the position	September 14, 2023
2. Post the position and follow HR guidelines interview and hiring process	September 14, 2023
3. Employee completes the ALCS New Employee Checklist process	September 14, 2023
4. Secure workspace for new employee	September 14, 2023

**RESPONSIBILITIES:**

<b><u>Primary</u></b>	<b><u>Secondary</u></b>
Business Manager, Executive Secretary for Fiscal Services	Governing Council, School Director, Finance Committee, Audit Committee

**GOAL 2: Improve financial systems and practices to sustain budget outcomes that support the growth of each student.**

**OBJECTIVE 2C**

2C: Establish internal program budgets, starting with trip planning, middle school and high school programs, and special education.

**PROGRESS MEASUREMENT:**

- Task complete
- Proof of line items in budget and/or consistent budget reporting for programs/special education

<b>TASKS</b>	<b>GC REPORT DATE</b>
1. Review last year’s expenditures for trip planning, middle school programs and high school programs to set budget baselines	September 14, 2023
2. Create a document that tracks expenditures for trip planning, middle school programs and high school programs	September 14, 2023
3. Set baseline for special education budget based on previous year and share with special education director and special education staff	April 11, 2024
4. Report on budget progress in Objective 2C identified areas twice yearly	November 9, 2023 May 9, 2024

**RESPONSIBILITIES:**

<b><u>Primary</u></b> Business Manager, Executive Secretary for Fiscal Services	<b><u>Secondary</u></b> Governing Council, ALCS Director, Finance Committee, Audit Committee
--	---



### GOAL 3

**TITLE: Provide Human Resources practices to improve student learning.**

**DESCRIPTION:** The Human Resources Department is committed to operating in a manner that provides for supportive, effective, and caring relationships with employees, students, families, and the community. The Department maintains the highest ethical standards in providing a system that ensures equal opportunities for employment and excellence in staff recruitment, hiring, retention, and recognition.

**SUPPORTING OBJECTIVES:**

- 3A Implement new job descriptions.
- 3B Complete job descriptions for any regular positions that do not have job descriptions.
- 3C Review and revise hiring process document.
- 3D Develop written recruitment program for substitute teachers.
- 3E Articulate improved new teacher mentoring program for both mentors and mentees.

**GOAL MANAGER: ALCS Director**

**Goal 3: Provide Human Resources practices to improve student learning.**

**OBJECTIVE 3A**

3A: Implement new job descriptions.

**PROGRESS MEASUREMENT:**

- Task complete.
- Written copies of all job descriptions on file with HR secretary.

<b>TASKS</b>	<b>GC REPORT DATE</b>
1. Ensure job descriptions are written in similar format for all regular positions	September 14, 2023
2. Implement job descriptions	September 14, 2023
3. Provide job descriptions for all employees	September 14, 2023

**RESPONSIBILITIES:**

<b><u>Primary</u></b>	<b><u>Secondary</u></b>
ALCS Director	Business Manager, Executive Secretary for Fiscal Services

**Goal 3: Provide Human Resources practices to improve student learning.**

**OBJECTIVE 3B**

3B: Write, review, revise and publish, and implement hiring process document.

**PROGRESS MEASUREMENT:**

- Task complete.
- Published hiring process document.

<b>TASKS</b>	<b>GC REPORT DATE</b>
1. Write hiring process draft	September 14, 2023
2. Review hiring process document	September 14, 2023
3. Revise hiring process document	September 14, 2023
4. Publish and implement hiring process document	September 14, 2023

**RESPONSIBILITIES:**

<b><u>Primary</u></b>	<b><u>Secondary</u></b>
ALCS Director	Business Manager, Executive Secretary for Fiscal Services, Internship/YCC Coordinator

**Goal 3: Provide Human Resources practices to improve student learning.**

**OBJECTIVE 3C**

3C: Develop written recruitment plan/program for substitute teachers.

**PROGRESS MEASUREMENT:**

- Task complete.
- Published evidence based on data.

<b>TASKS</b>	<b>GC REPORT DATE</b>
1. Write brief draft plan that states what is currently done and ideas for what might be added, if anything	October 12, 2023
2. Share and implement changes if any	November 9, 2023
3. Provide date for plan implementation	November 9, 2023

**RESPONSIBILITIES:**

<b><u>Primary</u></b>	<b><u>Secondary</u></b>
ALCS Director	Business Manager, Executive Secretary for Fiscal Services, Internship/YCC Coordinator, Committees

**Goal 3: Provide Human Resources practices to improve student learning.**

**OBJECTIVE 3D**

3D: Articulate improved new teacher mentoring program for both mentors and mentees.

**PROGRESS MEASUREMENT:**

- Task complete
- Complete research and best practice

<b>TASKS</b>	<b>GC REPORT DATE</b>
1. Write teacher and classified mentoring program plan	February 8, 2024
2. Provide date for program implementation	February 8, 2024

**RESPONSIBILITIES:**

<b><u>Primary</u></b> ALCS Director	<b><u>Secondary</u></b> Business Manager, Executive Secretary for Fiscal Services, Internship/YCC Coordinator, Committees
--	--

## GOAL 4

**TITLE:** Provide Maintenance and Operations, and Risk Management practices to improve student health, safety, and learning.

**DESCRIPTION:** Maintenance and Operations is committed to maintain clean and safe facilities, equipment, and transportation to support student learning. This includes regular schedules for maintenance issues such as inspections, cleaning, minor part replacement, lubrication, fluid monitoring. Risk management is the process of identifying, assessing, and controlling financial, legal, strategic, human, and security risks to an organization's capital and earnings. These threats, or risks, could stem from a wide variety of sources, including financial uncertainty, legal liabilities, strategic management errors, accidents, and natural disasters.

### **SUPPORTING OBJECTIVES:**

- 4A Write a 3-year schedule for Facility Projects based on the recent facility walk through, report completed by POMS Risk Control and Insurance, and Western New Mexico University feedback.
- 4B Update the spreadsheet housed in the Front Office to include a staff list of those trained in First Aid, CPR, WOFER, Vans/SUVs, and Busses.
- 4C Design a plan to increase staff trained in areas needed and required to take students on trips, including overnight stays, and overnight backpacking trips.

**GOAL MANAGER:** ALCS Director

**Goal 4: Provide Maintenance and Operations, and Risk Management practices to improve student health, safety, and learning.**

**OBJECTIVE 4A**

4A: Write a 3-year schedule for Facility Projects based on the recent facility walk-through report notes, report completed by POMS Risk Control and Insurance, and Western New Mexico University feedback.

**PROGRESS MEASUREMENT:**

- Task complete

<b>TASKS</b>	<b>GC REPORT DATE</b>
1. Review data and recommendations from three reports	October 12, 2023
2. Triangulate data to discern both commonalities and priorities from reports	January 11, 2024
3. Add any unidentified priorities to schedule	February 8, 2024
4. Publish and share 3-year schedule	March 7, 2024

**RESPONSIBILITIES:**

<b><u>Primary</u></b> ALCS Director	<b><u>Secondary</u></b> Business Manager, Trip Coordinator, Committees
--	--

**Goal 4: Provide Maintenance and Operations, and Risk Management practices to improve student health, safety, and learning.**

**OBJECTIVE 4B**

4B: Update the spreadsheet housed in the Front Office to include a staff list of those trained in First Aid, CPR, WOFER, Vans/SUVs, and Busses.

**PROGRESS MEASUREMENT:**

- Task complete

<b>TASKS</b>	<b>GC REPORT DATE</b>
1. Review current spreadsheet organization and categories and make recommendations for edits	October 12, 2023
2. Add necessary edits and finalize	January 11, 2024
3. Schedule yearly review and additions/subtractions/changes in list	April 11, 2024

**RESPONSIBILITIES:**

<b><u>Primary</u></b> ALCS Director	<b><u>Secondary</u></b> Business Manager, Trip Coordinator, Committees
--	--



**Goal 4: Provide Maintenance and Operations, and Risk Management practices to improve student health, safety, and learning.**

**OBJECTIVE 4C**

4C: Design a plan to increase staff trained in areas needed and required to take students on trips, including overnight stays, and overnight backpacking trips.

**PROGRESS MEASUREMENT:**

- Task complete

<b>TASKS</b>	<b>GC REPORT DATE</b>
1. Design plan	January 11, 2024
2. Vet with identified stakeholders for feedback and incorporate recommendations	March 7, 2024
3. Implement plan and set up metrics to track progress over time	May 9, 2024

**RESPONSIBILITIES:**

<b><u>Primary</u></b>	<b><u>Secondary</u></b>
ALCS Director	Business Manager, Trip Coordinator, Committees

## GOAL 5

**TITLE: Implement Equity practices to ensure all students feel like they belong and are able to thrive.**

**DESCRIPTION:** ALCS is committed to training and practices to ensure all students thrive. Equity means that no matter what a student's background, language, race, economic profile, gender, learning capability, disability or family history, each student has the opportunity to get the support and resources they need to achieve their educational goals.

**SUPPORTING OBJECTIVES:**

- 5A Continue an Equity Council that meets quarterly.
- 5B Use existing data and input from identified stakeholders to write an equity plan.
- 5C Implement equity plan.

**GOAL MANAGER: Special Education Director**

**Goal 5: Implement Equity practices to ensure all students feel like they belong and are able to thrive.**

**OBJECTIVE 5A**

5A: Continue an Equity Council that meets quarterly.

**PROGRESS MEASUREMENT:**

- Tasks complete
- Published agendas and minutes evidence based on communication with stakeholders, distributed within a week of each meeting

<b>TASKS</b>	<b>GC REPORT DATE</b>
1. Follow meeting schedule	December 14, 2023
2. Provide Agendas and Minutes for each meeting to Parents, the Governing Council, Staff, and Students as appropriate	April 11, 2024

**RESPONSIBILITIES:**

<b><u>Primary</u></b> Special Education Director	<b><u>Secondary</u></b> Equity Council, ALCS Staff Members, Students, PED Equity Staff, PED Contractors
---	--

**Goal 5: Implement Equity practices to ensure all students feel like they belong and are able to thrive.**

**OBJECTIVE 5B**

5B: Use input from identified stakeholders and existing data and to write an equity plan.

**PROGRESS MEASUREMENT:**

- Task complete
- Baseline data recommendations completed and set up to track in the future

<b>TASKS</b>	<b>GC REPORT DATE</b>
1. Identify stakeholders to provide input to ALCS Equity Council	October 12, 2023
2. Identify data sources to track over time	November 9, 2023
3. Use input and data to write an equity plan with clear metrics to demonstrate trends, improvement, and accomplishments	January 11, 2024

**RESPONSIBILITIES:**

<b><u>Primary</u></b> Special Education Director	<b><u>Secondary</u></b> Equity Council ALCS Staff Members, Students, PED Equity Staff, PED Contractors
---	---

**Goal 5:** Implement Equity practices to ensure all students feel like they belong and are able to thrive.

**OBJECTIVE 5C**

5C: Implement Equity Plan

**PROGRESS MEASUREMENT:**

- Task complete

<b>TASKS</b>	<b>GC REPORT DATE</b>
1. Present finished Equity plan and share with identified stakeholders (Equity Council, Staff, Families, Students as appropriate)	February 8, 2024
2. Provide schedule for plan implementation	February 8, 2024

**RESPONSIBILITIES:**

<b><u>Primary</u></b>	<b><u>Secondary</u></b>
Special Education Director	Equity Council, ALCS Staff Members, Students, PED Equity Staff, PED Contractors

## **4.1 References**

*All relevant materials, individuals, and organizations capable of providing further insights or detail for the requirements referenced in this document are either listed or included here.*

*If the referenced materials are included rather than simply identified, retain only those parts that apply. Such items might be best in a sub-section.*

1. Annual School Improvement Plans
2. Student Survey Data
3. MAP and State Assessment Data
4. Annual District Budget Report
5. School Equity Plan
6. Human Resources Documents, including HR process documents and job descriptions
7. Annual Operations/Maintenance/Facilities Plans
8. Risk Management Plan
9. Aldo Leopold Charter School Policies and Procedures

## 4.2 Glossary

*Define acronyms and unusual terms. Identify what the acronyms represent and what the terms mean.*

<b>Term</b>	<b>Definition</b>
21 <sup>st</sup> Century Skills	<i>The skills and habits of mind that allow students to succeed in a global dynamically changing society that relies heavily on information technology.</i>
ACT	<i>American College Testing</i>
ALCS	<i>Aldo Leopold Charter School</i>
AP	<i>Advanced Placement</i>
BAR	<i>Budget Adjustment Request</i>
CES	<i>Cooperative Educational Services</i>
ERB	<i>Educational Retirement Board</i>
G/O/T	<i>Goal/Objective/Task</i>
GC	<i>Governing Council</i>
HR	<i>Human Resources</i>
IEP	<i>Individualized Education Plan</i>
IRS	<i>Internal Revenue Service</i>
NAEP	<i>National Assessment of Educational Progress</i>
NMASBO	<i>New Mexico Association of School Business Officials</i>
NMPSIA	<i>New Mexico Public Schools Insurance Authority</i>
NMRHC	<i>New Mexico Retiree Health Care</i>

<i>OBMS</i>	<i>Operating Budget Management System</i>
<i>PED</i>	<i>Public Educational Department</i>
<i>PSAT</i>	<i>Preliminary Scholastic Assessment Test</i>
<i>SWOT</i>	<i>Strengths, Weaknesses, Opportunities, Threats</i>
<i>RfR</i>	<i>Request for Reimbursement</i>
<i>SAT</i>	<i>Scholastic Assessment Test</i>
<i>SEG</i>	<i>State Equalization Guarantee</i>
<i>SUTA</i>	<i>State Unemployment Tax Act</i>
<i>PSCOC</i>	<i>Public School Capital Outlay Council</i>
<i>ELL</i>	<i>English Language Learners</i>
<i>EFB</i>	<i>Ending Fund Balance</i>
<i>MAP</i>	<i>Measures of Academic Progress</i>
<i>MLSS</i>	<i>Multi-Layered System of Supports</i>
<i>PED</i>	<i>Public Education Department</i>
<i>POMS</i>	<i>Poms and Associates Insurance Brokers</i>
<i>SIP</i>	<i>School Improvement Plan</i>
<i>SOAP</i>	<i>Secure Online Assessment Portal</i>
<i>STARS</i>	<i>Student Teacher Accountability Reporting System</i>
<i>YCC</i>	<i>Youth Conservation Corps</i>



<b>4.3 Revisions Record</b>				
<b>Description of Revision</b>	<b>Pages Affected</b>	<b>Approved By</b>	<b>Accomplished By</b>	<b>Effective Date</b>

**4.4 Plan Timeline Summary**

<b>G/O/T</b>	<b>TASKS</b>	<b>TIMELINE</b>	<b>COMPLETED</b>	<b>PRIMARY</b>
1/D/1	Hire MLSS Coordinator (.5 Certified)	09/14/2023	09/14/2023	ALCS Director
1/D/2	Hire Restorative Practices EA/Coordinator (1.0)	09/14/2023	09/14/2023	ALCS Director
1/E/1	Written IEP meeting schedules completed for the school year and shared with families and staff.	09/14/2023	09/14/2023	Special Ed. Director
2/A/2	Provide a comprehensive budget report to the Governing Council.	09/14/2023	09/14/2023	Business Manager
2/B/1	Write job description for the position	09/14/2023	09/14/2023	Business Manager
2/B/2	Post the position and follow HR guidelines interview and hiring process	09/14/2023	09/14/2023	Business Manager
2/B/3	Employee completes the ALCS New Employee Checklist process	09/14/2023	09/14/2023	Business Manager
2/B/4	Secure workspace for new employee	09/14/2023	09/14/2023	Business Manager
2/C/1	Review last year's expenditures for trip planning, middle school programs and high school programs to set budget baselines.	09/14/2023	09/14/2023	Business Manager
2/C/2	Create line items (budget codes) for trip planning, middle school programs and high school programs.	09/14/2023	09/14/2023	Business Manager
3/A/1	Ensure job descriptions are written in similar format for all regular positions	09/14/2023	09/14/2023	ALCS Director
3/A/2	Implement job descriptions	09/14/2023	09/14/2023	ALCS Director
3/A/3	Provide job descriptions for all employees	09/14/2023	09/14/2023	ALCS Director
3/B/1	Write hiring process draft	09/14/2023	09/14/2023	ALCS Director
3/B/2	Review hiring process document	09/14/2023	09/14/2023	ALCS Director
3/B/3	Revise hiring process document	09/14/2023	09/14/2023	ALCS Director
3/B/4	Publish and implement hiring process document	09/14/2023	09/14/2023	ALCS Director

**4.4 Plan Timeline Summary (continued)**

<b>G/O/T</b>	<b>TASKS</b>	<b>TIMELINE</b>	<b>COMPLETED</b>	<b>PRIMARY</b>
3/C/1	Write brief draft plan that states what is currently done and ideas for what might be added, if anything	10/12/2023	10/12/2023	ALCS Director
1/A/1	Complete an informal assessment on the reasons our diversity of student enrollment does not match our community or other local/regional public-school systems' diversity.	10/12/2023	10/12/2023	ALCS Director
1/E/2	100% Parent participation in IEPs	10/12/2023	10/12/2023	Special Ed. Director
1/E/3	Create teacher friendly spreadsheet with updated special education information	10/12/2023	10/12/2023	Special Ed. Director
1/E/4	Provide teachers with IEP information and teacher responsibilities relevant to classroom needs	10/12/2023	10/12/2023	Special Ed. Director
1/F/1	Obtain schedule from state	10/12/2023	10/12/2023	ALCS Director
3/C/2	Write brief draft plan that states what is currently done and what will be added	10/12/2023	10/12/2023	ALCS Director
4/A/1	Review data and recommendations from three reports	10/12/2023	10/12/2023	ALCS Director
4/B/1	Review current spreadsheet organization and categories and make recommendations for edits	10/12/2023	10/12/2023	ALCS Director
5/B/1	Identify stakeholders to provide input to ALCS Equity Council	10/12/2023	10/12/2023	Special Ed. Director
1/A/2	Examine dropout rate student trends and graph data to set baseline for improvement on the retention of students	11/09/2023	11/09/2023	ALCS Director

**4.4 Plan Timeline Summary (continued)**

<b>G/O/T</b>	<b>TASKS</b>	<b>TIMELINE</b>	<b>COMPLETED</b>	<b>PRIMARY</b>
1/B/1	Share school comparison statistics with state averages in all assessed areas.	11/09/2023	11/09/2023	ALCS Director
1/D/3	Implement Student Assistance Team Structure	11/09/2023	11/09/2023	ALCS Director
1/F/2	Write schedule into school calendar	11/09/2023	11/09/2023	ALCS Director
2/C/4	Report on budget progress in Objective 2C identified areas twice yearly	11/09/2023	11/09/2023	Business Manager
3/C/2	Edit draft plan and write final plan	11/09/2023	11/09/2023	ALCS Director
3/C/3	Provide date for plan implementation	11/09/2023	11/09/2023	ALCS Director
5/B/2	Identify data sources to track over time	11/09/2023	11/09/2023	Special Ed. Director
1/B/2	Ensure middle school curriculum is aligned grades 6-8 while reviewing high school curriculum alignment with middle school curriculum	12/14/2023		ALCS Director
5/A/1	Follow meeting schedule	12/14/2023		Special Ed. Director
1/C/1	Complete separate evaluations for Staff Mentoring Programs for Certified and Classified employees	01/11/2024		ALCS Director
1/F/3	Provide updates on process, schedule, and results as they become available	01/11/2024		ALCS Director
4/A/2	Triangulate data to discern both commonalities and priorities from reports	01/11/2024		ALCS Director
4/B/2	Add necessary edits and finalize	01/11/2024		ALCS Director
4/C/1	Design plan	01/11/2024		ALCS Director

**4.4 Plan Timeline Summary (continued)**

<b>G/O/T</b>	<b>TASKS</b>	<b>TIMELINE</b>	<b>COMPLETED</b>	<b>PRIMARY</b>
1/A/3	Complete written plan for student recruitment	02/08/2024		ALCS Director
1/C/2	Complete separate Staff Mentoring Programs recommendations for Certified and Classified employees	02/08/2024		ALCS Director
1/D/4	Complete list or graphic of written intervention strategies	02/08/2024		ALCS Director
3/D/1	Write teacher and classified mentoring program plan	02/08/2024		ALCS Director
3/D/2	Provide date for program implementation	02/08/2024		ALCS Director
4/A/3	Add any unidentified priorities to schedule	02/08/2024		ALCS Director
5/C/1	Present finished Equity plan and share with identified stakeholders (Equity Council, Staff, Families, Students as appropriate)	02/08/2024		Special Ed. Director
5/C/2	Provide schedule for plan implementation.	02/08/2024		Special Ed. Director
4/A/4	Publish and share 3-year schedule	03/07/2024		ALCS Director
4/C/2	Vet with identified stakeholders for feedback and incorporate recommendations	03/07/2024		ALCS Director
1/B/3	Continue K-12 Measurement of Academic Progress (MAP) online assessment system and share results over time to increase student academic progress in mathematics	04/11/2024		ALCS Director
1/D/5	Complete yearly self-assessment and plan	04/11/2024		ALCS Director
2/C/3	Set baseline for special education budget based on previous year and share with special education director and special education staff	04/11/2023		Business Manager
5/A/2	Provide Agendas and Minutes for each meeting to Parents, the Governing Council, Staff, and Students as appropriate	04/11/24		Special Ed. Director

**4.3 Plan Timeline Summary (continued)**

<b>G/O/T</b>	<b>TASKS</b>	<b>TIMELINE</b>	<b>COMPLETED</b>	<b>PRIMARY</b>
1/B/4	Recommend K-12 math professional development model for math teachers and all staff around mathematics integration	05/09/2024		ALCS Director
1/E/5	Timely notice of IEPs	05/09/2024		Special Ed. Director
1/E/6	Timely return of Present Levels from staff	05/09/2024		Special Ed. Director
1/E/7	Conduct efficient IEP meetings with use of agenda and IEP norms	05/09/2024		Special Ed. Director
1/B/4	Recommend K-12 math professional development model for math teachers and all staff around mathematics integration	05/09/2024		ALCS Director
1/F/3	Provide updates on process, schedule, and results as they become available	05/09/2024		ALCS Director
2/A/1	Effectively manage the budget process to maintain a 5-10% uncommitted general operating fund balance	05/09/2024		Business Manager
2/A/2	Provide a comprehensive budget report to the Governing Council.	05/09/2024		Business Manager
2/C/4	Report on budget progress in Objective 2C identified areas twice yearly	05/09/2024		Business Manager
4/C/3	Implement plan and set up metrics to track progress over time	05/09/2024		ALCS Director
1/B/5	Use information gleaned from tasks 1-4 to write a written plan for math Curriculum, Alignment, Articulation, Assessment, and Professional Learning	06/13/2024		ALCS Director