



**Colorado Charter Schools
Annual Conference**

February 25-27, 2026
Denver Marriott Tech Center



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Aligning Planning Efforts to Drive Charter School Success

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Colorado Department of Education

Room: Iris

February 26, 2026 | 1:30-2:30

Quality: School Models



“
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Colorado League of
Charter Schools



We make it our priority to **advocate** for high-quality public charter schools across Colorado.



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Aligning Planning Efforts to Drive Charter School Success

**League of Charter School
2026 Annual Conference
February 26, 2026**



Session Description

Charter schools are often guided by multiple plans, each with unique requirements and goals. Based on the real-world experience of Bromley East Charter School, this session will help participants examine how to connect and align these planning efforts to strengthen coherence and improve student outcomes. Presenters will share a framework for coordinating change, highlight strategies for maximizing impact, and discuss common pitfalls to avoid. Learn how Bromley's approach not only created coherence but also addressed a variety of different needs. Participants will have the opportunity to ask questions, reflect on their current practices, and consider practical steps to better integrate their planning processes.



Education Planning

Educational Planning: Plans, Plans, and More Plans!

Strategic Plan	Short Cycle Plan	Improvement Plan	Initiative Plan
Pathway Plan	Innovation Plan	Title I School Plan	Facilities Plan
Talent Plan	Charter School (Startup/Closure) Plan	UIP	Emergency Response Plan

Aligned Planning

Aligned planning serves to connect plans, removes redundancies and simplifies monitoring.

Benefits:

- Connects Plans thru Common Outcomes
- Guides work from the Boardroom to the Classroom
- Reduces Initiative Overload with Clarity of Work
- Easier to Track Implementation, Resource/Personnel Allocation and Progress





Determining the North Star



Organizing Plans: Traditional Approaches

1. Plans that Support Student Outcomes: support academic and non academic outcomes.

- General Plan Types: strategic plans, improvement plan, short cycle plans, and initiative plans
- Statutorily Defined Plans: UIP, pathway plans, innovation plans, title 1 plans.

2. Operations Plans: plans that focus on district operations.

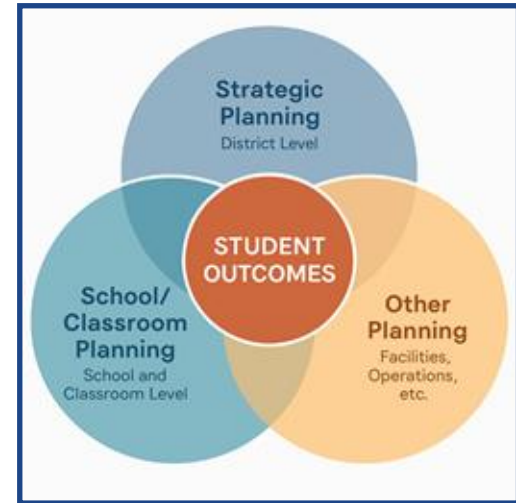
- Facilities plans, emergency response plans, talent management.

Together, the described plans help support different aspects of work within districts, from long-term vision to short-term problem-solving. While each plan serves a unique purpose, better coordination can lead to stronger overall results.



Organizing Plans: Student Centered Planning

- An alternative way to view the relationship between plans is shifting the focus by *placing student academic outcomes at the center of all planning efforts* wherever possible
- This method establishes a common intersection point for various plan types, helping to ensure that district, school and classroom initiatives are all aligned to support positive academic outcomes.
- By nesting short-term actions within long-term strategy, districts create a cohesive planning approach.



Key Recommendations for Creating Aligned Plans

1. Develop a Unified Planning Framework.
2. Strengthen Stakeholder Collaboration.
3. Use Data to Drive Decision-Making.
4. Improve Plan Implementation and Monitoring.
5. Align Resources with Educational Priorities.
6. Encourage Innovation and Flexibility.
7. Improve Coordination Across Different Plans.
8. Establish Communication Strategies.





Alignment in Practice

Bromley East Charter School

- ★ K-8 Charter School
- ★ Brighton, CO
- ★ 1200 students
- ★ Developing strong character and leadership skills along with high academic performance.

Learn, grow, lead. We celebrate our genius, own our journey and lead for life.



Bromley East – Our Story

Planning

- What does the data say about where we are?
- What do we want to see? (Outcomes)
- What needs to happen to go from our current state to desired state? (Objectives)
- In connection with our mission and vision, what are we aspiring toward? (Goal)



Socialization

- Share draft with stakeholders and solicit feedback
- In person and online survey feedback

Launch

Publicize the plan

- Digital comms
- Back to School Night
- Social Media



Implementation Phase 1 - School

- Assign project managers & teams
- Unpack goals & objectives
- Develop action steps
- Develop planning & monitoring tools
- Set a cadence of accountability

Recognize, this is an iterative process for all.

Flexibility, feedback, curiosity, a willingness to go into the unknown are all key attitudes to make this work successful.

Year 1 is about clarity, practice, trial & error.



Plan Crosswalk



BOARD'S STRATEGIC PLAN

(5-Year)

High-level vision & priorities



Answers:
"Where are we going?"



North Star for the organization



Defines the school's goals and outcomes



Updated only every few years



BECS STRATEGIC WORKPLAN

(Annual)

Detailed one-year action steps for priorities



Answers:
"How will we move the strategic plan forward this year?"



Internal project management tool



Assigns owners, timelines, resources, measures



Drives regular accountability conversations



UNIFIED IMPROVEMENT PLAN

(Annual, State Requirement)

Compliance-focused improvement plan



Answers:
"How will we address state-identified needs?"



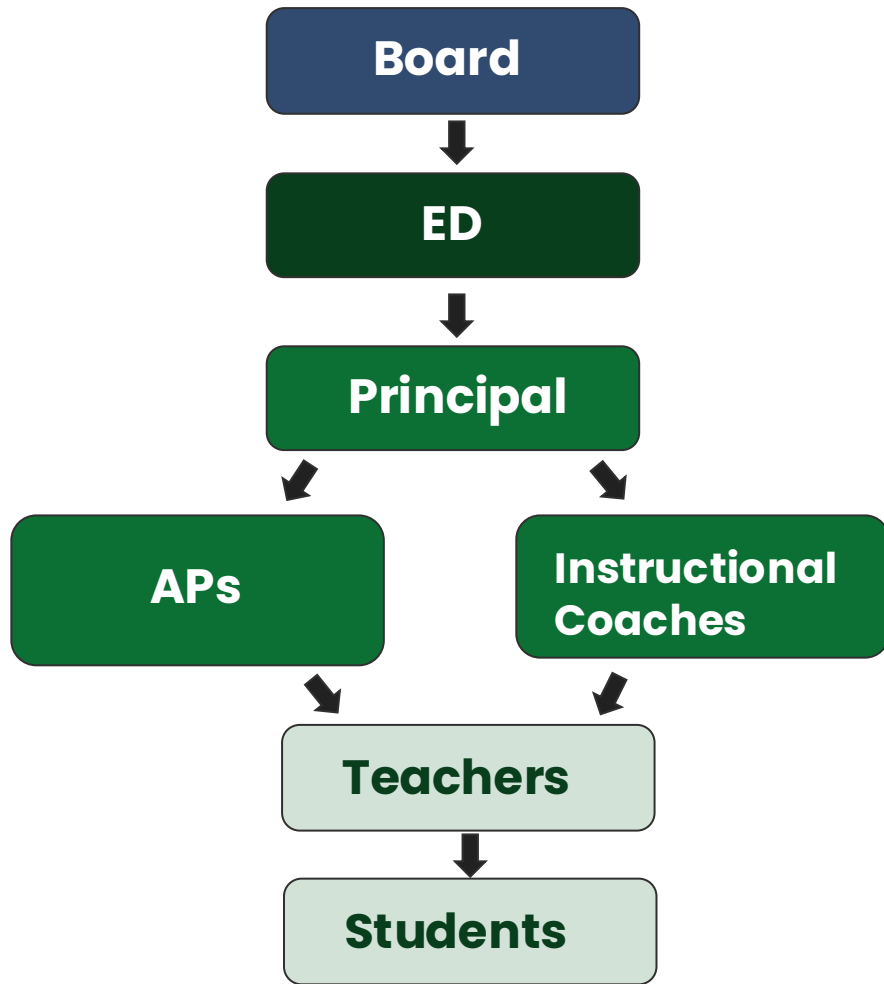
Submitted to CDE for compliance & performance



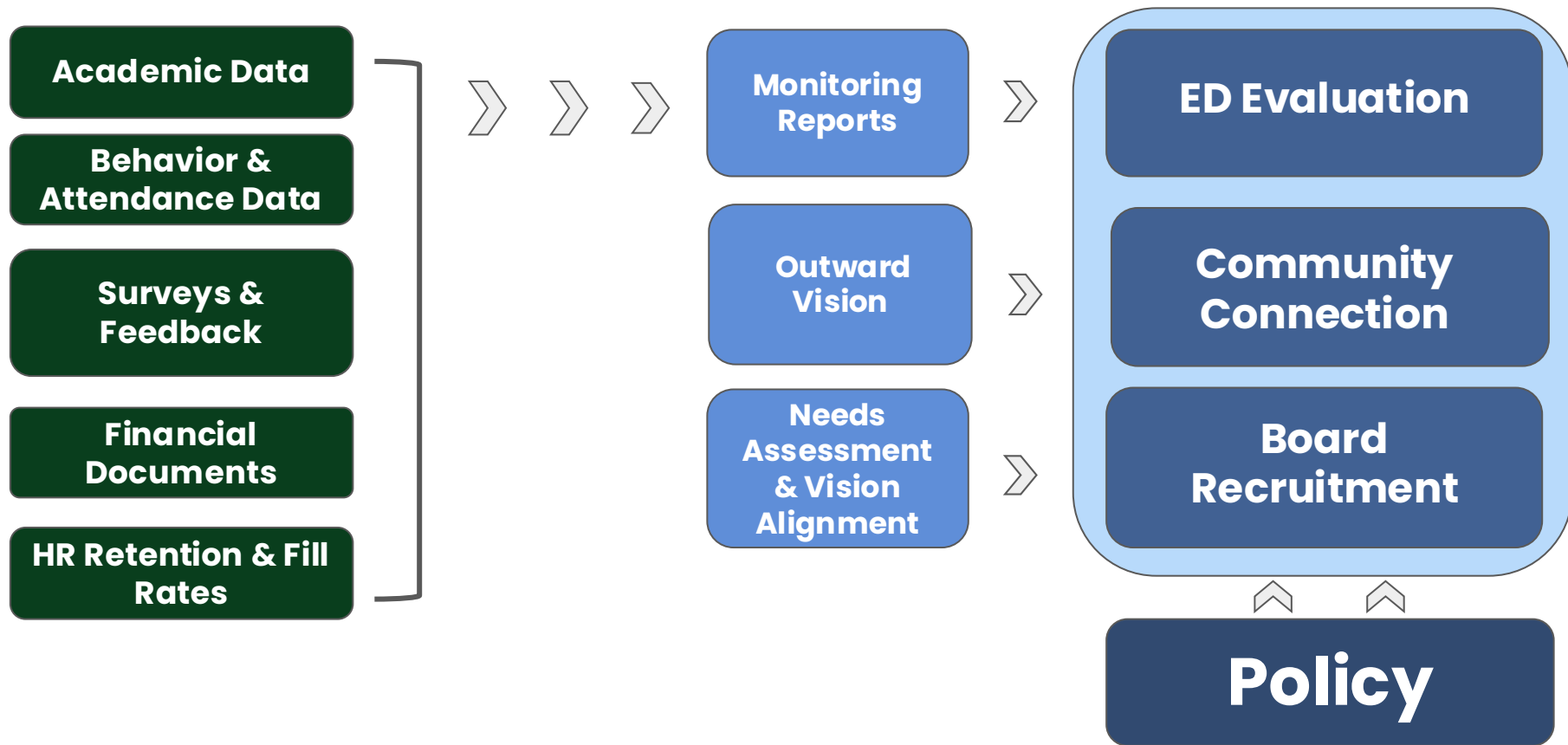
Public-facing accountability document



Focuses on student performance metrics



Board Alignment

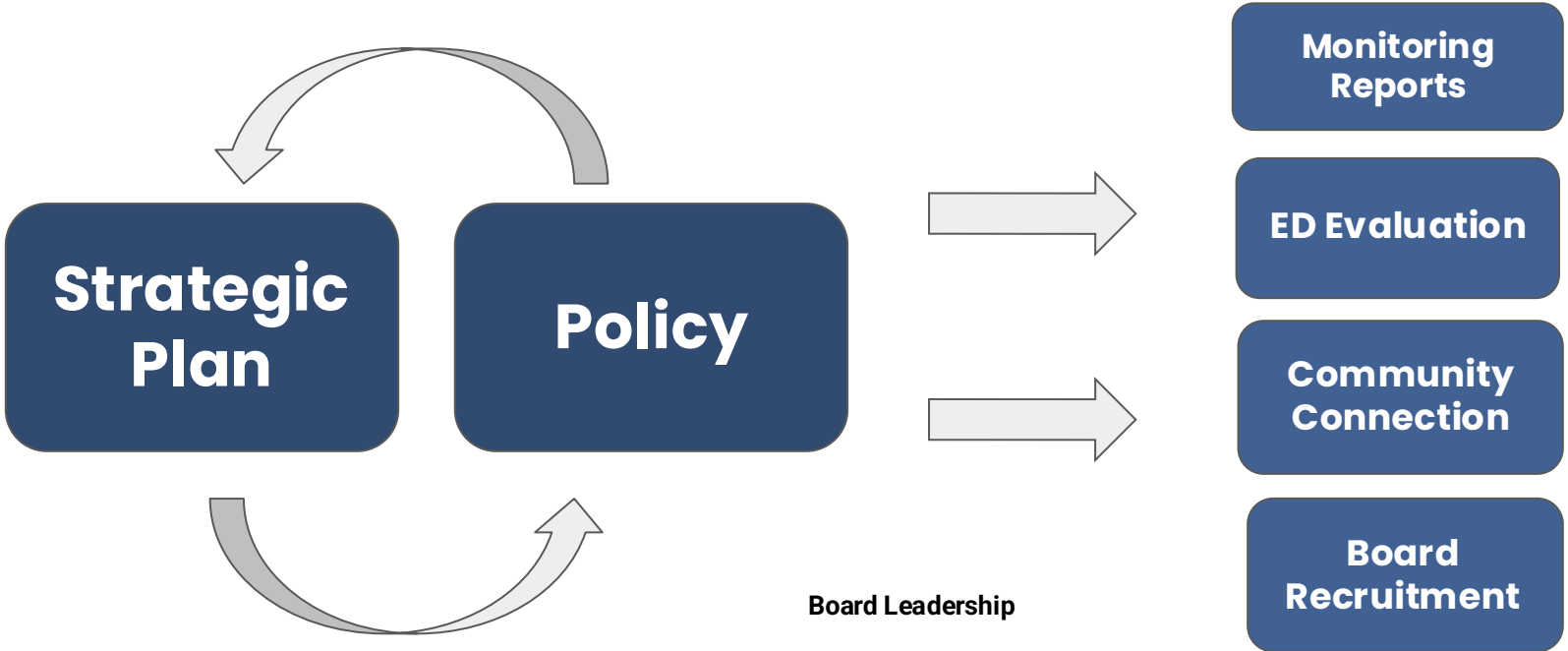


Leadership Moves to Support Execution of an Aligned Plan

School Leadership

- Cross referencing the UIP & Strategic Plan Objectives
 - What is already overlapping?
 - What is missing?
 - Building in the necessary short term and long term actions
- Cadence of Accountability
 - Single Owner
 - Project planning document & tracking system
 - Scorecard to monitor progress
- Start where you are, there is no perfect time - Embrace the messy
- Direct resources for support (Facilitator, professional learning, coaching)

Leadership Moves to Support Execution of an Aligned Plan

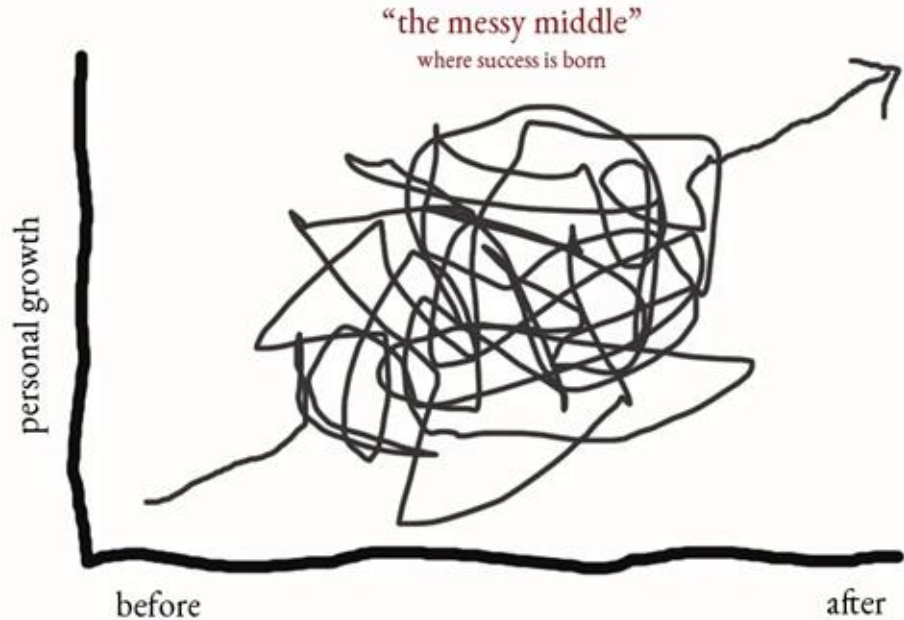


Discussion

1. Where is your school now?
2. Where do you want to go?
3. What have you heard today that can help you get there?
4. What is one action you will commit to move the work forward?

Pain Points & Recommendations

- Manage Expectations
- Reality checks
- Stages - clarity, confusion, action
- Goal setting v. coaching/accountability phase





Resources & Contacts

Potential Pitfalls & Guardrails Impacting Planning Approaches

01

Leadership Transitions, loss of systems

- Codify District Priorities
- Document Implementation protocols

02

Chasing funding without alignment to priorities

- Screen funding against existing goals to prevent initiative drift.

03

Board fails to maintain ownership of strategic priorities, plans risk losing focus

- Strong Board accountability, paired with active progress monitoring, reinforcing system wide alignment.

04

Plan Overload, overwhelms staff

- Unified Framework reduces redundancy, streamlines work responsibilities.

05

Limited Stakeholder Engagement, weakens buy-in

- Inclusive engagement ensures plans reflect voices of educators, families, and students.

06

Misalignment of resources-whether budget, staffing, or time- can stall implementation. Inconsistent monitoring prevents course corrections.

- Data-driven monitoring and aligned resource allocation keep plans actionable and realistic.

Further Training & Support

- Please contact CDE for support and technical assistance (email: uiphelp@cde.state.co.us).

CDE, Special Projects & Cross Office Initiatives

- Erin Loften, Supervisor, loften_e@cde.state.co.us

CDE, Field Services

- Dan Jorgensen, PhD, District Support Specialist,
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Bromley East Charter School

- Jennifer Shaver, School Leader, jshaver@bromleyeastcs.org
- Darnelle O'Hair, Board Chair, do'hair@bromleyeastcs.org



Alignment of Educational Planning Resource


This new CDE resource explores educational planning based on an integrated approach. The following topics are explored:

- Aligning Plans based on Outcomes
- Framework for Coordinating Changes in Plans
- Planning Recommendations
- Potential Pitfalls and Guardrails
- Problems of Practice

Google [link](#) to resource.

Problem of Practice #1: Aligning Strategic and Initiative Plans at Mountain View District

Mountain View School District recently adopted a new strategic plan focused on improving literacy outcomes across all grade levels. The plan sets a district-wide goal to increase the percentage of students reading at grade level by 20% over the next five years. However, at the same time, several schools within the district have independently implemented initiative plans focused on student wellness.



While the strategic plan does not explicitly address how student wellness initiatives and literacy connections to the district's strategic plan, the initiative plans do not explicitly address how student wellness initiatives and literacy connections to the district's strategic plan.

Aligning multiple initiatives without clear prioritization, communication, and family engagement is a challenge. The district's wellness efforts with literacy initiatives to ensure they are aligned.

The district's wellness committee to align initiative plans within the strategic plan from academics, wellness, and school leadership to ensure alignment. The committee is and disengagement were negatively impacting literacy outcomes as the connection between wellness support and academic achievement is not clear. The committee will include wellness supports that directly contribute to literacy instruction, including reading time and SEL components in literacy instruction, and ensure that wellness supports are implemented during key academic blocks.

The district will create a section explicitly connecting wellness strategies to district goals during school plan reviews to ensure continued coherence and alignment.

Wellness & Planning Steps: The district will create a section explicitly connecting wellness strategies to district goals during school plan reviews to ensure continued coherence and alignment. The recommendations applied to aligning multiple initiatives without clear prioritization, communication, and family engagement is a challenge. The district's wellness efforts with literacy initiatives to ensure they are aligned.

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September 2025

School Improvement & Planning
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Thank you!

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**Your
feedback
helps us all
move forward
together**



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