

Strategic Priorities	Measures	2025 Baseline	2028 Goal
Codify and strengthen the academic beliefs, expectations, and practices required to ensure rigor and joy in each learning space.	% of teachers and school leaders who Strongly Agree/Agree that "curricular resources and assessments promote rigor, joy, belonging, and achievement"	71.4%	85%
	% of students who score proficient/advanced on 3rd-8th grade MAP Assessment in Math	22%	32%
	% of students who score proficient/advanced on 3rd-8th grade MAP Assessment in ELA	25%	35%
	% of students who score proficient/advanced on 3rd-8th grade MAP Assessment in Science	16%	30%
	% of students who score proficient/advanced on high school EOC in Algebra I	8%	26%
	% of students who score proficient/advanced on high school EOC in English II	44%	47%
	% of students who score proficient/advanced on high school EOC in Biology	14%	25%
	% of students who score proficient/advanced on high school EOC in Government	27%	38%
	% of 3rd-8th grade students making at least 1.0 year of growth on NWEA Reading Assessment (meet growth goal)	38% (fall to winter)	70%
	% of 3rd-8th grade students making at least 1.0 year of growth on NWEA Math Assessment (meet growth goal)	41% (fall to winter)	70%
	% of students who graduate from HS in 4 years	84%	90%
	% of students who graduate from HS in 5 years	68%	92%
	% of seniors who graduate with at least one Market Value Asset	80%	100%
	% of teachers who score 3 or higher on the TNTP rubric for student ownership and high quality instructional practices	22%	60%
Create and sustain a pluralistic school environment where every student, family, staff member, and community member feels seen, heard, valued, and connected.	% of average daily attendance	88.1%	91%
	% of students retained year to year	72%	80%
	% of students who qualify for free and reduced lunch	65%	70%
	% of K-8 students that participate in at least one annual Real World Learning capstone projects	30%	90%
	% of staff who Strongly Agree/Agree on the core questions for the culture and climate annual survey	84%	90%
	% of students who Strongly Agree/Agree on the core questions for the culture and climate annual survey	88.3%	95%
	% of families who Strongly Agree/Agree on the core questions for the culture and climate annual survey	93%	95%
	% of CPA students engaged in athletics, extra curriculars, and/or clubs	46.5%	60%
Recruit, develop, and retain a pluralistic, high-quality, and culturally competent team.	% of staff retained year to year	75.5%	80%
	% diverse staff	50%	
	# of staff engagement events held annually	15	15
	# of prospective teacher engagement events held annually	4	5
Implement an intentional cycle of listening, planning, and open and timely communications.	% staff and families who Strongly Agree/Agree that "they are provided opportunities to be heard"	90.7%	95%
	% staff and families who Strongly Agree/Agree that the organization "communicates clearly, transparently, and in timely fashion"	84.3%	95%
Ensure financial sustainability while meeting the network's growing programmatic and facilities needs.	cash operating reserves as % of total budget	12%	20%
	annual fund balance % of annual revenue	5.16%	3%
	% annual fundraising goal met	75%	95%
	%Diversify revenue streams	2.5	3%

	% of capital campaign committed	16.6%	90%
Ensure operational sustainability while meeting the network's growing programmatic and facilities needs.	% of teachers and school leaders who Strongly Agree/Agree that operational services meet expectations	78%	90%
	% of parents who Strongly Agree/Agree that operational services meet expectations	New	
	10% increase of operational costs or below: manage operational costs by increasing efficiency in transportation, facilities, and vendor management	Met (<10%)	<10% increase
	% of buses on time (transportation Efficiency)	87%	95%
	% of schools on upgraded safety infrastructure (Safety & Security)	66%	100%

Crossroads Charter Schools
Strategic Plan 2025- 2028
Priorities & Action Steps

SP #1:	Codify and strengthen the academic beliefs, expectations, and practices required to ensure rigor, and joy in each learning space.	Owner
1.1	Develop and implement a practice-based coaching cycle for teachers	CAO/principals
1.2	Implement targeted academic celebrations and showcases	CAO/principals
1.3	Develop staff in student ownership strategies to drive student growth	CAO/principals
1.4	Implement 2.0 version of active monitoring, targeting formative data growth	CAO/principals
SP #2:	Create and sustain a diverse school environment where every student, family, staff member, and community member feels seen, heard, valued, and connected.	Owner
2.1	Build and implement a process for service learning projects at each elementary school	Principals
2.2	Implement schoolwide structures that promote belonging, consistency, and connection for every student, including advisory/community circles, culturally responsive instruction, and attendance-focused student supports.	Principals
2.3	Ensure every K–8 student participates in at least one high-quality Real World Learning capstone project annually, aligned to student interests, community partnerships, and authentic audiences by ensuring RWL professional development and planning time for staff.	Principals
2.4	Create inclusive, accessible, and culturally responsive family engagement systems—including multilingual communication, flexible engagement opportunities, and shared decision-making structures.	Principals
2.5	Regularly analyze and share disaggregated data related to attendance, retention, engagement, and climate to identify inequities and guide targeted supports for students and families.	CAO/principals
SP #3:	Recruit, develop, and retain a diverse, high-quality, and culturally competent team.	Owner
3.1	Develop and sustain diverse recruitment pipelines through partnerships with universities, educator preparation programs, community organizations, and Grow-Your-Own initiatives that reflect the identities and experiences of our students and families.	CAO/HR
3.2	Implement a structured, relationship-centered onboarding experience for all new staff, including mentorship, role-specific training, and clear pathways for professional growth.	CAO/HR
3.3	Design and host regular, inclusive staff engagement opportunities that strengthen relationships, celebrate contributions, and reinforce shared values across schools and departments.	CAO/HR
3.4	Regularly analyze retention, diversity, engagement, exit interview, and feedback data to identify trends, address inequities, and implement targeted	CAO/HR

	strategies to support staff success and longevity.	
SP #4:	Implement an intentional cycle of listening, planning, and open and timely communications.	Owner
4.1	Implement a predictable annual and quarterly listening cycle that includes staff and family surveys, focus groups, town halls, and feedback forums at the school and district levels.	Supt/Comms
4.2	Publicly share key themes from listening activities and clearly communicate how feedback informs decisions, priorities, and action steps through "You Said, We Did" updates.	Supt/Comms
4.3	Ensure district and school leaders regularly engage in visible, two-way communication through school visits, open office hours, listening tours, and family engagement events.	Supt/Comms
SP#5	Ensure financial sustainability while meeting the networks growing programmatic and facilities needs.	Owner
5.1	Reduce reliance on external financial service agencies by building internal capacity within the finance department.	CFO
5.2	Ensure long-term financial solvency and sustainability through disciplined budgeting, strategic reserve growth, and targeted operating reserve fund balance management.	CFO
5.3	Increase non-philanthropic revenue.	CFO
5.4	Develop and implement a fully functioning purchasing and procurement policy to enhance financial accountability, streamline processes, and empower departmental budget management.	CFO
5.5	Design and implement a multi-year fundraising strategy that expands and diversifies revenue through individual giving, corporate partnerships, foundations, events, and alumni engagement, with a focus on unrestricted and recurring revenue.	Development
5.6	Coordinate and execute capital campaign efforts in partnership with Superintendent and the Board, including donor cultivation, stewardship, progress tracking, and transparent communication around facilities and programmatic impact.	Supt/Development
SP#6	Ensure operational sustainability while meeting the networks growing programmatic and facilities needs.	Owner
6.1	Sustain or Reduce operational costs by increasing efficiency in transportation, facilities, and vendor management.	COO
6.2	Upgrade school safety infrastructure and standardize emergency preparedness protocols across all campuses.	COO
6.3	Execute a 5-year capital improvement plan focused on safety, modernization, and sustainability.	COO