



Strategic Plan 2025

Three Tree Montessori School (TTMS) enters the next chapter of its journey with intention, rooted in the enduring values of authentic Montessori education, child independence, and a deeply connected community. As one of the few independent schools in our area and one of only two AMI-recognized schools in the region, TTMS holds a unique and essential role in the educational landscape—unwavering commitment to educational excellence and deep alignment with Montessori principles.

While we move forward towards a bold and exciting future, we also remain deeply proud of what we have already built. Since its founding in 2003, when parents and teachers came together in a moment of crisis to keep the school alive, TTMS has been a story about building community around shared values. That founding spirit still defines us -- united, resilient, committed. TTMS has grown into more than a school. Thanks to dedicated families, staff, and friends, TTMS is a thriving educational community that unwaveringly focuses on the culture of connection, belonging, and shared purpose. These cultural values are woven into everything from classroom practice to community engagement with a clear commitment to Montessori principles and the well-being of every child, enriching the life of the school, and positively contributing to the broader community.

Guided by purpose and vision, we are preparing for meaningful expansion that strengthens our reach and impact. In the next five years, TTMS will expand its Elementary program, including the addition of a second Upper Elementary classroom, to reflect our commitment to serving children from toddler through sixth grade and beyond. We will enhance our spaces to better support Montessori learning, movement, and collaboration. Guided by a long-term facilities plan, we are laying the groundwork for a purposefully designed campus that matches the evolving ambition and caliber of our work. To guide our Diversity, Equity, Inclusion, and Belonging (DEIB) priorities, we will build new goals and actions using insights from the equity audit conducted by Embracing Equity (a Nonprofit social change agency dedicated to building healthy, inclusive cultures in organizations and communities) to ensure every member of our school community feels seen, supported, and empowered. Additional priorities include stronger financial systems, improvements in administrative processes and internal operations, and elevating our workforce support and development programs.

This strategic plan reflects the voices of our entire community—parents, teachers, staff, administrators, and trustees. Through listening sessions and collaborative work, we asked: What does TTMS need today to become the school we envision tomorrow? What emerged was clear: To expand, we must continue to invest in the foundation.

With deep roots and a clear vision, we move forward together—cultivating a thriving Montessori community where every child is empowered to grow, every voice is valued, and the future is built with intention and care.

This document serves as both a declaration of who we are and a commitment to who we are becoming. It serves as a living framework for decision-making and action, grounded in our mission and responsive to change. School administration and the Board of Trustees will use this to set priorities, monitor progress, and adjust as needed—ensuring that each step we take reflects the enduring promise of Montessori education.



GOALS	STRATEGIES
TTMS Community and School Identity	
TTMS is a vibrant and engaged community that understands and benefits from the Montessori journey, from toddler through sixth grade.	Deepen family engagement through consistent educational programs and meaningful community-building experiences.
	Strengthen the enrollment journey from toddler through 6th grade, including addressing transition points and identifying barriers to retention.
The community views and values TTMS as an excellent AMI Montessori independent school.	Communicate TTMS’s values and identity clearly and consistently across all community interactions.
	Build purposeful partnerships with the local community to extend TTMS’s presence and impact.
	Position TTMS as a leader within the independent school community by sharing our practices and building peer connections.
Financial Stability	
TTMS operates under sound foundational financial processes.	Establish clear budgeting and resource allocation processes.
	Define measurable indicators to assess and ensure financial sustainability regularly.
TTMS ensures its long-term financial sustainability and balances community needs.	Create long-term financial plans that align with enrollment growth and facility needs.
	Refine the tuition assistance program to balance accessibility with financial responsibility.
	Evaluate tuition models to ensure long-term affordability and institutional health.
	Launch a mission-driven fundraising program that supports current needs and future growth.
Staff and Workforce Development	
TTMS staff are equipped to meet students' needs and have opportunities for professional growth	Provide ongoing Montessori-aligned training, including resources to support diverse learners.
	Develop a clear framework for professional growth and development for all staff.
TTMS commits to a strong sense of belonging, community, and camaraderie among staff.	Implement a comprehensive staff retention plan, including a regular review of compensation.
TTMS's administration personnel meet the school's needs.	Align staffing structures and responsibilities with the operational needs of the school.
	Develop a succession plan and system for capturing institutional knowledge.
Facilities	
TTMS has exemplary facilities that meet current and future needs.	Develop a short-term plan to address urgent needs with clear funding strategies.
	Articulate a long-term vision for TTMS and create a phased plan to achieve it.
	Maintain and improve outdoor learning spaces as a core part of school planning.

Educational Programming	
TTMS continues AMI excellence and advocates for and shares it beyond TTMS.	Expand TTMS's influence by leading external Montessori training, hosting shared learning events, and mentoring future educators.
	Advance Montessori education by engaging in advocacy, sharing expertise, and building partnerships that influence policy and public understanding.
TTMS will expand and optimize educational programming to enhance student learning opportunities and support diverse student needs.	Enhance auxiliary programs—before-school, after-school, and summer—to align with Montessori principles and enrich student experiences.
	Assess program capacity and funding to better understand how we can more effectively support a wider range of diverse learners.

This strategic plan represents months of collaboration, care, and deep reflection on the future of Three Tree Montessori School. Thank you to the parents, staff, trustees, and students who offered ideas, feedback, and vision. A special thank you goes to the members of the Steering and Planning Committees for the many hours of thoughtful dialogue, discernment, and dedication. Thank you for helping us prepare TTMS for its next chapter—one of strength, connection, and meaningful impact.

Planning Committee

- Jeremy Valdes, Board Chair
- Anna Pierce, Parent
- Sven-Erik Nielsen, Parent
- Nicole Cook, Head of School

Steering Committee

- Anna Pierce, Cmte Chair
- Sam Denton, Trustee
- Gabby Almanza, Guide
- Mark Bremen, Business Manager
- Nate Riordan, Former TTMS Parent and Board Trustee
- Sven-Erik Nielsen, Cmte Chair
- Claudia Almanza, Classroom Assistant
- Michael Myers, Guide
- Paige Garmendia, Guide

