



BALL- CHATHAM CUSD #5

2023 Strategic Plan



Contents

District Overview.....	3
Mission.....	3
Values and Beliefs.....	4
Students/Learning.....	4
Teachers/Teaching.....	4
Community/District Relations.....	4
Board of Education Goals.....	5
About This Plan.....	6
Goal 1: Work to attract and retain a highly qualified staff and increase staff diversity.....	0
Wages and Benefits.....	0
Recruitment.....	1
Support for Personnel.....	2
Goal 2: Provide equitable opportunities and resources to lessen the achievement gap.....	3
Staffing.....	3
Equity.....	3
Student Supports.....	4
Curriculum.....	5
Resources.....	5
Technology.....	6
Transportation.....	6
Athletics.....	7
Food Service.....	7
Special Education.....	8
Goal 3: Develop and implement a district communication plan.....	9
Communication Plans.....	9
Website.....	10
Social Media.....	10
Newsletters.....	10
Communication Platforms.....	11
Goal 4: Foster cooperative relationships with school and community groups and organizations.....	12
Student Advisory Group.....	12
Student Mentorship Program.....	12



Service Projects	13
Job Shadowing	13
Collaboration with Community	13
Goal 5: Maintain long-term financial stability to meet priorities.	14
Fiscal Responsibility	14
Conservation/Efficiencies	14
Funding Sources	15
Partnerships	15
Goal 6: Develop and maintain building and infrastructure short and long-range plans.	16
Short and Long Range Facilities Plans	16
Safety	16
Maintenance	17
Cleanliness	17



District Overview

Ball- Chatham CUSD #5 is a suburban district south of Springfield, IL located in the Village of Chatham. The district provides services to over 4600 students in grades PK-12 across six sites that span 100 square miles. The district employs over 600 staff members, making it one of the largest employers in Sangamon County.

The district's focus on robust academic programs, fine arts offerings, career and technical education opportunities, and numerous extra-curricular choices help prepare students for options after graduation.

Key District Statistics

Enrollment – 4636 students

White – 76.9%

Black – 6.1%

Hispanic – 4.1%

Asian – 5.4%

Multiracial – 7.3%

Students Taking Early College Courses – 31%

Low Income Students – 22.5%

Students with an IEP – 12%

Homeless Students – 0.7%

English Language Learners – 3.2%

Attendance Rate – 93.3%

Student Mobility – 6.4%

Chronic Absenteeism – 19.1%

Dropout Rate – 2.2%

Chronically Truant Students – 8.2%

Mission

To ensure all students are life ready by providing high quality education and diverse opportunities.



Values and Beliefs

Core values and beliefs are a small set of guiding principles that have intrinsic importance to the district. These belief statements along with the district mission lay the foundation for setting district goals.

Students/Learning

We believe...

- We believe that students should have a safe place to learn.
- We believe students should be provided a robust, challenging, effective curriculum to prepare them for success in college and career and for life-long learning.
- We believe students should have equitable access to resources and opportunities, including support for social-emotional needs.
- We believe that every student is capable of learning and should be held to a high standard.
- We believe that each student belongs and is valued for who they are and what they contribute to the group.

Teachers/Teaching

We believe...

- We believe teachers should be student-centered.
- We believe teachers should be equitably provided the necessary training and resources to be successful.
- We believe teachers should facilitate unbiased, research-based opportunities for academic excellence.
- We believe teachers should be provided resources to support their SEL needs.

Community/District Relations

We believe...

- We believe communication should be open, transparent, and respectful.
- We believe the district is accountable to taxpayers through responsible stewardship.
- We believe trust is the foundation of a strong district-community relationship.
- We believe the district should foster a welcoming climate.
- We believe the district should develop and maintain mutually beneficial relationships with businesses and other community organizations.



Board of Education Goals

The Board of Education developed its latest strategic goals in August of 2022. These goals are the driving force behind the district's Strategic Plan.

Goal 1: Work to attract and retain a highly qualified staff and increase staff diversity.

Goal 2: Provide equitable opportunities and resources to lessen the achievement gap.

Goal 3: Develop and implement a district communication plan.

Goal 4: Foster cooperative relationships with school and community groups and organizations.

Goal 5: Maintain long-term financial stability to meet priorities.

Goal 6: Develop and maintain building and infrastructure short and long-range plans.



About This Plan

This Strategic Plan was developed with input from the BCSD Board of Education, the administration, the certified and non-certified staff, students and parents/guardians. Input was provided at in-person meeting with the Strategic Planning Committee and town hall meetings, and using numerous surveys of all stakeholders.

The plan was finalized in the summer of 2023. The plan highlights the work that the district will engage in on a path of continuous improvement. The plan will never sunset and will be reviewed annually for the progress made in each goal area. New items or focuses will be added as they are identified.

Special Thanks to the Strategic Planning Committee

Autumn Bowers - Parent/Community Member
Jacob Briggs - Student
Tricia Burke - Principal
Laura Calderon - Board Member
Lindsay Cook - Staff Member
Neveska Delgado - Parent/Community Member
Kristy Doan - Parent/Community Member
Jen Farnsworth - Assistant Superintendent
John Freml - Parent/Community Member
Riley Garrett - Student
Brett Gerger - Parent/Community Member
Jacob Giacomini - Student
Ryan Green - Principal
Jessica Heath - Staff Member
Hallie Koenig - Staff Member
Becca Lamon - Superintendent
Tricia Langheim - Staff Member
Dustin Large - Parent/Community Member
Julie McAllister - Staff Member
Megan Moore - Parent/Community Member
Cheona Murphy - Parent/Community Member
Ryan Murphy - Board Member
Kim Pearce - Parent/Community Member
Peggy Pratt - Staff Member
Alex Rappe - Staff Member
Andrea Rediger - Board Member
Vanessa Ross - Parent/Community Member

Tiffani Saunders - Board Member
Betsy Schroeder - Parent/Community Member
Ann Strahle - Board Member
Maya Tolentino - Student
Angela Try - Parent/Community Member
Diane VanderKoy - Staff Member
Rebecca Velazquez - Parent/Community Member
Evelyn Vinzant - Student
Mia Warren - Student
Dawn Williams - Staff Member
Jadon Williamson - Student
Jesse Winter - Parent/Community Member
Oliver Wood-Morris - Student



Goal 1: Work to attract and retain a highly qualified staff and increase staff diversity.

Wages and Benefits

Strategy	Action Steps	Person/Department Responsible
Establish a wages and benefits plan to track district resources	Create staffing progressions that create comparisons within all employee groups - ESP, nonESP, Certified, Admin - Create tiers within departments	Director of Human Resources
	Annual make comparisons for competitiveness in wages with other districts	Director of Human Resources
	Maintain quality Health Insurance Plans by working with insurance management company	Director of Human Resources
	Maximize Supplemental Insurance Plans by working with insurance management company	Director of Human Resources
	Improve COBRA Management	Director of Human Resources
Create and promote benefits directory	Work with Chatham and Springfield Chambers of Commerce to identify benefits to staff	Director of Human Resources and Superintendent
	Create a directory or website to advertise benefits	Director of Human Resources



Recruitment

Strategy	Action Steps	Person/Department Responsible
Develop Strategic Recruiting plan	Establish a presence at Job Fairs Identify job fairs to attend Make HBU schools a priority	Director of Human Resources
	Establish/Strengthen University partners	Director of Human Resources
	Leverage Teacher Vacancy Grant to support hiring	Director of Human Resources and Assistant Superintendent
	Recruitment plans for ESP and Non-ESP Staffing	Director of Human Resources
	Track hiring data for trends, i.e. EEO	Director of Human Resources
	Leverage Social Media to support hiring	Director of Communications
	Establish data trends and patterns in staffing	Director of Human Resources
Align hiring to Portrait of an Educator	Create consistent interview process	Director of Human Resources
	Training on how to conduct an interview, conduct background checks,	Director of Human Resources



Support for Personnel

Strategy	Action Steps	Person/Department Responsible
Establish a strong onboarding program for all employees	Provide onboarding for new employees	Director of Human Resources
	Have new employees provide feedback on the onboarding process	Director of Human Resources
	Monitor and alter on boarding based on feedback	Director of Human Resources
Provide staff with professional development to promote job performance and retention	Establish an short and long range PD plan	Superintendent and Assistant Superintendent
	Create internal PD platform	Superintendent and Assistant Superintendent
	Provide job shadowing opportunities for employees to learn from each other	Assistant Superintendent
	Create summer academies for staff to take deep dives into topics	Assistant Superintendent
Ensure actionable and timely feedback to all staff	Continue to improve evaluation tools across the district	Assistant Superintendent and Director of Human Resources
	Implement Teach Boost to track evaluation and feedback loops	Assistant Superintendent
Provide SEL Supports for Staff	Continue to advertise health insurance benefits available to staff	Director of Human Resources
	Identify additional supports to meet staff needs	Director of Human Resources
Strengthen supports for ALL new staff members	Extend new teacher orientation to provide time for classroom set up	Assistant Superintendent
	Provide additional mentorship opportunities for staff	Assistant Superintendent



Goal 2: Provide equitable opportunities and resources to lessen the achievement gap.

Staffing

Strategy	Action Steps	Person/Department Responsible
Ensure staffing patterns maximize student learning	Maintain staffing supported by ESSER funds	Assistant Superintendent
	Maintain class size at district approved levels	Superintendent
	Increase Class Offerings in CTE, AP, Dual Credit, and Pathways	Assistant Superintendent

Equity

Strategy	Action Steps	Person/Department Responsible
Establish a Culture of Collective Responsibility	Develop a collective responsibility campaign	Superintendent
	Provide an overview of the 5Essential data and provide the why of a campaign	Superintendent
Develop a district equity plan	Conduct an equity needs assessment	Superintendent
	Identify equity barriers	Superintendent and Assistant Superintendent
	Identify professional development needs to address equity needs	Superintendent and Assistant Superintendent
	Develop a data plan to monitor equity across in the district, i.e. discipline, IEPs, 504s	Superintendent and Assistant Superintendent
	Identify improvements to student grades and feedback opportunities	Superintendent and Assistant Superintendent



Student Supports

Strategy	Action Steps	Person/Department Responsible
Provide ELL Supports and Services	Determine funding source for supports and services	Superintendent and Assistant Superintendent
	Create PD plan for supports and services	Assistant Superintendent
	Provide staff for supports and services	Assistant Superintendent
Create parent education series	Determine what topics parents are most interested in	Director of Communications
	Create an annual calendar of parent support events	Director of Communications
	Provide various parent support events	Director of Communications
Strengthen student risk assessment process	Create a consistent student risk assessment tool and process	Assistant Superintendent
	Develop Support Plan for at risk students	Assistant Superintendent
	Create a resource directory of student supports	Assistant Superintendent
Develop Enrichment Plan and Supports	Document current supports	Assistant Superintendent
	Identify methods to improve enrichment opportunities	Assistant Superintendent
	Implement new enrichment opportunities	Assistant Superintendent
Develop Acceleration Plan and Supports	Document current supports	Assistant Superintendent
	Identify methods to improve acceleration HS and MS opportunities	Assistant Superintendent
	Implement new acceleration opportunities	Assistant Superintendent
Develop SEL Plan	Document current supports	Assistant Superintendent
	Identify methods to improve SEL opportunities	Assistant Superintendent
	Implement new SEL opportunities	Assistant Superintendent



Curriculum

Strategy	Action Steps	Person/Department Responsible
Continue GVC work	Create a GVC examination schedule	Assistant Superintendent
	Ensure Assessments are aligned with GVC	Principals
	Create vertical alignment within GVCs	Principals
Establish a Financial Literacy Scope and Series and Vertical Alignment	Document current financial literacy opportunities in the district K-12	Assistant Superintendent
	Identify ways to add additional opportunities	Assistant Superintendent
Implement Instructional Practices to Strengthen Tier 1	Explore research based strategies to help strengthen Tier 1 instruction	Assistant Superintendent
	Implement one research based strategy per year	Assistant Superintendent

Resources

Strategy	Action Steps	Person/Department Responsible
Maximize Collaboration Time with in buildings and across the district	Conduct surveys of topics that staff would like to spend time covering during collaboration time	Principals
	Build Collaboration schedules in advance	Principals
	Share the why of the admin driven topics during collaboration time	Principals



Technology

Strategy	Action Steps	Person/Department Responsible
Utilize technology to improve instruction and learning	Conduct needs assessment of staff members instructional technology skills	Director of Technology
	Provide PD to strengthen staff members instructional technology skills	Director of Technology
	Perform walkthroughs to identify the SAMR or TPACK technology skill levels being utilized in classrooms	Principals/Technology
Establish AI protocols	Inform staff of the capabilities of AI	Director of Technology and Superintendent
	Develop policy regarding student use of AI	Superintendent
	Provide professional development on shifts in instruction that will be necessary to co-exist with AI capabilities	Assistant Superintendent

Transportation

Strategy	Action Steps	Person/Department Responsible
Provide safe and timely transportation to and from school and for extra curriculum events	Deploy Geo location on busses	Director of Transportation
	Ensure all busses have functioning cameras	Director of Transportation
	Develop a bus rotation schedule that maximizes the fleet	Director of Transportation
	Deploy student rostering capabilities on routes	Director of Transportation
	Ensure transportation for extra-curricular routes is available	Director of Transportation



Athletics

Strategy	Action Steps	Person/Department Responsible
Establish stronger evaluation plan	Create new athletic evaluation tool and plan	Director of Athletics
	Post tool in Teach Boost	Assistant Superintendent
	Inform coaching staff of new evaluation tool and plan	Director of Athletics
	Complete one evaluation of each coach per season	Director of Athletics
Create parent information events	Establish expectations for Titan parents and athletes	Director of Athletics
	Hold meeting to share expectations with parents and athletes at the beginning of each season	Director of Athletics
Provide coaches with expectation and PD	Establish expectations for coaches for coaching style, playtime, tryouts, etc...	Director of Athletics
	Share expectations with coaches prior to each season	Director of Athletics
Manage Title IX plan	Submit Title IX updates	Director of Athletics
	Make any needed changes to athletics department to maintain compliance of Title IX plan and regulations	Director of Athletics
	Communicate Title IX changes to coaches	Director of Athletics

Food Service

Strategy	Action Steps	Person/Department Responsible
Maintain positive fiscal management	Adjust meal pricing to ensure positive fiscal management	Director of Food Services
	Continue to look for ways to maximize budget and staffing	Director of Food Services
Develop ways to include student voice and choice	Conduct student surveys	Director of Food Services
	Continue to find ways to promote new food and voice and choice in menu development	Director of Food Services



Special Education

Strategy	Action Steps	Person/Department Responsible
Maximize staff services for students with an IEP	Review practices and protocols to maximum student services	Director of Special Education
	Maximize inclusion opportunities for students	Director of Special Education
	Provide staff with professional development to meet the needs of students	Director of Special Education
	Promote collective responsibility campaign	Director of Special Education
	Evaluate use of paraprofessionals within the department	Director of Special Education



Goal 3: Develop and implement a district communication plan.

Communication Plans

Strategy	Action Steps	Person/Department Responsible
Develop a Comprehensive Communication Plan	Create general communication plan	Director of Communications
	Create emergency communication plan	Director of Communications and Director of Security
	Create board communication plan	Superintendent
	Media Communication Plan	Director of Communications
	Reevaluate community communication requests - i.e. Virtual backpack	Director of Communications
Increase parent engagement	Create Parent Portal on website	Director of Communications
	Create parent programming seminar	Director of Communications
	Reevaluate parent/teacher conferences format	Assistant Superintendent
	Provide Skyward training for parents	Director of Communications
	Host parent/community fair to highlight student opportunities	Director of Communications
Increasing Branding	Create a # Campaign for a set period of time	Director of Communications
	Create engaging videos that tell the BCSD story	Director of Communications
Implement Communication Logs Across the District	Establish the need for consistent communication tracking by staff members	Superintendent
	Implement the use of communication logs by all admin and certified staff	Superintendent



Website

Strategy	Action Steps	Person/Department Responsible
Clean Up Website	Determine what legally needs to be the website	Director of Communications
	Remove unnecessary Items from website	Director of Communications
	Ensure the items that generate the most traffic are easily accessible on the website	Director of Communications
	Revamp Intranet site	Director of Communications
	Establish culture of using Intranet site	Director of Communications

Social Media

Strategy	Action Steps	Person/Department Responsible
Increase social media presence	Determine what platforms we will communicate with	Director of Communications
	Determine what content our audience prefers - posts, videos,	Director of Communications
	Establish target traffic expectations	Director of Communications

Newsletters

Strategy	Action Steps	Person/Department Responsible
Change Newsletter Format	Determine what the focus on the newsletters will be for the year	Director of Communications
	Consider condensing newsletters to promote more visibility across the district	Director of Communications
	Create a uniform template for the year	Director of Communications
	Create newsletters that engage on one or two topics and highlight that topic across the district	Director of Communications



Communication Platforms

Strategy	Action Steps	Person/Department Responsible
Establish a District platform for all teachers and coaches to use to communicate with parents	Research what platforms are available and the features of each	Director of Communications
	Determine what the one and only platform will be for the school year	Director of Communications
	Determine if a District license needed	Director of Communications
	Communicate the change with all staff repeatedly during the year	Director of Communications



Goal 4: Foster cooperative relationships with school and community groups and organizations.

Student Advisory Group

Strategy	Action Steps	Person/Department Responsible
Create a student advisory group	Create application criteria	Superintendent
	Choose student group	Superintendent
	Set meeting schedule	Superintendent
	Holds meetings with advisory group	Superintendent
	Use student voice and feedback to improve district practices	Superintendent

Student Mentorship Program

Strategy	Action Steps	Person/Department Responsible
Establish a student mentorship program	Explore options for a mentorship program - building, age, students, etc...	Superintendent
	Explore funding and volunteer options for a mentoring program	Superintendent
	Identify students for the mentoring program	Superintendent
	Establish a schedule for the mentoring program	Superintendent



Service Projects

Strategy	Action Steps	Person/Department Responsible
Create district service project opportunities	Explore and establish possible dates	Superintendent
	Choose a project that benefits the community	Superintendent
	Implement one district wide service project per year	Superintendent

Job Shadowing

Strategy	Action Steps	Person/Department Responsible
Create a job shadowing experience for seniors on SAT Day	Begin creating a database of local businesses that would accept a senior for a day	HS Administration
	Create matches between students and businesses	HS Administration
	Create reporting form to gather data	HS Administration

Collaboration with Community

Strategy	Action Steps	Person/Department Responsible
Superintendent visibility with community organizations	Increase number of visit to community organizations and events	Superintendent
	Expand leadership roles at the local and state level	Superintendent
Establishing partnerships and opportunities for community to engage with district	Create a community event for parent to connect with student based groups	Director of Communications
	Host staff health fair	Director of Communications
	Create a BCSD academy for community members	Superintendent



Goal 5: Maintain long-term financial stability to meet priorities.

Fiscal Responsibility

Strategy	Action Steps	Person/Department Responsible
Maintain a fiscally responsible budget	Increase systems and collaboration between the Business and HR departments	CSBO and Director of HR
	Build stronger fiscal projection models	CSBO
	Build a finance PD plan for district personnel	CSBO
	Provide financial training to all support staff who manage money	CSBO
	Maintain/Increase financial profile score	CSBO

Conservation/Efficiencies

Strategy	Action Steps	Person/Department Responsible
Improve Conservation and Efficiencies that Can Yield Financial Savings	Lessen paper consumption <ul style="list-style-type: none"> • Track paper usage • Canvas Training 	Principals
	Turn it off campaign	Principals
	Ensuring staff follow HLS standards, i.e. no string lights, appliances, air fresheners, etc...	Principals
	Recycling program for excess or unused supplies and materials	CSBO, Director of Facilities, Director of Tech



Funding Sources

Strategy	Action Steps	Person/Department Responsible
Establish funding source to manage facility maintenance	Have PMA and Stifel meet with Board	Superintendent
	Begin educating the staff and community	Superintendent
	Explore referendum options	Superintendent
Establish funding source to offset personnel costs	Continue to seek grants	Assistant Superintendent
	Maintain grants compliance and monitoring	Assistant Superintendent

Partnerships

Strategy	Action Steps	Person/Department Responsible
Establish partnerships with community	Establish partnerships for TI days	Director of Communications
	Plan health and wellness fair for staff	Director of Communications
	Manage GHS Scoreboard sponsorships	Director of Athletics



Goal 6: Develop and maintain building and infrastructure short and long-range plans.

Short and Long Range Facilities Plans

Strategy	Action Steps	Person/Department Responsible
Create Short and Long Range Facilities Plans	Collect Reports form G &H	Director of Facilities
	Collect Principal/Director Needs	Superintendent
	Merge reports per building	Director of Facilities
	Create a timeline of projects	Director of Facilities
	Create budget for timeline	Director of Facilities
	Report plans to board, staff, and community	Director of Facilities

Safety

Strategy	Action Steps	Person/Department Responsible
Create a safe and inclusive environment for students, staff and community	Create schedules for SSO and Safety Personnel	Director of Security
	Monitor security personnel schedules and performance to maximize safety of students	Director of Security
	De-escalation training for all security staff	Director of Special Education/Assistant Superintendent
	Implementation of De-escalation techniques	Director of Security

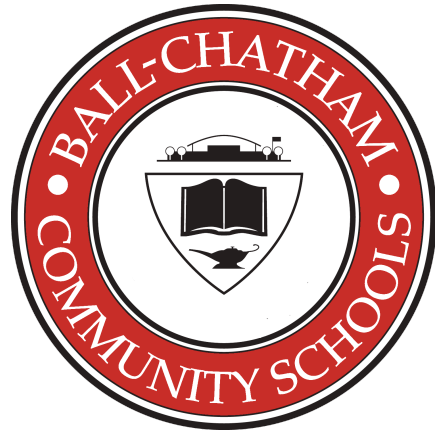


Maintenance

Strategy	Action Steps	Person/Department Responsible
Analyze Maintenance Performance	Collect Data on Maintenance Tickets	Director of Facilities
	Analyze Maintenance Ticket Data	Director of Facilities
	Conduct professional development with staff to improve practices	Director of Facilities

Cleanliness

Strategy	Action Steps	Person/Department Responsible
Evaluate Cleanliness of Buildings	Set expectations with custodial staff for cleaning	Director of Facilities
	Conduct professional development with staff to improve practices	Director of Facilities
	Create a cleanliness monitoring system	Director of Facilities



2023-2024 Strategic Plan Progress

The work on the 2023 Strategic Plan is an ongoing process. Action items were not intended to be completed in one year but rather over a multi-year period.

The plan was finalized in the summer of 2023. The plan highlights the work that the district will engage in on a path of continuous improvement. The plan will never sunset and will be reviewed annually for the progress made in each goal area. New items or focus areas will be added as they are identified.

Goal 1: Work to attract and retain a highly qualified staff and increase staff diversity.

Recruitment

Strategy	Action Steps	Person/Department Responsible	Progress in 23-24
Develop Strategic Recruiting plan	Establish a presence at Job Fairs Identify job fairs to attend Make HBU schools a priority	Director of Human Resources	Established presence at 12 job fairs; obtained feedback related to job fairs to ensure presence nets results for 24/25; attended Harris-Stowe job fair (HBU).
	Establish/Strengthen University partners	Director of Human Resources	
	Leverage Teacher Vacancy Grant to support hiring	Director of Human Resources and Assistant Superintendent	Assistant Superintendent utilized grant funds to pay signing bonuses and obtain recruitment/retention materials through the use of the Teacher Vacancy Grant.
	Recruitment plans for ESP and Non-ESP Staffing	Director of Human Resources	
	Track hiring data for trends, i.e. EEO	Director of Human Resources	Implemented electronic hiring agreement process to support reporting; Added job fair quick app to Frontline Recruiting & Hiring to support gathering of data; Enforced entry of all EEO data into Skyward for reporting purposes.
	Leverage Social Media to support hiring	Director of Communications	Utilized social media posts (Facebook & Twitter) for available positions.
	Establish data trends and patterns in staffing	Director of Human Resources	
Align hiring to Portrait of an Educator	Create consistent interview process	Director of Human Resources	

	Training on how to conduct an interview, conduct background checks,	Director of Human Resources	
--	---	-----------------------------	--

Goal 1: Work to attract and retain a highly qualified staff and increase staff diversity.

Support for Personnel

Strategy	Action Steps	Person/Department Responsible	Progress in 23-24
Establish a strong onboarding program for all employees	Provide onboarding for new employees	Director of Human Resources	Developed and implemented mandatory onboarding and orientation for all new employees in 23/24; added new hire training and resources to Staff Portal.
	Have new employees provide feedback on the onboarding process	Director of Human Resources	Ad-hoc and verbal feedback solicited following orientation; data collection to begin in 24/25.
	Monitor and alter onboarding based on feedback	Director of Human Resources	
Provide staff with professional development to promote job performance and retention	Establish a short and long-range PD plan	Superintendent and Assistant Superintendent	A yearlong PD plan was developed for staff and students with regard to the AI plan, a monthly Portrait of a Graduate focus, and increasing parent engagement for the 2024-2025 school year.
	Create an internal PD platform	Superintendent and Assistant Superintendent	
	Provide job shadowing opportunities for employees to learn from each other	Assistant Superintendent	

	Create summer academies for staff to take deep dives into topics	Assistant Superintendent	
Ensure actionable and timely feedback to all staff	Continue to improve evaluation tools across the district	Assistant Superintendent and Director of Human Resources	Implemented new ESP evaluation tool through Teachboost; hosted District-wide training to support implementation.
	Implement Teach Boost to track evaluation and feedback loops	Assistant Superintendent	
Provide SEL supports for Staff	Continue to advertise health insurance benefits available to staff	Director of Human Resources	Revised HR Staff Portal to include regular health benefit updates
	Identify additional supports to meet staff needs	Director of Human Resources	
Strengthen supports for ALL new staff members	Extend new teacher orientation to provide time for classroom setup	Assistant Superintendent	
	Provide additional mentorship opportunities for staff	Assistant Superintendent	

Goal 2: Provide equitable opportunities and resources to lessen the achievement gap.

Staffing

Strategy	Action Steps	Person/Department Responsible	Progress in 23-24
Ensure staffing patterns maximize student learning	Maintain staffing supported by ESSER funds	Assistant Superintendent	With the conclusion of the ESSER dollars, 22 positions (both certified and non-certified) were preserved and funds were moved to district Funds 10 and 20.
	Maintain class size at district-approved levels	Superintendent	Class size is continuously monitored to ensure student success. In 23-24, 22% of K-5 classrooms exceeded the Board recommendation by 1-2 students. Mobility for the district climbed to 6.2%. Two move-in students were placed outside their attendance boundary school to prevent more than three students over the recommendation.
	Increase Class Offerings in CTE, AP, Dual Credit, and Pathways	Assistant Superintendent	

Goal 2: Provide equitable opportunities and resources to lessen the achievement gap.

Equity

Strategy	Action Steps	Person/Department Responsible	Progress in 23-24
Establish a Culture of Collective Responsibility	Develop a collective responsibility campaign	Superintendent	In 23-24, a yearlong theme focused on Believe, and the lessons of Ted Lasso were used to guide climate and culture in the district.
	Provide an overview of the 5Essential data and provide the why of a campaign	Superintendent	5Essentials data was reviewed by all building principals and with the DEI Committee. The 2022 data was considered the new baseline data since it was the first time that the district had met the state participation thresholds for students, teachers, and parents.
Develop a district equity plan	Conduct equity needs assessment	Superintendent	
	Identify equity barriers	Superintendent and Assistant Superintendent	Data points related to equity were examined during the 23-24 year. These include the Equity Continuum Journey data, the vaping data, the bullying data, OSS data, and IAR data.
	Identify professional development needs to address equity needs	Superintendent and Assistant Superintendent	
	Develop a data plan to monitor equity across the district, i.e. discipline, IEPs, 504s	Superintendent and Assistant Superintendent	
	Identify improvements to student grades and feedback opportunities	Superintendent and Assistant Superintendent	

Goal 2: Provide equitable opportunities and resources to lessen the achievement gap.

Student Supports

Strategy	Action Steps	Person/Department Responsible	Progress in 23-24
Provide ELL Supports and Services	Determine funding sources for supports and services	Superintendent and Assistant Superintendent	An ELL Coach position was added to the employee count for the 24-25 school year.
	Create PD plan for supports and services	Assistant Superintendent	
	Provide staff for support and services	Assistant Superintendent	
Create a parent education series	Determine what topics parents/guardians are most interested in	Director of Communications	Parent/Guardian feedback about cyberbullying, AI, and phone in the classroom was gathered through the 5Essentials survey, parent meetings, parent phone calls, and the work of the Strategic Planning Committee.
	Create an annual calendar of parent support events	Director of Communications	
	Provide various parent support events	Director of Communications	Screenagers movie series was vetted and acquired to start a parent education series in 24/25.
Strengthen student risk assessment process	Create a consistent student risk assessment tool and process	Assistant Superintendent	
	Develop Support Plan for at-risk students	Assistant Superintendent	
	Create a resource directory of student supports	Assistant Superintendent	

Develop Enrichment Plan and Supports	Document current supports	Assistant Superintendent	
	Identify methods to improve enrichment opportunities	Assistant Superintendent	
	Implement new enrichment opportunities	Assistant Superintendent	
Develop Acceleration Plan and Supports	Document current supports	Assistant Superintendent	
	Identify methods to improve acceleration HS and MS opportunities	Assistant Superintendent	
	Implement new acceleration opportunities	Assistant Superintendent	
Develop SEL Plan	Document current supports	Assistant Superintendent	
	Identify methods to improve SEL opportunities	Assistant Superintendent	
	Implement new SEL opportunities	Assistant Superintendent	

Goal 2: Provide equitable opportunities and resources to lessen the achievement gap.

Curriculum

Strategy	Action Steps	Person/Department Responsible	Progress in 23-24
Continue GVC work	Create a GVC examination schedule	Assistant Superintendent	
	Ensure Assessments are aligned with GVC	Principals	Weekly coaching meetings/collaboration/training occurred in each building.
	Create vertical alignment within GVCs	Principals	Weekly coaching meetings/collaboration/training occurred in each building.
Establish a Financial Literacy Scope and Series and Vertical Alignment	Document current financial literacy opportunities in the district K-12	Assistant Superintendent	
	Identify ways to add additional opportunities	Assistant Superintendent	
Implement Instructional Practices to Strengthen Tier 1	Explore research based strategies to help strengthen Tier 1 instruction	Assistant Superintendent	
	Implement one research based strategy per year	Assistant Superintendent	

Goal 2: Provide equitable opportunities and resources to lessen the achievement gap.

Resources

Strategy	Action Steps	Person/Department Responsible	Progress in 23-24
Maximize Collaboration Time with in buildings and across the district	Conduct surveys of topics that staff would like to spend time covering during collaboration time	Principals	Within each building, principals receive feedback from their teacher and leadership teams.
	Build Collaboration schedules in advance	Principals	Within each building, principals plan with instructional coaches and department coordinators to build the collaboration schedule for the year.
	Share the why of the admin-driven topics during collaboration time	Principals	Within each building, the principals share the why/purpose of the PD presented and have targets for the PD.

Goal 2: Provide equitable opportunities and resources to lessen the achievement gap.

Technology

Strategy	Action Steps	Person/Department Responsible	Progress in 23-24
Utilize technology to improve instruction and learning	Conduct needs assessment of staff members instructional technology skills	Director of Technology	
	Provide PD to strengthen staff members instructional technology skills	Director of Technology	The Technology Department offered training on Newline boards, document cameras and software such as Skyward and Goguardian.
	Perform walkthroughs to identify the SAMR or TPACK technology skill levels being utilized in classrooms	Principals	
Establish AI protocols	Inform staff of the capabilities of AI	Director of Technology and Superintendent	All staff were provided a definition of AI and a working policy statement to start the 23-24 school year. An AI committee was formed and a plan was constructed throughout the year. The final product was presented to the school board at the July 2024 regular meeting.
	Develop policy regarding student use of AI	Superintendent	The AI Committee determined that no additional policies were necessary with regards to AI. The current academic dishonesty and technology-acceptable use policies address the concerns of student misuse of AI.
	Provide professional development on shifts in instruction that will be necessary to co-exist with AI capabilities	Assistant Superintendent	

Goal 2: Provide equitable opportunities and resources to lessen the achievement gap.

Transportation

Strategy	Action Steps	Person/Department Responsible	Progress in 23-24
Provide safe and timely transportation to and from school and for extracurricular events	Deploy Geo location on busses	Director of Transportation	Here Comes the Bus was piloted on a few buses in the Spring of 2024.
	Ensure all busses have functioning cameras	Director of Transportation	
	Develop a bus rotation schedule that maximizes the fleet	Director of Transportation	19 newer buses were purchased to remove the oldest buses in the fleet and establish a rotation schedule moving forward.
	Deploy student rostering capabilities on routes	Director of Transportation	
	Ensure transportation for extra-curricular routes is available	Director of Transportation	A shared extra-curricular Google document was deployed to increase communication between Athletics, Transportation and building administrators.

Goal 2: Provide equitable opportunities and resources to lessen the achievement gap.

Athletics

Strategy	Action Steps	Person/Department Responsible	Progress in 23-24
Establish stronger evaluation plan	Create new athletic evaluation tool and plan	Director of Athletics	Completed in 23-24.
	Post tool in Teach Boost	Assistant Superintendent	Completed in 23-24.
	Inform coaching staff of new evaluation tool and plan	Director of Athletics	Completed in 23-24.
	Complete one evaluation of each coach per season	Director of Athletics	Completed in 23-24.
Create parent information events	Establish expectations for Titan parents and athletes	Director of Athletics	Updated BCSD extracurricular code.
	Hold meeting to share expectations with parents and athletes at the beginning of each season	Director of Athletics	
Provide coaches with expectation and PD	Establish expectations for coaches for coaching style, playtime, tryouts, etc...	Director of Athletics	
	Share expectations with coaches prior to each season	Director of Athletics	
Manage Title IX plan	Submit Title IX updates	Director of Athletics	Waiting on response from the Federal OCR.
	Make any needed changes to athletics department to	Director of Athletics	Completed and ongoing.

	maintain compliance of Title IX plan and regulations		
	Communicate Title IX changes to coaches	Director of Athletics	Updated as needed.

Goal 2: Provide equitable opportunities and resources to lessen the achievement gap.

Food Service

Strategy	Action Steps	Person/Department Responsible	Progress in 23-24
Maintain positive fiscal management	Adjust meal pricing to ensure positive fiscal management	Director of Food Services	Meal prices were adjusted to meet the National School Lunch pricing.
	Continue to look for ways to maximize budget and staffing	Director of Food Services	Exploration of grants to offset costs for equipment were conducted.
Develop ways to include student voice and choice	Conduct student surveys	Director of Food Services	Student surveys were used at GMS and GIS to determine student preferences.
	Continue to find ways to promote new food and voice and choice in menu development	Director of Food Services	

Goal 2: Provide equitable opportunities and resources to lessen the achievement gap.

Special Education

Strategy	Action Steps	Person/Department Responsible	Progress in 23-24
Maximize staff services for students with an IEP	Review practices and protocols to maximum student services	Director of Special Education	Reviewed current self-harm and violence risk assessment procedures. Investigated reach-based self-harm risk assessment tools. Provided training to all counselors, social workers, and psychologists on the Suicide in Schools 2.0 risk assessment procedure. Piloting this risk assessment across the district for the 24-25 school year.
	Maximize inclusion opportunities for students	Director of Special Education	Communication boards for all building playground and all lunchrooms; expanding to nurses's offices and gyms for Provided paraprofessional support for extracurricular- activities (choir, track, etc.).
	Provide staff with professional development to meet the needs of students	Director of Special Education	-32 staff members attended 60 different professional development opportunities to meet the varying needs of students with disabilities.
	Promote collective responsibility campaign	Director of Special Education	
	Evaluate use of paraprofessionals within the department	Director of Special Education	Reviewed other districts' paraprofessional needs form for IEP team discussions.

Goal 3: Develop and implement a district communication plan.

Communication Plans

Strategy	Action Steps	Person/Department Responsible	Progress in 23-24
Develop a Comprehensive Communication Plan	Create general communication plan	Director of Communications	
	Create emergency communication plan	Director of Communications and Director of Security	
	Create board communication plan	Superintendent	A plan was developed with the Board of Education to ensure the protocols of communication between the Board and the Superintendent.
	Media Communication Plan	Director of Communications	
	Reevaluate community communication requests - i.e. Virtual backpack	Director of Communications	
Increase parent engagement	Create Parent Portal on website	Director of Communications	
	Create parent programming seminar	Director of Communications	
	Reevaluate parent/teacher conferences format	Assistant Superintendent	
	Provide Skyward training for parents	Director of Communications	

	Host parent/community fair to highlight student opportunities	Director of Communications	Hosted the Back to School Vendor Fair during Meet the Titans.
Increasing Branding	Create a # Campaign for a set period of time	Director of Communications	
	Create engaging videos that tell the BCSD story	Director of Communications	
Implement Communication Logs Across the District	Establish the need for consistent communication tracking by staff members	Superintendent	The need for consistent communication with stakeholders was a topic at the beginning of the year administrator meeting.
	Implement the use of communication logs by all admin and certified staff	Superintendent	All Admin were required to track phone and in-person communication with parents/guardians and community members starting at the beginning of the 23-24 school year.

Goal 3: Develop and implement a district communication plan.

Website

Strategy	Action Steps	Person/Department Responsible	Progress in 23-24
Clean Up Website	Determine what legally needs to be the website	Director of Communications	Evaluating ADA requirements.
	Remove unnecessary Items from website	Director of Communications	Several unnecessary items from the website have been removed with an ongoing review process.
	Ensure the items that generate the most traffic are easily accessible on the website	Director of Communications	Some icons and buttons have been rearranged for easier access. There is an ongoing search for a new website provider beginning in the 25-26 school year that will make every page easier to access.
	Revamp Intranet site	Director of Communications	
	Establish culture of using Intranet site	Director of Communications	

Goal 3: Develop and implement a district communication plan.

Social Media

Strategy	Action Steps	Person/Department Responsible	Progress in 23-24
Increase social media presence	Determine what platforms we will communicate with	Director of Communications	Facebook, Twitter/X and Instagram were deemed the district's social media platforms.
	Determine what content our audience prefers - posts, videos,	Director of Communications	Photos from various events and highlighting accomplishments have been determined as an audience preference.
	Establish target traffic expectations	Director of Communications	The number of posts per day, the number of posts per activity, and creating a balance of posts were reviewed and a plan was developed.

Goal 3: Develop and implement a district communication plan.

Newsletters

Strategy	Action Steps	Person/Department Responsible	Progress in 23-24
Change Newsletter Format	Determine what the focus on the newsletters will be for the year	Director of Communications	A monthly focus for the 24/25 newsletters was determined through the use of the district PD Plan.
	Consider condensing newsletters to promote more visibility across the district	Director of Communications	8 newsletters will be distributed per school year starting in 24-25.
	Create a uniform template for the year	Director of Communications	A uniform template with Gipper.com has been established.
	Create newsletters that engage on one or two topics and highlight that topic across the district	Director of Communications	Digital Citizenship, Department Features, Portrait of a Graduate Highlight have been selected as focuses of the newsletter.

Goal 3: Develop and implement a district communication plan.

Communication Platforms

Strategy	Action Steps	Person/Department Responsible	Progress in 23-24
Establish a District platform for all teachers and coaches to use to communicate with parents	Research what platforms are available and the features of each	Director of Communications	
	Determine what the one and only platform will be for the school year	Director of Communications	Skyward/School Messenger was determined as the platform to be used for consistent communication.
	Determine if a District license needed	Director of Communications	
	Communicate the change with all staff repeatedly during the year	Director of Communications	

Goal 4: Foster cooperative relationships with school and community groups and organizations.

Student Advisory Group

Strategy	Action Steps	Person/Department Responsible	Progress in 23-24
Create a student advisory group	Create application criteria	Superintendent	An application was designed and disseminated in September of 2023. The application materials included a Google Form, a short invitation video, and a short encouragement video.
	Choose student group	Superintendent	A group of 17 students were selected as the 23-24 Student Ambassadors. The group was composed of one freshman, five sophomores, five juniors, and 6 seniors.
	Set meeting schedule	Superintendent	A quarterly meeting schedule was designed for Student Ambassadors on October 18, 2023, December 13, 2023, February 21, 2024, and April 19, 2024.
	Holds meetings with advisory group	Superintendent	Meetings were held in October, December, February, and April with students.
	Use student voice and feedback to improve district practices	Superintendent	Students presented the work of the Student Ambassadors at the May 2024 Board of Education meeting. The presentation can be viewed HERE .

Goal 4: Foster cooperative relationships with school and community groups and organizations.

Student Mentorship Program

Strategy	Action Steps	Person/Department Responsible	Progress in 23-24
Establish a student mentorship program	Explore options for a mentorship program - building, age, students, etc...	Superintendent	
	Explore funding and volunteer options for a mentoring program	Superintendent	
	Identify students for the mentoring program	Superintendent	
	Establish a schedule for the mentoring program	Superintendent	

Goal 4: Foster cooperative relationships with school and community groups and organizations.

Service Projects

Strategy	Action Steps	Person/Department Responsible	Progress in 23-24
Create district service project opportunities	Explore and establish possible dates	Superintendent	
	Choose a project that benefits the community	Superintendent	
	Implement one district wide service project per year	Superintendent	

Goal 4: Foster cooperative relationships with school and community groups and organizations.

Job Shadowing

Strategy	Action Steps	Person/Department Responsible	Progress in 23-24
Create a job shadowing experience for seniors on SAT Day	Begin creating a database of local businesses that would accept a senior for a day	HS Administration	GHS - Admin and counselors have been contacting businesses
	Create matches between students and businesses	HS Administration	
	Create reporting form to gather data	HS Administration	

Goal 4: Foster cooperative relationships with school and community groups and organizations.

Collaboration with Community

Strategy	Action Steps	Person/Department Responsible	Progress in 23-24
Superintendent visibility with community organizations	Increase the number of visits to community organizations and events	Superintendent	<p>Dr. Lamson attended most monthly Chatham Area Chamber of Commerce luncheons, the monthly board meetings for various organizations (see below), and attended on average three school evening events per week. Dr. Lamson attended several larger community events including a Compass for Kids luncheon, the Shrimp Boil, Iron Chef, 100+ Who Care event, and Chatham Chamber Mardi Gras.</p> <p>Dr. Lamson also volunteered at two Chatham Clean Up Days, the Sweetcorn Festival, Oktoberfest, packing for Titan fuel, and helped prepare three meals for Special Olympic events.</p>
	Expand leadership roles at the local and state level	Superintendent	<p>During the 23-24 School year, Dr. Lamson actively served on the Board and EBoard of the Chatham Area Chamber of Commerce, the Titan Fuel Board, the Ball-Chatham Educational Foundation Board, the Ball-Chatham Educational Foundation grant review committee, the CACC Board of Control, the CACC Negotiations team and was an active member of the Chatham Jaycees.</p> <p>Additionally, Dr. Lamson presented at the Leadership in Education for Leadership Springfield, The Illinois Technology Educators Conference, and the Illinois Community College Trustee Meeting.</p>
Establishing partnerships and opportunities for community to engage with district	Create a community event for parents to connect with student-based groups	Director of Communications	The Back to School Vendor Fair was hosted during Meet the Titans.
	Host staff health fair	Director of Communications	The second annual health fair was held on the April SIP day.

	Create a BCSD academy for community members	Superintendent	
--	---	----------------	--

Goal 5: Maintain long-term financial stability to meet priorities.

Fiscal Responsibility

Strategy	Action Steps	Person/Department Responsible	Progress in 23-24
Maintain a fiscally responsible budget	Increase systems and collaboration between the Business and HR departments	CSBO and Director of HR	Implemented HR/Payroll ticket system to improve communications; Launched HR hiring/separation/transfer processes including tasks for business office notification and steps; Utilizing mass processes in Skyward and PaC to ensure accurate and controlled data implementation
	Build stronger fiscal projection models	CSBO	
	Build a finance PD plan for district personnel	CSBO	
	Provide financial training to all support staff who manage money	CSBO	
	Maintain/Increase financial profile score	CSBO	2024 Audit reflects 4.0 profile score.

Goal 5: Maintain long-term financial stability to meet priorities.

Conservation/Efficiencies

Strategy	Action Steps	Person/Department Responsible	Progress in 23-24
Improve Conservation and Efficiencies that Can Yield Financial Savings	Lessen paper consumption <ul style="list-style-type: none"> ● Track paper usage ● Canvas Training 	Principals/Technology	Staff members were provided individual copier codes.
	Turn it off campaign	Principals	
	Ensuring staff follow HLS standards, i.e. no string lights, appliances, air fresheners, etc...	Principals	Expectations were reviewed with all staff members at the beginning of the year and prior to our HLS inspections.
	Recycling program for excess or unused supplies and materials	CSBO, Director of Facilities, Director of Technology	Technology department collected and inventoried any technology equipment that was deemed unusable or obsolete. These items were put on a Resolution To Dispose of Technology Equipment that was approved at the July 2024 school board meeting.

Goal 5: Maintain long-term financial stability to meet priorities.

Funding Sources

Strategy	Action Steps	Person/Department Responsible	Progress in 23-24
Establish funding sources to manage facility maintenance	Have PMA and Stifel meet with Board	Superintendent	PMA and Stifel met with Board members on March 1, 2023.
	Begin educating the staff and community	Superintendent	
	Explore referendum options	Superintendent	
Establish funding source to offset personnel costs	Continue to seek grants	Assistant Superintendent	
	Maintain grants compliance and monitoring	Assistant Superintendent	Grant compliance and monitoring occurs monthly following the ISBE established timelines.

Goal 5: Maintain long-term financial stability to meet priorities.

Partnerships

Strategy	Action Steps	Person/Department Responsible	Progress in 23-24
Establish partnerships with community	Establish partnerships for TI days	Director of Communications	Hosted the Health and Wellness Fair in April.
	Plan health and wellness fair for staff	Director of Communications	Hosted the Health and Wellness Fair in April.
	Manage GHS Scoreboard sponsorships	Director of Athletics	

Goal 6: Develop and maintain building and infrastructure short and long-range plans.

Short and Long Range Facilities Plans

Strategy	Action Steps	Person/Department Responsible	Progress in 23-24
Create Short and Long Range Facilities Plans	Collect Reports from Graham and Hyde	Director of Facilities	All available equipment info has been input into Facility Tracker.
	Collect Principal/Director Needs	Superintendent	Dr. Lamon met with all admin for a fall check-in meeting in 2023 and then met with each director and principal throughout the year at CLT/OP meetings that were held monthly.
	Merge reports per building	Director of Facilities	Inserted all items identified during the facilities assessment conducted by Graham and Hyde, onto the long-range facilities plan spreadsheet
	Create a timeline of projects	Director of Facilities	
	Create budget for timeline	Director of Facilities	
	Report plans to board, staff, and community	Director of Facilities	

Goal 6: Develop and maintain building and infrastructure short and long-range plans.

Safety

Strategy	Action Steps	Person/Department Responsible	Progress in 23-24
Create a safe and inclusive environment for students, staff and community	Create schedules for SSO and Safety Personnel	Director of Security	
	Monitor security personnel schedules and performance to maximize safety of students	Director of Security	Staffing levels are reviewed daily to ensure each building has security coverage. Subs and personnel reassignments are made based on need and building activity.
	De-escalation training for all security staff	Director of Special Education/Assistant Superintendent	
	Implementation of De-escalation techniques	Director of Security	

Goal 6: Develop and maintain building and infrastructure short and long-range plans.

Maintenance

Strategy	Action Steps	Person/Department Responsible	Progress in 23-24
Analyze Maintenance Performance	Collect Data on Maintenance Tickets	Director of Facilities	Maintenance tickets are tracked using district purchased software.
	Analyze Maintenance Ticket Data	Director of Facilities	Maintenance tickets are reviewed for length of time to complete and length of time to address.
	Conduct professional development with staff to improve practices	Director of Facilities	

Goal 6: Develop and maintain building and infrastructure short and long-range plans.

Cleanliness

Strategy	Action Steps	Person/Department Responsible	Progress in 23-24
Evaluate Cleanliness of Buildings	Set expectations with custodial staff for cleaning	Director of Facilities	Daily, weekly and monthly cleaning frequencies have been distributed to all custodians and head custodians
	Conduct professional development with staff to improve practices	Director of Facilities	Online training videos offered through the Buckeye Honors program have been completed by all custodians employed through January 2023. The training videos will be forwarded to all new custodians
	Create a cleanliness monitoring system	Director of Facilities	This is currently monitored by the head custodian. A request to create a custodial supervisor position to monitor daily cleaning standards has been made