BALL- CHATHAM CUSD #5

2023 Strategic Plan

Contents

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 it 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	Progress in 23-24	Progress in 24-25	Progress in 25-26	Progress in 26-27
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	Progress in 23-24	Progress in 24-25	Progress in 25-26	Progress in 26-27
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	Progress in 23-24	Progress in 24-25	Progress in 25-26	Progress in 26-27
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	Progress in 23-24	Progress in 24-25	Progress in 25-26	Progress in 26-27
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	Progress in 23-24	Progress in 24-25	Progress in 25-26	Progress in 26-27
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	Progress in 23-24	Progress in 24-25	Progress in 25-26	Progress in 26-27
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				

Strategy	Action Steps	Person/Department Responsible				
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	Progress in 23-24	Progress in 24-25	Progress in 25-26	Progress in 26-27
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				

Implement Instructional Practices to Strengthen Tier 1	Identify ways to add additional opportunities	Assistant Superintendent				
	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	Progress in 23-24	Progress in 24-25	Progress in 25-26	Progress in 26-27
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	Progress in 23-24	Progress in 24-25	Progress in 25-26	Progress in 26-27
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				
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	Progress in 23-24	Progress in 24-25	Progress in 25-26	Progress in 26-27
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	Progress in 23-24	Progress in 24-25	Progress in 25-26	Progress in 26-27
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	Progress in 23-24	Progress in 24-25	Progress in 25-26	Progress in 26-27
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	Progress in 23-24	Progress in 24-25	Progress in 25-26	Progress in 26-27
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	Progress in 23-24	Progress in 24-25	Progress in 25-26	Progress in 26-27
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	Progress in 23-24	Progress in 24-25	Progress in 25-26	Progress in 26-27
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	Progress in 23-24	Progress in 24-25	Progress in 25-26	Progress in 26-27
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	Progress in 23-24	Progress in 24-25	Progress in 25-26	Progress in 26-27
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	Progress in 23-24	Progress in 24-25	Progress in 25-26	Progress in 26-27
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	Progress in 23-24	Progress in 24-25	Progress in 25-26	Progress in 26-27
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	Progress in 23-24	Progress in 24-25	Progress in 25-26	Progress in 26-27
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	Progress in 23-24	Progress in 24-25	Progress in 25-26	Progress in 26-27
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	Progress in 23-24	Progress in 24-25	Progress in 25-26	Progress in 26-27
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	Progress in 23-24	Progress in 24-25	Progress in 25-26	Progress in 26-27
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	Progress in 23-24	Progress in 24-25	Progress in 25-26	Progress in 26-27
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	Progress in 23-24	Progress in 24-25	Progress in 25-26	Progress in 26-27
Improve Conservation and Efficiencies that Can Yield Financial Savings	Lessen paper consumption • 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				

Strategy	Action Steps	Person/Department Responsible	Progress in 23-24	Progress in 24-25	Progress in 25-26	Progress in 26-27
	Recycling program for excess or unused supplies and materials	CSBO, Director of Facilities, Director of Tech				

Funding Sources

Strategy	Action Steps	Person/Department Responsible	Progress in 23-24	Progress in 24-25	Progress in 25-26	Progress in 26-27
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	Progress in 23-24	Progress in 24-25	Progress in 25-26	Progress in 26-27
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	Progress in 23-24	Progress in 24-25	Progress in 25-26	Progress in 26-27
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	Progress in 23-24	Progress in 24-25	Progress in 25-26	Progress in 26-27
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	Progress in 23-24	Progress in 24-25	Progress in 25-26	Progress in 26-27
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	Progress in 23-24	Progress in 24-25	Progress in 25-26	Progress in 26-27
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				