



**BLESSED
SACRAMENT
SCHOOL**

**LONG-RANGE PLAN
UPDATED 2020**

LAST UPDATED IN 2015

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BLESSED SACRAMENT SCHOOL MISSION STATEMENT

Nurturing the whole student - body, mind and spirit

Blessed Sacrament School strives to provide exceptional preschool through eighth grade Catholic education that nurtures the whole student---body, mind, and spirit---and encourages each to develop a life-long personal relationship with Christ in a caring community where the students are *learning to make a difference*.

Philosophy: We believe that Jesus sent His Spirit to be with us always to guide, direct, and energize the love of God in us. We trust and rely on God's gifts to each one in our school family---parents, students, and teachers.

We believe that the parents have the primary responsibility in the education of their child. It is they who set the attitudes and values and give real meaning to Christian education in the schools. After the parents have freely entrusted their child to the Catholic school, it is their right and duty to assist the school by their cooperation and support according to their ability.

We believe that the child, a unique individual, has definite basic relationships to God, to others, to nature, and to self. Through interaction with people, ideas, and things in the total school environment, the child's potential---spiritual, moral, intellectual, emotional, and physical---is developed and strengthened.

We believe that the school's primary responsibility to the child, home, and society is to form totally prepared Christians. Through both the teachers and curriculum, the school is a place of discovery which opens new avenues of learning, stimulates critical and creative thinking, fosters clarification of personal values, and promotes the child's awareness of his/her place as a force of good in God's redemptive plan.

We believe that the community should work with the parents and school to promote further enrichment and growth and should help each child become aware of his/her civic responsibilities and the importance of making a difference in others' lives through service.

We believe that the faith community---the Church---has the responsibility of assisting the parents in carrying out their duty of the Christian education of the child. We believe, also, that the Catholic school is the most effective means available to the Church in its educational ministry to the children and young people. (August 2007)

Goals: The teachers of Blessed Sacrament School will strive to provide a Christian environment where basic Catholic values are taught by example as well as by word. They will provide academic instruction and opportunities for learning to help each child reach his/her full potential.

Objectives: In order to achieve the mission of Blessed Sacrament School, the students will

- Model their lives on the teachings of Jesus through prayer, respect for life, practice of self-discipline, and responsible decision making.
- Participate in the life of the Church, especially in the sacraments, liturgy, and service.

- Demonstrate knowledge of Catholic Church teachings, traditions, and history.
- Demonstrate the ability to read fluently and with understanding.
- Demonstrate the ability to communicate clearly and correctly through speaking and writing for a variety of purposes.
- Demonstrate the effective use and application of computational skills and mathematical concepts.
- Demonstrate the effective use of scientific methods and concepts.
- Exhibit the knowledge of our country's democratic process, history, and cultural diversity needed to become active citizens within our community, country, and world.
- Express themselves creatively through fine arts.
- Enhance their learning in other areas through the use of technology.
- Work both independently and cooperatively.
- Demonstrate the personal and social skills and character traits needed for spiritual, physical, and emotional wellness. (August 2007)

INTRODUCTION

The long-range plan was last updated in 2015. Since that time, each area of the plan has been overseen by one Advisory Board member who records progress and creates a revised action plan for his/her assigned area on a yearly basis. In the spring of 2019, the Blessed Sacrament School Advisory Board recognized the need to update the school's long-range plan to serve as a guide for the board's decision making in future years. Over the next year, the School Advisory Board worked to update the assessment narratives and goals and create action plans for the following school year. Members of the School Advisory Board who contributed to the updated long-range plan are:

- Mark Beagles
- Barney Bruzetti
- Mary Cummings
- John Fluckiger
- Jennifer Furkin
- Jason Gerwig
- Fr. Jeff Grant
- Kim Hoffman
- Dawn Klinner
- Cindy Lamar
- Donna Moore
- Patti Naylor
- Stacy Schmittling
- Bob Scott

CATHOLIC IDENTITY

HISTORICAL OVERVIEW

Blessed Sacrament Parish was instituted September 14, 1924 in a prefabricated building at Holmes and Laurel Streets. The school was a priority and was opened in the newly built brick building at Laurel and Glenwood in August of 1925 with 284 students. Three additions have been made to this original structure to meet the needs of Catholic Education for the growing parish. The latest, in 2010, doubles the size of the school to add preschool, library, gym, classrooms and offices. All school building over the years has been funded by parish fundraising. From the beginning, the school has been the basis in the structure of the parish.

CURRENT STATUS OF CATHOLIC IDENTITY

The Church provides the structure and function for Catholic identity formation through the guidance of the pastor and diocese, the development of teacher education and philosophy, and the implementation of the teachings of Catholicism in the curriculum.

School Liturgy and Catholic identity

Students are involved in all-school Masses each month. Each grade, third through eighth, has the responsibility to be involved in the planning and celebration of the liturgy and ministry for their class Mass. Students in grades 2-8 attend weekly Mass and monthly adoration (First Friday Benediction). Appropriate activities take place throughout the church calendar such as Advent wreath lighting during Advent, Stations of the Cross during lent, Reconciliation services, and Ash Wednesday Mass. There are opportunities at different age levels to participate in community activities such as the March for Life in Washington, D.C. Individually students can participate as altar servers, choir members and lectors.

Sacramental Preparation

In 2019, the diocese adopted the Restored Order of the Sacraments. Second graders are prepared for and receive the sacrament of Reconciliation, while third graders receive the sacraments of Eucharist and Confirmation. Eighth graders who did not receive the sacrament of Confirmation in third grade will prepare for and receive the sacrament of Confirmation.

Curriculum

The Religion curriculum continues to be evaluated to meet the needs of students and faculty using the Assessment of Catechesis/Religious Education.

The concepts of The Alive in Christ and Christ Our Life teaching programs, Character Counts and Steps to Respect education, prayers and faith literacy for each grade, Virtues in Practice, Gospel

Weeklies, and Echoes in Faith teacher preparation all come together to provide the total curriculum.

There has been directed movement towards incorporating principles of Christian living in the life of the school community. The students and faculty share morning prayers daily with increasing student involvement. Principles of respect for self and others, character development and Virtues in Practice are used to give students the tools and understanding to lead Christian lives. The faculty is involved in prayer and Catholic life development through faculty meetings and in-services. Annually, Catholic Schools Week celebrates Catholic Education. Students, faculty, parents and extended family are involved in the activities which focus on the values of Catholic Education.

Service

The practice of incorporating service as an integral part of Christian living is implemented through providing guided opportunities for students and parents. Mission work and community service is provided on many different levels such as: projects to raise money; projects to provide goods and services to the needy; volunteer time in food kitchen and food pantry; and helping at the St. Martin Des Porres Center. Mentoring and tutoring are additional ways students can be involved in their own school and in other schools needing help. Parents, as members of the Catholic Education community, have a responsibility to give service to the school. Each family is required to provide 20 hours of service for each school year. A volunteer handbook provides guidelines and expectations for the parents.

FORMULATION OF GOALS

An *ad hoc* committee of school advisory board members, school administrators, the pastor, teachers, and parents met on October 24, 2019 to discuss the school's Catholic identity in support of Blessed Sacrament's long-range plan update.

We looked at Catholic identity regarding students, faculty, and parents.

Our consensus is that through formal and informal programs and experiences, Catholic identity is strong with students and faculty. Examples are:

- First Friday Benediction
- Sacramental preparation
- Living Stations of the Cross
- Focus on St. Teresa of Calcutta
- Positive climate of faith in the school
- March for Life and Vocations trip
- Imagery: items and symbols of our faith are present
- Faith is taught, discussed and present in all subjects and classrooms

Additional consensus is that there is a declining Mass attendance for a large proportion of our school families. Opportunities to grow and improve include:

- Developing the church choirs to connect families to Mass/church
- Create a connection with high schoolers in the parish, possibly a youth group
- Increase staff visibility at our church
- Restored order: transition to a focus on discipleship
- Increase parent communication/connection
- Project involving faith experiences at home (i.e. take Baby Jesus or Flat Jesus home and write about it)
- Incorporating local faith leaders (Fr. Tolton, Fr. Chester, “real-life Catholics”)
- Connect faith formation and experiences through the grade levels
- Expand on Father Jeff’s column included in the newsletter (questions from students, stories of miracles, etc.)

Goal

Strengthen Catholic identity through an increased connection between the school, community, and parish.

CURRICULUM

HISTORICAL OVERVIEW

According to the goals and objectives of the Diocesan Strategic Plan, teachers review specific subject areas each school year. At Blessed Sacrament School, the teachers created detailed curriculum mapping for all subject areas during the 2016-17 school year for State Recognition. Since then, the teachers reviewed religion in 2018-19 and science in 2019-20.

CURRENT STATUS OF CURRICULUM

Major curriculum initiatives 2015-2020:

Language Arts:

Use of iLit for resource instruction in grades 5-8/ Wilson reading interventions in grades K-4.

Mathematics:

Use of Go Math! by Houghton-Mifflin.

Math specialist worked in-depth with teachers over multiple years.

Implementation of Aimsweb math computation probes three times a year for grades 2-8.

Science:

Aligned curriculum to NGSS.

Utilized new materials from Pearson in 2018-19, along with implementing the use of science kits.

Partnership with IMSA Fusion in grades 4-8.

Social Studies:

New materials from McGraw-Hill in 2019-20.

Religion:

New materials in 2017-18.

Revised sacramental preparation in light of Restored Order in 2018-19.

Character Education:

Steps to Respect anti-bullying program remains in religion curriculum.

Continued leadership assemblies for all grades focusing on virtues and character traits, now attending and leading assemblies with buddy classes.

General:

Use of Iowa Assessment scores to reflect on curriculum.

Implemented a problem-solving team that meets quarterly to assist with classroom interventions.

Began the creation and use of accommodation plans for students with medical conditions that impact them at school.

Co-curricular and Extra-curricular Activities

Co-curricular activities include art, music, physical education, Spanish, and computer. Students receive instruction in these areas at least once a week.

Students are also offered the opportunity to take band lessons. An additional charge applies to the band program. A band instructor is shared among several Catholic grade schools, and she spends one day a week at Blessed Sacrament School for instruction. In addition, students (intermediate students and second-semester beginning students) meet once a week with students from other Catholic grade schools for practice for the all-city band. This program may be revised for the 2020-21 school year.

The Art Outreach Program through the Springfield Art Association is offered to our students with parents volunteering as docents who present a specific topic in art to the students. Samples of art are included with each presentation.

Students participate in the Accelerated Reading Program from grades two through eight. Students read selected quality titles and then take a ten-question quiz on the computer. Points are earned by the difficulty of the book and by passing or receiving a certain number of correct answers on the quiz. Individual teachers set goals for students and incorporate the program into their reading/literature curriculum.

Each year students in grades three through eight are required to complete a manuscript to enter in the Young Authors Contest. Students in kindergarten, first grade, and second grade may also enter the contest but are not required to do so as a class assignment. Teachers choose classroom winners whose writing advances to review by outside judges.

Students in seventh and eighth grade participate in the Springfield Catholic Schools Speech Meet each fall. Student may perform solos and duets, and teacher and parents act as coaches for the students. Our students have several opportunities for performance. Many grades present Christmas programs, spring programs, musicals and plays. Under the direction of the parish music director, students perform in vocal choirs for Masses and also perform at events in the community.

IMSA Fusion is provided co-curricular in grade 4 and extra-curricular in grades 5-8. A school newspaper is created through the 6th grade computer classes.

Other extra-curricular activities available to the students include baseball, softball, basketball, volleyball, track and field, cross country, golf, Scholastic Bowl, and intramurals. Additional clubs or organizations that meet during the school day or after school include Art Club, Garden Club, Builders Club, and Scouts.

Handbooks

Handbooks are updated each year by the principal, pastor, and School Board. The Student Handbook is combined with a school calendar of events and includes the technology policies and athletic handbook for our school. PreK, Kindergarten, and Junior High teachers have also developed a small handbook just for their grade levels. Each parent receives a copy of the Student Handbook and signs an agreement form to abide by the policies stated in the handbook. (Students in grades 5-8 also sign the agreement form.)

The Faculty Handbook is available each year to the faculty members, and they also sign an agreement form to be governed by the Faculty Handbook, the Human Resource Manual, and the Diocesan Handbook for Catholic Education. Each faculty member receives an updated Human Resource Manual, and the Diocesan Handbook for Catholic Education is available for review in the school office.

FORMULATION OF GOALS

The teachers and principal met on March 11, 2020 to discuss the school's current and future efforts with respect to Curriculum.

The team discussed what this area of the long-range plan encompasses, using the guidance document from the Diocese of Springfield. The focus of our conversations centered on teaching methodology, curriculum materials, and school programs. A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis was conducted with the results as listed.

Strengths

- Reputation for high academic standards and preparing students well
- Updated curriculum materials on a regular basis
- All staff are knowledgeable of technology to supplement and enhance teaching methodology
- Springfield Catholic schools jointly discuss and work on curriculum materials
- Our school meets all curriculum requirements by the state and diocese
- IMSA
- Balance of athletics, fine arts, and other extracurricular programs
- Resource services have expanded to support more students

Weaknesses

- ELA curriculum was reviewed the longest time ago
- New science materials have flaws
- Continuity (scope and sequence) of writing program due to lack of a specific program

- Shurley English is either liked or highly disliked
- Some parents have asked that we offer junior high classes similar to the public school gifted program, especially in advanced math

Opportunities

- Find a way to continue foreign language at BSS
- Re-evaluate the ELA curriculum
- Student needs are changing, so differentiation is important
- Diocese is switching to the NWEA MAP testing in reading and math next year instead of the Iowa Assessments
- Early elementary teachers were trained in Learning Without Tears/ Handwriting Without Tears and want to bring it to BSS

Threats

- Funding
- Teacher turn-over may cause lack of continuity in curriculum
- Can't find a replacement for Spanish teacher's leave of absence

GOALS

Staff would like to re-evaluate the language arts program across the grade levels, looking at a writing and grammar program. The early elementary teachers want to implement Handwriting Without Tears. It is also desired to bring Spanish back to the curriculum following a leave of absence. All of these areas focus around language arts, but staff realized that the goal should be broader to encompass the full area of curriculum. In the future, staff would like to implement more differentiation techniques within their classrooms to help with the growing variations of student needs. The school will also be preparing for its state recognition and accreditation process within the duration of this long-range plan.

DEVELOPMENT AND PUBLIC RELATIONS

HISTORICAL OVERVIEW

In order to meet the needs of Springfield's Catholics on the growing southwest end of Springfield, Bishop James A. Griffin purchased six acres of land to serve as Blessed Sacrament Parish. Blessed Sacrament was the first parish established by Bishop Griffin and the first since the diocesan seat had been moved from Alton to Springfield in 1923. The land was an oat field; no houses were yet built that far south on Walnut and Glenwood. On September 14, 1924, worshippers came from throughout Springfield, numbering over 6,000, to participate in a Pontifical Field Mass to dedicate the new parish, to be constructed on the former oat field.



To quickly meet the spiritual needs of the parish, a temporary prefabricated church was donated by an anonymous benefactor and erected on the corner of Holmes and Laurel within two weeks of the dedication. The parish began conducting Masses three times each Sunday. The first pastor, Father (soon to be named Monsignor) Michael Tarrent quickly started plans for a school. The architectural firm of Aschauer and Waggoner of Decatur began the design of the two-story brick building with limestone trim that would consist of ten classrooms, a domestic science room, an office, a library, a nurse's office, two playrooms, and a faculty lounge.

The school was to be staffed by Ursuline sisters. Because a convent was not constructed at the school until ten years later, the nuns were transported from the Ursuline convent on North Sixth Street via limousines provided by the Kirlin and Egan Funeral Home.

It had been decided that no tuition would be charged to families and that the cost of the education of the children would be borne by the parish. The first annual Garden Party was held the following summer to help the parish meet the expenses of the school.

In August of 1925, the school opened with 284 students enrolled. By the second year, the enrollment had jumped to 320 students and continued its upward growth for the next several decades.

The cost of constructing the school, estimated at \$100,000, was completely paid by 1928. Parishioners made generous pledges to pay for the project, and, purportedly, the parish conducted a raffle of home lots owned by the parish.

By 1934, with enrollment reaching 500, Monsignor Tarrent asked for additional architectural plans that would increase the size of the school by adding more classrooms and a convent for the teaching sisters. At a cost of \$94,000, the addition was completed and the school continued to grow. By 1958, enrollment was nearing 1,000. At that point, plans were undertaken for the establishment of Christ the King School to allay the overcrowding at Blessed Sacrament School.

For many years, no tuition was charged at Blessed Sacrament School. As the costs of Catholic education continued to rise, augmented by the increase in lay teachers and staff, it became clear that a tuition structure would have to be put into place. Although educational fees had long been charged, in 1993 a tuition policy was implemented by diocesan directive.

Over the years, the tuition rate has steadily increased. Parents were also asked to provide a weekly envelope contribution to the church, although that policy has been phased out as a result of tax concerns and the tenuous ability of schools to actually collect these dollars.

Throughout the history of Blessed Sacrament, a number of events have been held to supplement the budget of the school. The Garden Party sponsored on a parishioner's lawn by the Holy Name Society was the first, but many have followed. Included among the efforts of the Holy Name Society and the Altar and Rosary Society were card parties, ice cream socials, bake sales, rummage sales, picnics, and parish dinners. The Holy Name Society also sponsored the Pastor's Annual Party (P.A.P.) around Thanksgiving to "assist in defraying the operating expenses of the school." The Sodality of the Blessed Virgin, organized by the young ladies of the parish, even sponsored an annual Strawberry Festival in May. From small to large, these special events not only generated income, but proved to be excellent community builders as well.

Fundraising has generally come about as a result of special events. The annual Auction held in the fall became, and continues to be, the largest fundraising event of the year. The Parent School Association has also played an integral role in providing funding to the school by holding an annual fundraising sales campaign in the fall and by sponsoring several other activities throughout the school year including lunch items on Fridays. The Men's Club at Blessed Sacrament has also been very helpful in supporting the school through its Lenten fish fries and other activities.

The school has been sustained throughout its history by a number of generous individuals who have pledged their monetary support to the school. Prior to the capital campaign in 2009, a

number of memorial gifts also helped greatly in funding improvements to the school. Larger projects included the kindergarten/library expansion, the science lab, conversion of the convent to classroom and meeting space, construction of the first preschool, and necessary repairs to the physical plant.

In 2006, a Development Director was hired to oversee and administer development efforts, including fundraising, public relations, and donor cultivation and appreciation. The first order of business was to create an Annual Fund for the school. While prior, sporadic attempts had been made to formalize an annual gift program, those efforts were hindered by time constraints placed on the office staff. In the summer of 2006, the first Annual Fund was undertaken for FY2007 with a goal of \$50,000. That goal has been met and exceeded in each year excepting the year that the Building on Tradition capital campaign was initiated. The budgeted goal for the 2019-2020 school year is \$132,000. Monies raised by the Annual Fund are used for the operating budget of the school.

<u>B.S.S. Annual Fund</u>		
Budget	Fiscal Year	Amt. Raised
N/A	July '06-June '07	\$47,157
\$60,000	July '07-June '08	\$85,258
\$70,000	July '08-June '09	\$80,333
\$75,000	July '09-June '10	\$59,126**
\$75,000	July '10-June '11	\$76,471
\$75,000	July '11-June '12	\$73,625
\$75,000	July '12-June '13	\$81,261
\$90,000	July '13-June '14	\$93,792
\$90,000	July '14-June '15	\$89,989
\$100,000	July '15-June '16	\$91,280
\$100,000	July '16-June '17	\$104,204
\$125,000	July '17-June '18	\$127,308
\$123,000	July '18-June '19	\$129,916

** Building on Tradition Campaign-Year One

As the formalized development effort was established, efforts were made to strengthen the Blessed Sacrament communications and fundraising efforts. A Development Committee was formed to consult on matters pertaining to fundraising and public relations. The Development Committee eventually merged with the Auction Committee as there was much overlap among members. In time, the Development Committee met on a less formal schedule. The school newsletter began to be published on a more regular basis. The alumni database continued to be updated and expanded. An Annual Report has been included as a regular newsletter in the fall of each school year. A Grandparents Club was established in 2007.

M.A.G.I.C. (Making a Generous Incentive Commitment) Match is another Development Office program. Donors make a \$500 contribution to a designated classroom or educational area (including, in some years, an extracurricular activity) that teachers or administrators can use on a more discretionary basis (with the principal’s approval). M.A.G.I.C. Match has been used for various classroom enhancements including computer peripherals, rugs, bookshelves, document cameras, iPads, books for the classroom library, etc. Below is a summary of M.A.G.I.C. Match donation totals since 2011.

M.A.G.I.C. Match Donations

School Year	Amount Donated
2011-2012	\$8,500
2012-2013	\$16,950
2013-2014	\$14,100
2014-2015	\$13,250
2015-2016	\$12,250
2016-2017	\$15,275
2017-2018	\$15,000
2018-2019	\$18,250
2019-2020	\$18,650 (YTD)

Writing grants is also a key responsibility of the Development Office. The following chart details highlights of grants (over \$1,000) received.

2007	State Farm	\$5,000	Character Counts
2010	Pepsi Refresh	\$25,000	Bleachers
2010	Tracy Family Foundation	\$20,000	Library Furnishings
2011	Clean Energy Foundation	\$50,587	Geo-Thermal System
2011	Community Foundation	\$2,276	Document Cameras
2011	Susan Cook House	\$30,000	Smart Boards
2013	Susan Cook House	\$27,699	iPads/Spanish Curriculum
2015	Susan Cook House	\$16,105	iPads/Music Software
2016	Susan Cook House	\$16,152	Stage Renovation
2018	Susan Cook House	\$31,800	iPads and Chromebooks
2019	Susan Cook House	\$28,512	School Security

Building on Tradition – Far and away the most ambitious project since the original construction projects at the school came in the form of a capital campaign that kicked off during the fall of 2009. The Building on Tradition campaign was a \$5.4 million dollar project to add 22,000 additional square feet to the school. Included in the project were a new preschool wing and play area, library, gymnasium, office wing, renovated cafeteria, and installation of an elevator.

Assisted by a consulting firm, Steier Group of Omaha, Nebraska, the campaign was successful in obtaining 704 pledges. A ground breaking ceremony was held on March 19, 2010 and was attended by all school students (who were given plastic yellow construction hats), teachers and staff, parishioners, and school neighbors. The new addition was dedicated by Bishop Thomas John Paprocki on August 14, 2011, and students entered the building in time for the first day of school later that month.



CURRENT EFFORTS IN DEVELOPMENT AND PUBLIC RELATIONS

Annual Fund The Annual Fund is the foundation on which all Blessed Sacrament School philanthropic giving is based. It is an organized effort, on a yearly basis, to procure gifts to support the operating budget of the school. The goal for the current year's (2019-2020) Annual Fund is \$132,000. The Father Jeff Challenge is a special donor designation for donors making gifts of \$1,000.00 to \$1,999.00, and the Legacy Society is recognition for those donors making a gift of \$2,000 or more in a given fiscal year.

Volunteer Recruitment Efforts continue to recruit volunteers who are invested in the mission of the parish and school. This has been the key to the success of fundraisers and events in the past, and will continue to be vital to the success of future endeavors.

Development Committee The Development Committee provides feedback and assistance to the Development Office for all aspects of the development program, including review of existing fundraisers, and assistance with donor cultivation. Over the years, the Development Committee has merged with the Auction Committee and has met on a less frequent basis.

Magic Match As mentioned above, the Development Office continues to maintain and grow the Magic Match program. Full funding (two Magic Matches for each grade plus "specials") has traditionally been the goal, and that goal has been met and exceeded for the past several years. Larger M.A.G.I.C. gifts have been received in recent years which have been designated for larger school-wide funding initiatives.

Grants Writing grants continues to be a vital function of development efforts, with one grant having been submitted thus far during the school year and one application pending.

Events The Development Office continues to oversee all parish events, and to assess the viability of each event. Oversight of Blessed Sacrament's traditional events includes the Pastor's Annual Party, the Garden Party, Ladies Night Out (on hiatus), and the Parish Rummage Sale, which is now held on alternate years. The Auction, spearheaded by general chairpersons and many volunteers, remains as the biggest fundraising event of the year, with a 2020 goal of \$110,000. Several new events were also established during the last fifteen years. A yearly Unity Run/Snowflake Shuffle was started in 2008. An Annual Mardi Gras Party began in 2011. A Golf Ball Drop, a raffle that entailed golf balls dropped from a helicopter over a golf course green was held for three years. A food truck meet-up was spearheaded by the Evangelization Committee in 2018 and was a very successful community building event. The Bruinettes dance camp and performance each year is an ongoing fundraising event and spirit builder that involves girls in kindergarten through sixth grade.

Student Marketing The Development Director, with the help of the Assistant Principal, continues to organize the annual Open House for prospective families, and provide outreach to potential students and their families.

Grandparents Club The Grandparents Club has tripled in membership since it was established; there are currently over 200 members. Many of the Grandparents Club members have become Annual Fund donors. Grandparents Club members are included in the general school database, but also receive a designated Grandparent Newsletter.

Alumni Efforts are ongoing to build up the alumni database. The Development Office does assist alumni in planning class reunions which has proved to be a good source for updating addresses on the alumni mailing list. An All-School Alumni Event is also held periodically in the school.

Public Relations Building on its strong reputation and excellent academic programs, efforts continue to promote and enhance our visibility in the community through increased communication to all of our constituents, and to the public. Press releases, newsletters, and advertising are some of the "larger audience" targets. Within the B.S.S. community, the principal's letter, the school website, newsletters, the parish bulletin, blast e-mails, and social media are some of the methods by which information is being disseminated. In the fall of 2019, the school implemented Rediker, an online school management system that has greatly enhanced communication to school families.

Other Development Office Responsibilities The Development Office is also responsible for the memorial brick garden, the outdoor digital sign, representation on the MacArthur Blvd.

Association, and facility use management. The Development Director serves as an *ex officio* member of the Finance Council and School Board.

Major gift solicitation and planned giving are two areas that still need to be addressed. Planned Giving efforts will begin in the fall of 2020.

The Development Office continues to promote and publicize the excellence of our school, and to establish a structure for effective fundraising that provides involvement for all of our stakeholders in the mission and vision of Blessed Sacrament School.

FORMULATION OF GOALS FOR DEVELOPMENT/PUBLIC RELATIONS

An *ad hoc* committee of the school board, Development Director, Principal, Pastor, and important stakeholders was scheduled to meet in late March of 2020 to discuss the school's current and future efforts with respect to Development and Public Relations. That meeting was cancelled as a result of the COVID 19 pandemic that closed the school during March, and was to continue through the month of April at minimum. A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis would have been conducted at the meeting. The Development Director reviewed the SWOT analysis from the former Long-Range Plan, made some edits and disseminated it to members of the *ad hoc* committee for additional input. The result is as follows.

SWOT Analysis

Strengths

- Strong enrollment
- Community spirit – “family” “home”
- Reputation for excellence/academics
- Involved parents – core group
- Good leadership/support staff/faculty
- Strong leadership in the Development Office
- Pastor involved in school
- Approachability of administration
- Older kids helping younger kids – Buddy System
- Athletics
- “Tradition” and Catholic identity
- Grandparent involvement
- Good learning environment/facilities
- Strong school security

Weaknesses

- Church attendance
- Lack of outdoor play space/Playground equipment
- Tuition and costs
- No band program
- Lack of a written plan for development
- Weak database and lack of donor software

Opportunities

- Increased Communication
- Parent Involvement-Increased role of “parent ambassadors”
- “Reach-Out” programs for new families
- Increased alumni role
- Greater use of social media
- Stronger online giving mechanisms
- Further segmentation of Annual Fund data

Threats

- Enrollment decrease
- Cost of tuition
- Class sizes that are too big
- Decreasing volunteerism
- SHG tuition/decreasing enrollment

GOALS

The formulation of goals for the future is divided into three areas:

1. Increase communication to effectively promote the school to the Blessed Sacrament School community, including parishioners, friends, grandparents, alumni, and the general public
2. Provide opportunities for involvement to encourage a unity and understanding of the B.S.S. mission
3. Establish and maintain a Development and Fundraising framework that encourages greater giving and positive and enduring donor relationships

ENROLLMENT

HISTORICAL OVERVIEW

Review of the prior enrollment narrative, circa 1998, indicated the following: “Blessed Sacrament School, staffed with six Ursuline nuns, opened its doors...to 284 students on August 31, 1925. Blessed Sacrament served its parishioners within designated boundaries.” During the preceding nine decades, the boundaries of Blessed Sacrament Parish morphed with the growth of Springfield. During this time “Little Flower and Christ the King Parish were established...to serve the growing and ever-expanding Catholic community.”

“For almost seventy years, Blessed Sacrament families...enjoyed tuition free education.” Over time, nuns were replaced by professional teachers and the need for tuition payments naturally increased (Ossie Langfelder, Former Blessed Sacrament School Board Member, Circa 1998).

CURRENT STATUS OF ENROLLMENT

Enrollment Numbers

Blessed Sacrament School is the largest independent elementary Catholic school in Springfield. Comparative rankings for Catholic schools from September 2019, indicate 431 students (K-8) were attending Blessed Sacrament, 230 students were attending St. Agnes, and 319 students were attending Christ the King.

The average enrollment decrease for all eight Springfield grade schools for the time period of 2004-2019 is 47.54% (“Thirteen-Year Enrollment for Region 6 Grade Schools,” 9/2019). Currently, the largest number of students is found in the Preschool Program with an enrollment of 64. The current K-8 enrollment of 431 represents a decrease from last year’s K-8 enrollment of 474, and 479 from 2017-2018. The present average grade size at Blessed Sacrament for grades kindergarten through 8th is 47.89 students.

The largest classes are the current 8th grade and the current 5th grade (graduating in 2023), both with 54 students. This 8th grade class has shown an increase of 5 students since they began kindergarten in 2011. The 5th grade class has shown a decrease of 3 students since they began kindergarten in 2014. The third largest class is the present 1st grade at 50 students and a 2027 graduation year.

There are currently 4 classes that have shown an increased enrollment since kindergarten (the current 8th, 7th, 6th, and 3rd grades). The remaining grades (5th, 4th, 2nd, and 1st) have each shown a decrease in enrollment since their kindergarten year, the largest being the current 1st grade with a decrease of 9 students from last year (“Thirteen-Year Enrollment”). The projected enrollment for 2020-2021 is 490 for Pre-K through 8th grade. This is consistent with the current Pre-K through 8th enrollment (495).

FORMULATION OF GOALS

The enrollment committee met during the 2019-20 school year to review progress and formulate the goal(s) for the near future. As of May 2020, we anticipate an enrollment of 490 for Pre-K through Grade 8 for school year 2020-2021.

Strengths

- Have maintained high enrollment in all classes and even expanded preschool this year
- Good visibility in the community
- Welcoming and strong community of people at BSS
- Variety of offerings: technology, support staff, resource services, library services, Spanish
- Blessed Sacrament enjoys a good reputation within the community
- Competitive tuition with Christian schools
- School Safety
- After-school program and extracurricular activities (Scouts, IMSA, Builders Club, Sports)
- Financial stability
- Mentor families
- Includes a play-based component to our early childhood classes

Weaknesses

- Lacking amenities (limited playground, no kitchen)
- Large class sizes
- Lack of summer school program
- Not 1:1 technology in older grades

Opportunities

- Marketing to those outside of the parish and/or of different faiths
- Offer "sneak peeks" into classrooms and during all school functions during the day
- Expand digital advertising
- Closer partnership with SHG and maintaining current SHG scholarships that are unique to Blessed Sacrament
- Expand student service hours/projects to include grades lower than 8th
- Showcase and engage alumni
- Expand role of parent ambassadors

Threats

- Cap on PreK class sizes
- Increases in tuition

- Strong public schools in outlier communities (Chatham, Rochester, etc.)
- Changing demographics of Blessed Sacrament neighborhood
- Declining number of people participating in the Catholic faith

Goals

Maintain our current enrollment numbers by continuing to utilize community and parish support while also exploring new outreach opportunities to reach potential students and families.

FACILITIES

HISTORICAL OVERVIEW

In August of 1924, Bishop Griffin purchased six acres of land on Laurel Street between Walnut and Glenwood. The formation of the new parish was announced and Father Michael Tarrent was appointed pastor. Blessed Sacrament School was originally constructed in 1925 as a two-story school building located on Laurel Street. The school is part of a larger complex that includes the church, rectory, parking lot and field on the school's south side, a parking lot and garage on the north side of Laurel, and a lot on the northwest quadrant of the intersection of Laurel and Walnut Streets.

The original building consisted of ten classrooms, a domestic science room, an office, a library, a nurse's office, two playrooms, and a faculty lounge. Subsequently, there have been three additions to the building. The first addition, in 1934, included the east and west wings, the convent (which is now referred to as the annex), and the gymnasium (now used as a cafeteria.) A later addition, in the 1980's, consisted of a library and kindergarten room filled in the original central courtyard.

The most recent addition and renovation was completed in 2011 and resulted in significant changes to the structure. A new preschool wing with two classrooms and an attached outdoor play area, a state-of-the-art library and media center, a new gymnasium, and a new administrative/office wing are among the highlights. The previous gymnasium was converted to an all-purpose cafeteria with kitchen attached and a dropped ceiling to improve acoustics. The parking lot south of the parish and school was reconfigured and resurfaced. There were numerous mechanical and HVAC upgrades made to the existing facility during the renovation. The new addition has geothermal heating and cooling with a backup hot water boiler. The cafeteria had a unit added to heat and cool that area also. The older existing Trane units that heated and cooled the gym/cafeteria were kept in service as peak use units for both the gym and cafeteria. A fresh air system was also added to bring fresh air into the building and exhaust certain areas of the building. A smaller renovation occurred in 2019 to convert the music room into a third preschool room with its own egress.

The original portion of the building, as well as the east and west wings, are constructed of reinforced concrete joists, beams and columns. There is a masonry façade on each of these portions of the building. The cafeteria is constructed with load bearing masonry, and has a roof consisting of steel trusses and wood purlins. The 1980's addition consists of load bearing walls supporting steel bar joists and metal deck. The 2011 addition includes walls that are steel studded with brick on the outside. The interior of the gym is concrete block construction. The roof has steel trusses with steel over and an insulated rubber membrane roof on flat areas and fiberglass shingles on the gym roof.

The original structure on Laurel Street is used for educational purposes, as well as administrative offices at the southeast corner of the newer structure. The east and west wings are used for educational purposes, and also have bathrooms and exits in each wing. The

gymnasium currently is used for physical education classes and a practice and competition facility for athletic teams. The cafeteria serves its purpose for students during the school day, a gathering place for B.A.S.E. (Before and After School Care), a parish hall for church and school functions, and a casual assembly area for classroom performances. The area behind the stage at the east end of the cafeteria was originally a kitchen, but is now an art room.

The rectory currently serves as a residence for the pastor and assisting priests, as well as a meeting area for parish committees, etc. It also has offices for the administrative staff of the parish.

CURRENT STATUS OF FACILITIES

Floor Plan and Usage

The existing floor plan is adequate in the classroom areas of the building. The classrooms can accommodate a maximum of 30 students; however, this would be very crowded. There are currently two classes for every grade (PK-8), and one classroom dedicated to morning-only preschool. There are currently not any open classrooms.

The administrative area at the southeast corner of the 2011 addition structure is the main entrance for the school. Visitors must be admitted to the office after ringing the doorbell, and enter into a welcoming atmosphere that includes a main office area, a workroom for administrative staff, a conference area for meetings, and a nurse's office for ill children. Visitors must be granted additional entrance to the school by being buzzed in from the office to the school hallway.

The new gymnasium is a modern athletic facility that houses boys' and girls' team sports as well as physical education classes. From courts to locker rooms to bleachers, this facility offers BSS the chance to host athletic competitions and welcome a substantial number of spectators.

The library and media center is accessed by walking through the gym, which may not be ideal, but hasn't yet proven to be too disruptive. This space allows study groups and extra-curricular groups to meet in addition to the regularly scheduled library classes. Volumes of research/reading material are supplemented with access to computers. This anchors the west side (Glenwood Street) of the building and has a wall of tall windows, allowing an abundance of natural light into the space.

The rectory is adequate to serve as a residence to the pastor and as offices for the parish administrative staff. There will be updates to the rectory thermostats (basement and first floor), and continuous monitoring of the church roof is required.

Heating Ventilating and Air Conditioning

The heating system consists of a boiler for the church and rectory and a separate boiler for the school. The boiler heating the church was replaced as part of the church restoration project

and the boiler for the school was replaced in 2008. The school boiler is in good condition and no additional upgrades are needed at this time. The church is currently air conditioned.

During the 2011 renovation, the addition was built with central air conditioning, and the existing structure was air conditioned by heat pumps in the rooms that can both heat and cool each room. The pumps are mounted on the ceilings and also give a back-up heating source should there be a boiler failure in the future. The hallways in the original structure are not air conditioned, and the old office area has cool-only window units that may need to be revisited in the future. The preschool room has a window unit with heating/cooling.

While some of the building's thermostat control systems have been updated to a Pelican wireless control system, which is easier and more user-friendly, more areas still need to be switched (i.e. gym, library).

Space Utilization/Storage

The space utilization is more than adequate given the layout of the existing complex. It would be desirable to have additional classroom space available for future growth. It would also be desirable to have a true parish hall, but the cafeteria has been an adequate all-purpose space for a variety of uses and get-togethers.

Storage space is always needed. Currently, there is storage under the stairs at the stair landings at the original portion of the building that holds janitorial machinery only. Janitorial supplies are kept in the expanded closet in the boys' restroom. There is also storage in the garage on the lot located at the northeast quadrant of the intersection of Walnut and Laurel Streets.

The school lost a lot of storage space when the basement of the old convent was used for the geothermal system that serves the new building. New storage areas were added with the new building but not enough to make up for the loss of this basement. At the present time, overflow storage needs are being met by use of cafeteria closets that were designed to keep the chairs and tables not in use. The loss of the storage area under the stage made this area necessary. The 2-car garage on Laurel is already filled with overflow storage. There is a desire for increased storage areas.

Maintenance Program

The maintenance program is continuously being developed by the administrative staff as well as the parish building and grounds committee. Current personnel focus on both maintenance and janitorial needs. There is a maintenance program for changing and checking filters every 30 days. While this is done, units are inspected and maintenance is performed as necessary. Maintenance records hope to be digitized in the near future.

Rooms are painted on an as-needed basis. The principal and Building Manager go through the school and decide what rooms need painted. Some rooms are touched up with paint as they are cleaned in the summer. At one time the goal was to get every room painted every five to

seven years. However, we have found that many rooms need painting more frequently and many other rooms are still in good condition after five years. Also, wood trim and doors are sanded and stained as needed during the summer. It is still desired to get on a uniform painting schedule for the classrooms.

Many of the drinking fountains were updated in 2020 with six bottle-filling stations. There are areas where roof leaks have caused plaster damage in the building. Bids have been received and approved to complete the school roof repairs by the end of the summer of 2020.

Safety Regulations

The existing complex meets the current safety regulations. We have service agreements for fire extinguishers, sprinkler systems, fire and burglar system, and elevators. The fire marshal makes an occasional inspection as well as representatives from the Diocese insurance carrier and other experts they contract with.

Disability Accessibility

The church and school currently meet the ADA requirements, but the rectory does not. There isn't any way to access the offices in the rectory with a wheelchair at this time.

Recent Improvements

The following are recent improvements to the complex:

1. Newly renovated preschool room with egress
2. New flooring in the H hallway by the main restrooms and kindergarten, along with new flooring in multiple classrooms
3. New roofing on the school (to be finished in 2020-2021)
4. Fresh paint in the H hallway, lower level of the Laurel building, music room, and staff lounge
5. Masonry/lintel work on various areas of the building
6. New double-entry doors on the Glenwood entrance
7. Automated emergency announcement system installed throughout the building's interior and exterior
8. Pelican thermostat system installed in many key areas
9. Upgrade to all the flower beds and landscaping around the building, including lighting upgrades
10. Poured new concrete for picnic tables and bike racks outside

Buildings and Grounds Committee

There is currently a buildings and grounds committee that assists with maintenance of the complex. The committee prepares an annual report to help assist the finance council with budget preparation. Members of the Building & Grounds Committee will continue to meet quarterly to stay current with maintenance needs and review the budget and goals.

FORMULATION OF GOALS FOR FACILITIES

The Buildings & Grounds Committee met on February 12, 2020 to discuss the school's facilities plan and projects, and their discussion was relayed to the School Advisory Board. The group revised the existing goal slightly: "BSS will provide a safe, well-maintained, and academically conducive environment for learning". The following list of objectives was also developed:

- Review regular cleaning and sanitation procedures to align with recommendations from the CDC, IDPH, and ISBE.
- Conduct regular maintenance, painting and other projects to maintain operational and visual integrity of the property, including:
 - Annual roof inspection and specifically, roof repair for Laurel building
 - Annual air conditioner cleaning
 - Plumbing maintenance
 - Needed masonry/lintel work
- Improve visual appeal of entrances and outdoor areas:
 - St. Teresa garden area
 - Maintain lawn and weed control
 - Landscaping updates
 - Parking lot resurfacing
 - New main office flooring
- Review heating and cooling system to maximize efficiency
- Long-term planning for:
 - Church roof

FINANCE

HISTORICAL OVERVIEW

The Financing of Blessed Sacrament School has evolved as the Catholic Church in America has undergone its transformation of the last one hundred years. The school opened in 1925 and was supported, like all other parish obligations, by the parish through weekly collections. Blessed Sacrament Parish contracted with the Ursuline Nuns to provide faculty for the school. This model of voluntary parish member support and a religious order providing classroom instruction and administrative oversight served the needs of the school for over fifty years.

As the number of Ursuline nuns available for instruction declined, more lay faculty were required. With this came increased costs for maintaining the school. By the 1980's it had increased to become the most substantial portion of the parish budget. To help offset these rising costs, a policy of recommending a minimal weekly contribution for parish members with children in school was implemented. This program was voluntary and could not be enforced.

The school deficit continued to climb and in 1997, Fr. John Burnett established a stewardship committee to explore options to help keep Blessed Sacrament Parish and School viable. The committee discovered that only 27% of parish families with school children were contributing the requested minimal requirement or more. The committee recommended charging tuition to help offset costs while still maintaining a recommended donation. In 2009, the diocese as a whole began the process of transitioning to a more formal tuition model and Blessed Sacrament has participated in this process. While parish members with school children were still expected to support the needs of the parish, the bulk of their children's school costs were paid by tuition. However, even this structure continues to require a significant direct parish subsidy each year.

CURRENT STATUS OF FINANCES

Sustainability

In 2007, the National Catholic Education Association put forth new guidelines for the sustainability of Catholic parish schools. The recommended target levels of support for the financing of a parochial grade school are:

- Tuition: > 60% Parish Subsidy: < 30% Fundraising: >10%

Blessed Sacrament continues to budget according to these recommendations. The 2018-2019 fiscal year resulted in a support level of Tuition: 57%, Parish: 25%, Fundraising: 18%. The present fiscal year is line to stay about the same.

Tuition Assistance

Blessed Sacrament School's policy is that no child in Blessed Sacrament parish should be denied a Catholic education because of a lack of financial resources. If parents cannot afford the tuition

at Blessed Sacrament, they can request financial support. Parents are asked to arrange to meet with the pastor to discuss their concerns. Parents are required to provide financial information to an outside agency to help determine eligibility. The pastor and a small advisory group review the information and recommend a level of assistance. For the 2018-2019 fiscal year, the financial aid approved did not exceed the amount budgeted for tuition assistance.

Parish Subsidy

The school continues to operate with a deficit and the parish continues to provide a direct subsidy to the school as well as the tuition assistance mentioned above. The subsidy for the 2018-2019 fiscal year was \$901,219. Due to construction expenses of nearly \$175,000, this was the highest in recent years and a subsidy in the range of \$600,000 to \$700,000 is more typical. The more typical range continues to look sustainable for the near future.

School Budget

Each March/April, a school budget is prepared by the principal and a member of the parish Finance Council. The budget includes detailed revenue and expense projections based on the incoming enrollment and signed teachers' contracts. A draft of the budget is then forwarded to the pastor and the Finance Council for further revision and passage. A final report on the 2018-2019 School Budget is included below.

School Income and Expenses 2018/2019

School Operating Receipts

Tuition, Fees & Payments	\$ 1,680,504
Gifts/Fundraising/Annual Fund	\$ 499,811

Total Receipts	<u>\$ 2,180,315</u>
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School Operating Expenses

Salaries	\$ 1,600,418
Fringe Benefits	\$ 610,826
Contractual Services	\$ 67,764
Utilities	\$ 83,031
Liability Insurance	\$ 17,183
Repairs and Maint	\$ 64,652
Equipment & Furniture	\$ 59,605
Books & Supplies	\$ 158,002
Other	\$ 261,009

Total Expenses	<u>\$ 2,922,491</u>
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School Operating Shortfall	\$ (742,176)
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Construction Exp	\$ (174,875)
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School Non-operating Receipts & Expenses

School Organizations Inc	\$ 147,648
School Organizations Exp	\$ (133,756)
Building Fund/Bequests	<u>\$ 1,940</u>
	\$ 15,832

School Shortfall After Non-operating Items

	<u>\$ (901,219)</u>
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School Subsidy from Parish	\$ 901,219
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PERSONNEL & GOVERNANCE

HISTORICAL OVERVIEW

In 1924, when Bishop Griffin created Blessed Sacrament Parish, a committee of twenty men urged Father Tarrent to build a permanent school building before a church. The parishioners and families of the 284 children who enrolled on August 31, 1925 could feel ownership. Their generous financial gifts built the school.

The parish contracted the Ursuline Nuns to run their diocesan school. The same year, Father Tarrent assembled a permanent advisory board of six men that included the first two trustees and the president of the Hold Name Society.

For the first seventy years of the school, pastor-appointed committees assisted the pastor and the Ursuline nuns who ran the school. In 1969, Reverend James J. Haggerty, pastor, formed a Parish Council which was composed of the officers of the various parish organizations. He divided the Council into committees on the liturgy, maintenance of plant, finance, school, auditing, and social affairs. Fr. Cassidy later organized a new Parish Council and appointed twelve parishioners. The School Committee of the Parish Council served the role of governance until 1994.

In 1989-1990, Fr. Cassidy's keen interest in the school led to the formation of the Home - School Association. A major role of this organization was fundraising to supplement the educational programs of the school. Committees included Academic Enrichment, Fundraising, Volunteers, Spiritual Development and Public Relations. The parents, who filled the gym for the meetings and helped implement programs, voted on the slate of officers. They also helped with the Parish Auction whose proceeds went first to school improvements and then to Parish needs.

In 1996, Fr. John Burnett founded the first Blessed Sacrament School Advisory Board.

CURRENT GOVERNANCE STRUCTURE

Blessed Sacrament Parish School is a diocesan school. The Diocese of Springfield offers consultation and on-going training to the Advisory Board and its members. This includes help with board orientation, long-range planning, legal issues, and networking with the principals of other diocesan schools.

This Board is an Advisory Board. They advise the pastor in the establishment of school policy and the principal in the implementation of policy. The board consists of eleven members – the president of the Parent/School Association, a minimum of four parents of BSS students and 4 parishioners with no children enrolled at the school. The pastor, the principal, the Development Director, the PSA president and the Parish Finance Council Liaison are ex-officio non-voting members. Policy is developed by the board, approved by the pastor and implemented by the principal. Board members, who must be at least twenty-one, serve a

three-year term. They are eligible for two consecutive full terms. Each year, the Board publicizes the need for new board members and gathers the names of interested individuals. The Pastor announces the new appointments and assigns officers.

The Board discusses educational programs and school facilities. It is responsible for overseeing school policies mandated by the Diocese Board of Catholic Education and the State of Illinois. In addition, the board researches the need for any policies suggested by the pastor, principal, staff, parents and parishioners. The Board also assists with the mission statement, the long range plan, support of Catholic education, resources to implement needed programs, and development of the annual budget.

The President presides at the meetings and the secretary keeps minutes and correspondence. Motions need a simple majority of the total voting members present to pass. Each voting board member serves on at least one Standing Committee (usually as chair-person) in the 10 areas of Blessed Sacrament's long-range plan, with the general exception of the President and secretary. The President can assign non-board members on committees with the permission of the board. The board can establish special committees.

The Parent / School Association is the fundraising arm of the school. Each spring a slate of officers is approved by the members. All parents of students are members and can sign up for committees or a specific job. Some of their programs include Catholic School Week, Young Authors, Grandparents' Day, Reading is Fundamental, and the Teachers Salary Support Fund. Their earnings purchase items not in the school budget (e.g. new tables for the lunch room).

Blessed Sacrament School has a Legislative Action Person (LAP) that follows the Alerts from the Catholic Conference of Illinois. She works with the principal and pastor to send alerts to school families via email and the school's webpage.

Safe Environment Program

Blessed Sacrament Parish School complies with the Safe Environment Program as outlined in Article 12 of the United States Catholic Conference of Bishops Charter for Protection of Children and Youth. All employees and volunteers attend Protecting God's Children. The principal uses the diocese's Personal Safety Training videos to conduct age-appropriate safety training for the students. The parish provides personnel with *Policy on Sexual Abuse of Minors by Church Personnel*, *Policy on Working with Minors*, and the *Certification and Authorization Document* which they complete and submit. The parish uses the diocesan Certification and Authorization Document to conduct criminal record background checks on personnel. In addition, the school implements the Steps to Respect anti-bullying program with the students.

FORMULATION OF GOALS

The Board met January 16, 2020 to conduct a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis of our current Personnel and Governance plan and to devise our long-range goals/objectives.

Strengths

- Dedicated Board members; always volunteers for open Board seats
- Clear ownership of policies/procedures
- BSS clearly follows all IL and Diocesan statutes
- Seamless transition during leadership changes (principal change, Board president change)
- Administration very willing to work with Board members

Weaknesses

- Board's communication with school parents lacking
- No oversight for PSA - doesn't align with current governance structure

Opportunities

- Improved communication with parents via updated school website
- PSA has recently seen an influx of new, excited parents

Threats

- Future legislation
- Complacency
- How do we progress if Diocesan guidance becomes outdated
- Potential restructuring of Catholic schools in our diocese
- Change of parish leadership

GOALS

Maintain and improve the Board's effectiveness through communication and productive use of time and resources. Renew relationships with school and parish groups (PSA, Mentor Families, and Men's Club) in order to compliment the goals of the Board

THE SCHOOL IN THE COMMUNITY

The School in the Community assessment analyzes the school's interaction with the local community for shared goods and services. Population socioeconomic data for the community should include latest census statistics, a synopsis of local businesses, housing availability, and job opportunities. This quantitative information will help to determine current population trends, including major changes or shifts.

HISTORICAL BACKGROUND

To give a view of the demographic and socioeconomic profile of Springfield, the following 2018 estimates are provided based on the 2010 census:

Population – 114,694

- Those under 5 years old – 6.2% (7,111)
- Persons under 18 years old – 22% (25,233)
- Persons 65 years and over – 16.9% (19,383)
- Caucasian – 72.9% (83,612)
- Black or African American – 19.9% (22,824)
- Asian – 2.9% (3,326)
- Two or more races – 3.3% (3,785)
- Hispanic or Latino – 2.7% (3,097)
- Persons in poverty – 19.6% (22,480)

With a median household income of \$53,405, 61.5% of the population in Springfield own their home. Typically, there are three persons in each household. There is a computer in 86.8% of the households and 76.8% have access to the internet.

Blessed Sacrament School has a good relationship with the Springfield Public School district. The administration of Blessed Sacrament School and the various offices of Springfield Public Schools have very cordial and mutually supportive relationships. They collaborate on similar endeavors or request support when needed. Services and supports available to Blessed Sacrament students, families and teachers from the Springfield public school system include:

- Determination of an Individual Service Plan (ISP) for students found to have a disability
- Speech and language services for pre-kindergarten to fifth grade students
- Resource support teacher for students in the middle school
- Case manager for services such as evaluations, problem solving and coordination of services

- Title I funds provide part-time staff from District 186 to give interventions to qualifying students
- Title II funds are also used by Blessed Sacrament teachers to attend professional development conferences and seminars

Blessed Sacrament School also receives support from the Office of Catholic Schools of the Diocese of Springfield in Illinois. The diocesan staff offers consultation and on-going training to the school Advisory Board and its members. This includes help with board orientation, long-range planning, legal issues, and networking with the principals of other diocesan schools.

There are seven other Catholic schools within a 30-mile radius of Blessed Sacrament:

- Sacred Heart Griffin High School, Springfield, 648 students
- Christ the King, PK-8th, Springfield, 363 students
- Little Flower, PK-8th, Springfield, 178 students
- St Agnes, PK-8th, Springfield, 305 students
- St Aloysius, PK-8th, Springfield, 153 students
- St Patrick, PK-5th, Springfield, 52 students
- St Joseph the Worker, Preschool, Chatham, 37 students

Springfield Catholic schools collaborate often and share resources to enhance spiritual, educational, and athletic opportunities for students. On an educational level, eligible 8th grade Blessed Sacrament students attend Zero Hour math studies (Algebra I) at Sacred Heart Griffin High School. Athletically, Blessed Sacrament and other Catholic schools in Springfield collaborate in having a collective team for some sports. For example, members of the softball and cross-country teams are from multiple Catholic schools in Springfield. Spiritually, Blessed Sacrament students have gone to St Patrick's School, a mission school, to help tutor students and host fun events for the students, and there are joint events yearly for several grade levels in our Catholic schools. The Catholic schools within Springfield also collaborate when advertising and promoting Catholic education. This is particularly done during Catholic Schools Week.

Blessed Sacrament has an excellent reputation for providing a well-rounded educational experience; developing students in body, mind and spirit. Due to its reputation, families outside of Blessed Sacrament's parish boundaries are often attracted to and have a desire for their children to attend Blessed Sacrament School. Families in Blessed Sacrament Parish that choose to have their children attend public school often make that decision based on

financial constraints or the need for educational supports that Blessed Sacrament is not able to fully provide.

CURRENT RELATIONSHIPS BETWEEN BLESSED SACRAMENT SCHOOL AND THE CIVIC COMMUNITY, PUBLIC EDUCATION SYSTEM AND LOCAL CATHOLIC SCHOOLS

From its beginning, Blessed Sacrament Church and the school have been the beneficiary of generous donors in the community. Within two weeks of the church and school site being dedicated on September 14, 1924, an anonymous benefactor erected a temporary prefabricated church on the corner of Holmes and Laurel. Such generosity from members of the community continues today. The Blessed Sacrament neighborhood is very supportive of the school and the school is supportive of the neighborhood. Many students live within a few blocks of the school itself. Blessed Sacrament's Development Director is also a member of the MacArthur Boulevard Association. MacArthur Boulevard is close to Blessed Sacrament school and the association's mission is to improve the MacArthur Boulevard area, making it a more desirable place to work, live and shop. The local community has always been supportive in attending events hosted by the school or being a guest speaker for a class or school function. Whether they are events that have withstood the test of time – the Garden Party, rummage sale, the Annual Auction, or more recent efforts – Annual Mardi Gras party and Friday Fish Fries during lent, these events not only raise funds to defray operating costs of the school but also serve to build community as well. Continued success of the M.A.G.I.C. Match program (Making a Generous Incentive Commitment) is a testament of the support from the local community. With the MAGIC Match program, donors make a \$500 contribution to a designated classroom, educational area or extracurricular activity. Thanks to the support from individuals and business within the community the goal of having two MAGIC Matches for each grade plus "specials" has been met and exceeded for the past several years.

There are numerous local community resources to enhance Blessed Sacrament's curriculum and family life. There is a local public library with on-site and on-line checkout services for research and reading. There are many local museums and historical sites, namely - Kidzeum of Health and Science (children's museum), the State Capitol, Abraham Lincoln Presidential Library and Museum, Clayville and New Salem. There are also several performing arts centers, such as the Hoogland Center for the Arts and the Legacy Theatre. The Springfield Art Association also offers an Art Outreach Program for students.

Having Ursuline Sisters as the initial staff of the school insured a solid, spiritual foundation for student to value serving the community. The Blessed Sacrament school community believes that the school should help each child become aware of his/her civic responsibilities and the importance of making a difference in others' lives through service. (Long Range Plan 2008, 2015). The practice of service as an integral part of Christian living is implemented by the school through providing guided opportunities for students and parents. Needless to say, students participate in many mission projects and charitable work throughout the school year. The school reaches out to the local community in Springfield and other "communities" in which we belong. "Communities" being the neighborhood, Central Illinois, nationally, and our world-wide community as a whole. Locally the school is held in high regard due to the continual presence and engagement of students and families in community activities and charitable work. Some of the mission work and community service projects include: collecting canned goods for the Holy Family Food Pantry; raising money for Catholic Charities and other organizations that serve the needy; collecting clothing and hygiene items for the homeless; volunteering for St John's Breadline; and helping at the St. Martin de Porres Center. Mentoring and tutoring are additional ways students serve other students in their own school and other schools needing help.

On a national and global level, Blessed Sacrament students annually attend the March for Life in Washington, D.C. and write letters to lawmakers concerning social justice issues. The school also has a Legislative Action Person (LAP) that tracks Action Alerts from the Catholic Conference of Illinois. When appropriate, action alerts are sent to school families via email and the school's webpage. Students and families of Blessed Sacrament also reach out to the world-wide Catholic community through donating to The Missionary Childhood Association (formerly The Holy Childhood Association) and more recently engaging in projects that help children at the Theresa Youth Development and Education Center (STYDEC) in Kaleo, Ghana.

FORMULATION OF GOALS FOR SCHOOL IN THE COMMUNITY

An *ad hoc* committee of school advisory board members, school administrators, the pastor, teachers, and parents met on February 20, 2020 to discuss Blessed Sacrament's current activities and future opportunities with regard to the school's role in the community.

We discussed the various levels of community. Community can begin with our Blessed Sacrament school and parish community, but then reaches out to the neighborhood, our Springfield community, the State, national and our world-wide community.

A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis was conducted with the results as listed:

Strengths

- The school has an excellent reputation of volunteering in the community and giving time
- There is a strong sense of community locally
- The strong academics of Blessed Sacrament school is known in the community
- There is Spanish instruction for students
- There is multi-generational support for the school
- Students engage in many service projects
- The school hosts several events that are open to the community (Cinco de Mayo, Culture Fest, Trunk-or-Treat, Bites on the Boulevard, Fish fries, Garden Party)
- The parish and school have a partnership with STYDEC in Ghana
- The 8th grade projects: St. Martin's, baptismal blankets with Women's Club, Days of Discovery
- Members of the community (parish, business and government representatives) are often guest speakers at the school
- There are many city-wide service project opportunity for students

Weaknesses

- There is a weak connection between the school and the parish (people may come to school due to prestige and not the faith component)
- There is low Mass attendance
- There is a question whether service is truly being instilled in students so that they continue serving others past graduation
- The same people tend to volunteer for everything
- Transportation/time constraints for student volunteering
- A lack of awareness of needs either locally or within the larger community

Opportunities

- Communicate with the parish volunteer needs within the school: lunchroom, etc.
- Tap into the talents and expertise of parish members to assist at the school
- Enhance communications with parents and parish members volunteer needs
- Create activities that parents can do with their children (possible quarterly event)
- Involve alumni, specifically in certain events (i.e. Garden Party booths) or invite them to speak at school assemblies
- Continued the relationship with Ghana
- Share/advertise collective stories of school involvement (it's impressive to see a

compilation!)

- Have a social event to gather people (possibly a gathering of couples who had a child baptized, all those married this year, etc.)
- Incorporate the concepts of discipleship and stewardship among the students, especially after Confirmation
- Increase Blessed Sacrament School's visibility in the community
- Look for more opportunities for students to work with parish organizations jointly

Threats

- Given Restored Order of the sacraments throughout the diocese, with Confirmation being moved to third grade, there is a potential threat that more families will choose to have their students attend public school for middle school
- There may be a decrease in, or even end to, the mindset to serve others
- Transportation costs and availability of transportation
- Apathy
- Thinking that others will do it
- Overextended in activities
- Childcare needs/demands of parenting (may isolate some parents)

Goals

To cultivate discipleship among students and families to improve communities locally and worldwide.

STAFFING

HISTORICAL OVERVIEW

Blessed Sacrament School was originally staffed by the Ursuline sisters. Exceptions included one full-time lay fourth grade teacher, a part-time PE teacher and the school nurse. Around the year 1970, fifty percent of the staff remained part of the religious order, including the principal. The 1970's saw a drastic reduction in the number of religious staff, and today there are none.

CURRENT STAFFING

In 2019-2020, there were 27 full-time teachers on staff and 4 part-time teachers. They include core teachers along with music, art, PE, computer, resource and Spanish. All teachers have a Bachelor's Degree, with 11 teachers having a Master's Degree. Years of teaching experience range from one to over 35 years. Support staff includes 7 full-time aides, 4 part-time aides, 2 part-time librarians, and 1 part-time counselor. District 186 provides an on-site speech therapist, 2 part-time Title I teachers, and a limited resource teacher. Administrative staff includes one principal, a 2/5-time assistant principal, a Business Manager, an administrative assistant, a secretary and a 3/5-time Development Director.

The salary schedule is set by the Diocese, with full-time teacher salaries ranging from \$27,582 to \$51,261. Benefits include health and dental insurance; \$15,000 life insurance; Social Security and Medicare; lay employee pension plan; Workers' Compensation; and unemployment compensation as established by the Diocese and HRM. In addition, Blessed Sacrament gives reduced tuition to the children of teachers. Currently, full-time teachers pay 25% tuition, and full-time aides pay 50% tuition. Reduced rates of tuition are prorated for part-time employees.

Teacher Support

Beginning teachers at Blessed Sacrament have a half-day orientation before school starts. They are each assigned a mentor in the building with a similar teaching assignment.

Staff development for the entire staff includes meetings once a month, professional development workshops (either joint with other Springfield Catholic schools or on our own) during ½ days or in-services before or after the school year, the Diocesan Conference every other year, and individual conferences attended by staff. Through Title II funds from District 186, the school provides in-house training and workshops and sends teachers to outside workshops.

Extra Duties

Teachers are expected to spend time outside teaching for certain activities. These include parent/teacher conferences, graduation, music programs, and open houses. They also must attend meetings as scheduled and perform supervisory duties as assigned by the principal.

FORMULATION OF GOALS

The teachers and principal met on March 11, 2020 to discuss the school's current and future efforts with respect to Staffing.

The team discussed what this area of the long-range plan encompasses, using the guidance document from the Diocese of Springfield. The focus of our conversations centered on hiring, staff, evaluation, and professional development. A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis was conducted with the results as listed.

Strengths

- Title funds support professional development (No requests have been denied)
- Teachers share learning from professional development (team meetings, faculty meetings, email)
- Resource staff was expanded in recent years to 4 full-time teachers
- Preschool staff was expanded this year
- Title teachers were increased this year
- We provide more classroom aides than any other Catholic school in Springfield
- We have a part-time school counselor who is well-utilized
- BSS piloted the new teacher evaluation tool and is doing well with it

Weaknesses

- Recent staff turn-over has created new teams of teachers learning to work together
- Spanish leave of absence caused no foreign language this year and the need to hire
- Student needs are changing, causing an increased need for professional development
- Large student population and increasing needs require administrative attention, which can be difficult with a part-time assistant principal

Opportunities

- Staff desire to re-evaluate the language arts program throughout the grade levels will cause the need for professional development in this area
- Staff can create a behavioral support system to help increasing student needs
- Staffing can be re-evaluated each year to utilize talents and availability to the fullest
- High amount of Title funding for professional development
- Maintenance is looking into contractual companies for new employees verses hiring and paying benefits

Threats

- Minimum teacher salary instituted for public schools, which may divert candidates from private schools
- Minimum wage increase may cause hardship in finances for hourly employees
- Financial difficulties in general can be a threat in this area

GOALS

The formulation of goals for the future focused on the opportunities realized through the SWOT analysis. Everyone felt that the school is appropriately staffed at this point, and it is desired to maintain this level of staffing.

In addition, staff would like the appropriate professional development in conjunction with the areas outlined in the curriculum section. This includes the re-evaluation of the language arts program across the grade levels, looking at a writing and grammar program. The early elementary teachers want to implement Handwriting Without Tears.

Therefore, professional development should be provided regarding Handwriting Without Tears and the other language arts curriculum programs and materials selected. Staff responded well to the professional development provided recently in the form of a math coach/specialist on-site, so it would be ideal to continue this in math and expand to language arts.

In addition, the rising needs of students warrants more behavioral supports. Professional development in the area of behavioral support systems and differentiation would be beneficial.

TECHNOLOGY

HISTORICAL OVERVIEW

In the early nineties, part of the original tuition payment of \$100 per student was intended to fund the purchase of computers. It was also during the early to mid-nineties that Blessed Sacrament formed a Parent/School Association with one of its goals being raising funds for software and hardware purchases for the computer lab. It is unclear how much, if any, funding was ultimately provided through this endeavor at the time although it did not result in any type of legacy funding sources. The computer lab was added, and the initial technology infrastructure was put in place largely on a volunteer basis by existing staff and/or their acquaintances with technological knowledge.

By 2015, the computer lab was operating with 32 computers and providing labs once per week for grades K-8. There were also 4 computers in the library, a laptop cart with 30 iPads in use, a computer in every classroom with most classrooms also having SmartBoards, and 4 document cameras by that time. The previous LRP completed in 2015 indicated that at that time, there was no dedicated funding for technology despite the rapid expansion and incorporation of technology.

Over the past several years, the use of technology has expanded exponentially. A dedicated technology budget was established in 2013. An IT Director position was created in 2015 due to the increased need to monitor, maintain and service equipment. As more technology was added, the existing infrastructure was modified and expanded in a patchwork fashion on an as-needed basis.

CURRENT STATUS

Technology has become an integral part of daily life, impacting not only classroom instruction, but nearly all aspects of school and home life.

The technology hardware currently in operation as of February 2020 includes:

- 105 desktop PC's and numerous standard printers
- 1 3D printer and numerous document cameras
- 3 Servers (2 physical and one virtualized), 4 virtualized workstations, 2 network storage devices
- 115 iPads, 4 iPad carts, 255 Chrome devices
- One SmartBoard in every classroom plus an additional one in the faculty conference room along with a nearly equal number of projectors
- 25 wireless access points and 12 gigabyte switches (with more being added every year as the number of mobile devices increases)

The amount and variety of software in use is constantly expanding and evolving. Lower elementary grades currently utilize software called Class Dojo for classroom management. In the fall of 2019, BSS began using Rediker, a school administration software platform which replaced previously used platforms for all grade levels. The Rediker platform has the capability to incorporate not only classroom management functions like gradebooks, discipline, and attendance, but also overall school communication and administrative functions.

The infrastructure supporting the vast degree of technological utilization at BSS is an extensive network, some of which is outdated and much of which is unmapped, due to the gradual expansion of the network bit by bit over time.

The current technology budget of \$25,000 is allocated for hardware purchases, printer ink and toner, software licenses, and equipment repair and maintenance costs as they are incurred. In September of 2019, the purchase of Chromebooks for the 6th grade classes was chosen to be the “Fund-a-Project” at the school's annual auction fundraiser; as a result, 90 Chromebooks - enough for the entire 6th grade 1:1 and 5th grade 1:2 – were purchased and put into use in January 2020. The 7th and 8th grades already have 1:1 Chromebooks.

Technology became even more integral for instruction when the COVID-19 pandemic struck and all schools switched to remote learning in March 2020. While physical materials were sent home with students, much instruction took place using products and platforms like Google Classroom, Khan Academy, IXL, Spelling City, Math Antics, Formed, Epic, and much more.

Goals

Maintain current technology, while at the same time exploring opportunities to ensure each student has access to the latest opportunities. Furthermore, provide assistance and continuing education opportunities for staff. In order to build upon the work already begun, continue to seek out funding opportunities to expand technology hardware and software. Above all, continue to build upon and enhance Blessed Sacrament Schools’ technology footprint amongst students and staff. Finally, given current conditions as they relate to the COVID-19 crisis, further exploration of what tools and technology are needed to promote and enhance remote learning are necessary.

CATHOLIC IDENTITY

Goal: Strengthen Catholic identity through an increased connection between the school, community and parish

2020-2021 OBJECTIVE	RESOURCE NEEDS	COMPLETION DATE / RESPONSIBILITY	STATUS
Expand on the pastor's column included in the school newsletter (questions from students, stories of miracles, etc.)	Time, stats: Fr. Jeff	SY 20/21 Fr. Jeff and Religion Teachers	
Explore the religion curriculum to include more community experiences (i.e. take Baby Jesus or "Flat Jesus" home and write about it)	Textbook and materials	SY 20/21 Religion Teachers	
Connect faith formation and experiences through grade levels. ("real-life Catholics" i.e. Fr. Chester)	Volunteers, teaching staff	SY 20/21 Volunteers/Religion Teachers	

CURRICULUM

Goal: BSS will provide the necessary curriculum materials and foster the highest quality of education in fulfilling the school mission of “Nurturing the whole student - body, mind, and spirit.”

2020-2021 OBJECTIVE	RESOURCE NEEDS	COMPLETION DATE / RESPONSIBILITY	STATUS
Begin re-evaluating the language arts program across all grade levels, focusing on writing and grammar components	Curriculum material samples, reviews of writing programs, collaboration time	May 2021 / Principal and teachers	
Implement Handwriting Without Tears in early elementary grades	Program materials and staff training	December 2020 / Principal and teachers	
Bring back foreign language instruction after a leave of absence (Spanish)	Hire a qualified Spanish teacher	August 2021 / Principal	

DEVELOPMENT & PUBLIC RELATIONS

Goal: Increase communication to effectively promote Blessed Sacrament School to the community, including parents, parishioners, friends, grandparents, alumni and the general public

2020-2021 OBJECTIVE	RESOURCE NEEDS	COMPLETION DATE / RESPONSIBILITY	STATUS
Renew emphasis on “value” of tuition/ B.S.S. Catholic education	Development Director/ Pastor/Principal/Finance Manager	Ongoing	
Increase donor appreciation and recognition efforts	Development Director/ Committee	Ongoing	
Increase and enhance outreach to younger donors/alumni/parents	Development Director/ Committee	Ongoing	

DEVELOPMENT & PUBLIC RELATIONS

Goal: Provide opportunities for involvement that encourage a unity and understanding of the B.S.S. mission

2020-2021 OBJECTIVE	RESOURCE NEEDS	COMPLETION DATE / RESPONSIBILITY	STATUS
Increase role of Parent Ambassadors	Development Director & Committee, School Administration	Outline responsibilities/ recruit membership – Sept. 2021	
Recruit and revitalize the Development Committee	Development Director	Ongoing	
Increase faculty/staff awareness of Development efforts	Development Committee/School Administration	Ongoing	

DEVELOPMENT & PUBLIC RELATIONS

Goal: Establish and maintain a development and fundraising framework that encourages greater giving and positive and enduring donor relationships

2020-2021 OBJECTIVE	RESOURCE NEEDS	COMPLETION DATE / RESPONSIBILITY	STATUS
Written plan for Development	Development Director	August 2020	
Explore options for database improvements	Development Director	November 2020	
More targeted Annual Fund mailing	Development Director & Committee	February 2021	

ENROLLMENT

Goal: Maintain our current enrollment numbers by continuing to utilize community and parish support while also exploring new outreach opportunities to reach potential students and families.

2020-2021 OBJECTIVE	RESOURCE NEEDS	COMPLETION DATE / RESPONSIBILITY	STATUS
Revise open house	Development Director, School Administration and staff	Ongoing	
Expand marketing to a wider community	Development Director	Ongoing	
Expand parent ambassador roles	Development Director, Development Committee, School Administration	Outline responsibilities/ recruit membership – Sept. 2020	

FACILITIES

Goal: BSS will provide a safe, well-maintained, and academically conducive environment for learning.

2020-2021 OBJECTIVE	RESOURCE NEEDS	COMPLETION DATE / RESPONSIBILITY	STATUS
Review regular cleaning and sanitation procedures to align with recommendations from the CDC, IDPH, and ISBE	CDC, IDPH, ISBE guidelines, finances	Sept 2020/ Maintenance staff	
Conduct regular maintenance, painting and other projects to maintain operational and visual integrity of the property, including: -Annual roof inspection and specifically, roof repair for Laurel building -Annual air conditioner cleaning -Plumbing maintenance -Needed masonry/lintel work	Bids, finances	June 2021/ Maintenance staff, hired contract workers	
Improve visual appeal of entrances and outdoor areas: -St. Teresa garden area -Maintain lawn and weed control -Landscaping updates -Parking lot resurfacing -New main office flooring	Bids, finances	Dec 2020/ Maintenance staff, hired contract workers	
Review heating and cooling system to maximize efficiency	Possible finances	May 2021/ Maintenance staff, Building & Grounds committee	

FINANCES

Goal: Blessed Sacrament will provide an affordable yet sustainable parish school.

2020-2021 OBJECTIVE	RESOURCE NEEDS	COMPLETION DATE / RESPONSIBILITY	STATUS
Continue to maintain and evaluate annual tuition assistance programs to assist families in need to finance a BSS education	Finance Manager	Ongoing Finance Council/Fr. Jeff	
Educate parents and parishioners about the Empower Illinois Program and consider steps needed for implementation	Empower Illinois Program guidelines	Ongoing Finance Council, Mrs. Klinner, Fr. Jeff	
Develop and send a questionnaire to parishioners referencing Mass attendance	Questionnaire development	Fall 2020 Finance Council, Mrs. Klinner, Fr. Jeff	

PERSONNEL AND GOVERNANCE

Goal: Renew relationships with school and parish groups (e.g. PSA, Mentor Families, Men’s Club) in order to compliment the goals of the Board

2020-2021 OBJECTIVE	RESOURCE NEEDS	COMPLETION DATE / RESPONSIBILITY	STATUS
Determine PSA president and develop protocol for Board approval of PSA events	None	October 2020 Principal and PSA President	
Update school website “Parent” tab with PSA info (mission, parent involvement, etc.)	IT	October 2020 PSA President; IT and business office staff	
Implement two new strategies for welcoming families to BSS utilizing the Mentor Family program	Time and possible budget	May, 2021 Board members & administration	

PERSONNEL AND GOVERNANCE

Goal: To improve the Board’s effectiveness through communication and productive use of time and resources

2020-2021 OBJECTIVE	RESOURCE NEEDS	COMPLETION DATE / RESPONSIBILITY	STATUS
Upload Board policies and bylaws to school website	IT knowledge	September, 2020 / Business office staff	
Distribute flyer outlining the role of Board and instructions for contacting the Board	None	December, 2020 / Board president and principal	
Develop an online Board communication form for parents’ questions/ comments/ ideas	IT knowledge	January, 2021 / Board president and principal	

SCHOOL IN THE COMMUNITY

Goal: To cultivate discipleship among students and families to improve communities locally and worldwide.

2020-2021 OBJECTIVE	RESOURCE NEEDS	COMPLETION DATE / RESPONSIBILITY	STATUS
Improve communication to parents and parish members concerning needs of the school.	Staff time	Ongoing	
Directly teach the concept of discipleship to the students.	Religion teachers	Ongoing	
Maintain relationship with current community organizations and grow relationship with other community organizations.	Staff, volunteers, finances	Ongoing	

STAFFING

Goal: BSS will provide the necessary, specialized, and support staff, along with the appropriate professional development, to foster the highest quality of education in fulfilling the school mission of “Nurturing the whole student - body, mind, and spirit.”

2020-2021 OBJECTIVE	RESOURCE NEEDS	COMPLETION DATE / RESPONSIBILITY	STATUS
Evaluate teaching assignments and classroom aide assignments to make the best use of staff talents amid retirements and any resignations.	Possible finances (supported by budget item: instructional salaries)	August 2020/ Principal	
Provide professional development to support the implementation of Handwriting Without Tears in early elementary grades	Title II funds for a consultant and/or training	May 2021 / Principal and Assistant principal	
Provide professional development in the areas of language arts, behavioral support and/or differentiation.	Title II funds for a consultant and/or training	May 2021 / Principal and Assistant principal	

TECHNOLOGY

Goal: Provide current, relevant, reliable, and secure technology services that enhance the quality and effectiveness of curricular instruction, communication, and administrative processes for BSS students, families, and faculty and staff.

2020-2021 OBJECTIVE	RESOURCE NEEDS	COMPLETION DATE / RESPONSIBILITY	STATUS
Incorporate more of the available functionality of Rediker into BSS administrative, communication and curricular functions.	Staff time	May 2021/ Administrative staff, IT Director	
Formulate and implement a plan to offer Microsoft Office 365 to BSS students, staff, and families.	Staff time	September 2020/ Administrative staff, IT Director	
Establish a defined budget for professional development for the IT Director that is sufficient to stay abreast of current and developing technology issues.	Finances	July 2021/ Principal, Pastor, Finance Committee	
Develop a network of tech-savvy parent volunteers to assist with basic technology implementation tasks under the supervision of the IT Director.	Staff time, parent volunteers	August 2020/ Administrative staff, IT Director	
Work with the Development Director to identify and pursue funding opportunities to upgrade the computer lab.	Staff time, funding sources	May 2021/ Development Director, IT Director, Principal/ Administrative staff/ Technology teacher(s)	
Ongoing assessment of the current BSS technology infrastructure and upgrading or replacing components, as well as mapping and labeling new and existing components, as the network is expanded.	Staff time, IT budget	Ongoing/ IT Director, Principal	