



# **Bellwood School District #88**

**Strategic Plan FY19-23**

Presented to and Approved by Board of Education  
December 3, 2018



## Bellwood School District #88 Strategic Plan FY19-23

### **Mission:**

To enable and inspire our diverse student body to achieve academic excellence and make positive contributions to our world.

### **Vision:**

***Our Students:*** Are curious and creative learners who succeed through personal initiatives and sustained efforts to reach high academic goals.

***Our Educators:*** Teachers, staff, and administrators together form a rich professional learning community where all are supported to hone our professional craft to improve our effectiveness in educating our children.

***Our Families:*** Are active, engaged and welcomed partners in their child's education, who give valued input and participate in making important decisions about our academic and enrichment programs.

***Our Schools:*** Are vital centers of community life, enriched by the diversity of our cities and welcoming to all families. We offer an enriched learning environment and a comprehensive system of supports to address the needs of the whole child.

### **Values and Beliefs:**

1. Students are our number one (#1) priority
2. We take pride in our diversity
3. We hold high expectations for our staff and our students
4. We treat each other with respect and act with integrity

### **Purpose of the Strategic Plan:**

The purpose of our long-term 5-year strategic plan is to guide District 88 as we work with all stakeholders to fulfill our mission and vision

## Buildings and Grounds

### Goal 1:

To provide and maintain facilities to ensure a safe and welcoming learning environment for students, staff, and community.

<b>OBJECTIVES</b>	<b>FY 19</b>	<b>FY 20</b>	<b>FY 21</b>	<b>FY 22</b>	<b>FY 23</b>
Maintain and upgrade facilities to meet the needs of students and staff	X	X	X	X	X
Continue to implement safety upgrades at all facilities	X	X	X		
Maintain the schools' parking lots and playgrounds to ensure they are safe and accessible	X	X	X	X	X
Supervise and review annually the job performances of personnel associated with building and grounds and maintenance	X	X	X	X	X
Coordinate with regional office to make sure all buildings have meet all necessary life safety requirements	X	X	X	X	X

### Goal 2:

To assess and identify necessary maintenance projects in a proactive manner as to minimize unexpected costs.

<b>OBJECTIVES</b>	<b>FY 19</b>	<b>FY 20</b>	<b>FY 21</b>	<b>FY 22</b>	<b>FY 23</b>
Consult with the Finance Director and with approval of the Board of Education to appropriately budget to maintain the District's buildings and grounds	X	X	X	X	X
Plan and implement building maintenance and cleaning schedules	X	X	X	X	X
Resolve occasional unscheduled maintenance problems and repairs on a timely basis	X	X	X	X	X
Purchase and stock sufficient quantities of custodial/maintenance supplies and tools for the efficient and effective performance of duties	X	X	X	X	X

## Curriculum and Assessment

### Goal 1:

To provide students with an engaging and viable curriculum that is rigorous, culturally responsive, and aligned to the 21st century learning standards.

<b>OBJECTIVES</b>	<b>FY 19</b>	<b>FY 20</b>	<b>FY 21</b>	<b>FY 22</b>	<b>FY 23</b>
Conduct a curricular material audit to ensure that each student will have the same essential learning resources	X	X	X	X	X
Establish a book room to track and monitor curricular resources and to ensure fiscal responsibility	X	X	X	X	X
Map and implement an aligned curricula in English Language Arts (ELA), Math, Science, and Social Science in grades K-8	X	X	X	X	X
Establish a Standards Based Report Card committee to research and develop a K-8 report card that is aligned to the Illinois Learning Standards				X	X
Develop a clear and coherent curriculum review cycle that is implemented across all schools and grade levels	X	X	X	X	X
Implement SuperKids K-2 comprehensive Reading/English Language Arts (ELA) core program at all elementary schools	X	X	X		
Provide targeted support to building leaders to ensure that best practice strategies are implemented in all classrooms	X	X	X	X	X
Implement a continuous improvement process in all schools and at the district level (School Improvement Plans & District Improvement Plans)		X	X	X	X
Establish a district wide Multi-Tiered System of Support committee to develop a plan that focuses on early interventions and implementation	X	X	X	X	X
Establish a district-wide Biliteracy committee to research a framework that is conducive to the needs of the English Learners. The framework would ensure that all English Learners (ELs) receive equitable opportunities for growth			X	X	X

### Goal 2:

To provide teachers and administrators with professional development opportunities that will enhance their professional knowledge, skills, and effectiveness.

<b>OBJECTIVES</b>	<b>FY 19</b>	<b>FY 20</b>	<b>FY 21</b>	<b>FY 22</b>	<b>FY 23</b>
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Provide K-2 SuperKids coaching at all schools	X	X	X	X	X
Provide Independent Reading Level Assessment Framework (IRLA) training at all schools	X	X			
Provide math coaching at all schools	X	X	X	X	X
Provide meaningful and targeted professional development opportunities for teachers during board approved ½ School Improvement Days once per month, that will increase their instructional skills	X	X	X	X	X
Provide time and resources for staff to regularly meet within the school day around best practice strategies and improving instructional offerings as focused collaborative teams		X	X	X	X
Implement grade level articulation meetings to ensure alignment to goals	X				
Establish a professional development online library, filled with professional articles and resources that articulate current research in the field of education			X	X	X
Establish an evaluation system for teachers and leaders and provide the essential training to ensure that the system for teachers and leaders and provide the essential training to ensure that the system is implemented with fidelity			X	X	X
Provide professional development on how to use data for differentiation and formative assessment	X	X	X	X	X

### Goal 3:

To create a balanced assessment system that informs teaching and measures student growth and academic progress.

<b>OBJECTIVES</b>	<b>FY 19</b>	<b>FY 20</b>	<b>FY 21</b>	<b>FY 22</b>	<b>FY 23</b>
Develop and present district assessment plan to the Board of Education and community stakeholders and post the plan on the District website	X	X	X	X	X
Survey and chart West 40 ISC#2 elementary schools assessment measures	X				
Analyze West 40 ISC#2 elementary schools assessment measures and determine appropriate local assessment measures for SD88	X	X			
Regularly report and analyze academic progress to the Board of Education on standardized assessment (PARCC, Illinois Assessment of Readiness, NWEA/MAP, ACCESS, KIDS, etc.)	X	X	X	X	X
Continue professional learning on the development of reliable and valid local assessments and efforts to develop		X	X	X	

local assessment instruments					
Provide NWEA/MAP training for building level administrators and teachers in order to utilize all reports to guide instructional delivery, practice, and interventions	X	X			
Implement a data discussion process in all schools		X	X		
Provide time and resources for staff to regularly and frequently meet within the school day around common data-based results and ways to improve instruction	X	X	X	X	X
Analyze results of each grade level and department common formative and summative assessments to ensure students are meeting growth targets and are on track for mastery of skills	X	X	X	X	X

## Finance

### Goal 1:

To achieve and maintain a healthy financial profile, through the continuous monitoring of revenue and expenditures, to ensure adequate fund balances and cash on hand.

<b>OBJECTIVES</b>	<b>FY 19</b>	<b>FY 20</b>	<b>FY 21</b>	<b>FY 22</b>	<b>FY 23</b>
Create a site-based financial structure which will aid leadership in allocating District resources to meet the varied needs of schools and programs	X	X	X	X	X
Maintain balanced and sustainable short and long term budgets by regularly conducting a top-down analysis to identify efficiencies and eliminate waste	X	X	X	X	X
Align financial budgets with the goals established in the strategic plan		X	X	X	X
Demonstrate continued vigilance to ensure long-term financial stability for District 88 by striving to maintain (i) at least 25% year-end fund balances in operating funds (Education, Building, & Transportation) and (ii) 120 days of Cash On Hand	X	X	X	X	X
Continue to stay informed about potential state and federal impacts on funding, and represent District needs and community expectations where possible		X	X	X	X

### Goal 2:

To implement financial systems and policies, which will automate and improve financial tracking of all transactions, from source through payment with greater transparency.

<b>OBJECTIVES</b>	<b>FY 19</b>	<b>FY 20</b>	<b>FY 21</b>	<b>FY 22</b>	<b>FY 23</b>
Implement online intra-district requisition and purchasing request and approval processes through Infinite Visions general ledger system		X	X	X	X
Provide employees with direct online access to payroll and attendance data (eliminating distribution of paper check stubs)		X			
Develop and implement updated student activity fund guidelines that ensure all funds are spent for their intended purpose and comply with state law	X	X			
Offer Online registration and individual school webstores		X	X	X	X

## **Human Resource and Personnel**

### **Goal 1:**

To recruit, value, develop and retain a diverse faculty and staff.

<b>OBJECTIVES</b>	<b>FY 19</b>	<b>FY 20</b>	<b>FY 21</b>	<b>FY 22</b>	<b>FY 23</b>
Identify and remove barriers to hiring	X	X	X	X	X
Facilitate a comprehensive recruitment plan	X	X	X	X	X
Expand strategic partnerships with local colleges, universities and organizations	X	X	X	X	X

### **Goal 2:**

To develop a comprehensive administrator and non-union salary structure.

<b>OBJECTIVES</b>	<b>FY 19</b>	<b>FY 20</b>	<b>FY 21</b>	<b>FY 22</b>	<b>FY 23</b>
Define the role base salary for the total compensation package	X				
Monitor and manage competitive compensation levels to ensure that administrator compensation reflects the appropriate quality of personnel	X	X	X	X	X
Define and monitor the competitive labor market for exempt employees	X	X	X	X	X
Expand and enhance training, mentoring and leadership development opportunities		X	X	X	X

Conduct a PEST analysis (Political Economical Socio-Cultural and Technological)	X		X		
Facilitate ongoing two-way (360) performance evaluation		X	X	X	X

**Goal 3:**

To update all job descriptions and non-certified evaluations.

<b>OBJECTIVES</b>	<b>FY 19</b>	<b>FY 20</b>	<b>FY 21</b>	<b>FY 22</b>	<b>FY 23</b>
Develop and implement up to date job descriptions of their assigned duties and responsibilities in the positions they hold	X				
Establish administrative procedures to maintain Bellwood School District 88 is in compliance with all federal and state laws affecting compensation to include the assurance that salaries are solely based on an individual’s capabilities and contributions, not to be affected by the sex, age or race of the employee	X	X	X	X	X

**Special Education and Student Support Services**

**Goal 1:**

To maintain an instructional environment for students with individualized educational plans (IEP’s) in the Least Restrictive Environment (LRE).

<b>OBJECTIVES</b>	<b>FY 19</b>	<b>FY 20</b>	<b>FY 21</b>	<b>FY 22</b>	<b>FY 23</b>
Maintain a partnership with Early Choices to improve the blended early childhood environment.	X	X	X		
Collaborate with blended early childhood programs from neighboring districts	X	X	X	X	X
Provide resource materials (for example: a book study) to the ECC staff for a smooth blended classroom transition	X				
Maintain the Results Driven Accountability committee to address the Least Restrictive Environment Codes on the state report card	X	X	X		
Provide supplemental curricular materials to support skill based interventions	X	X	X	X	X
Review results from FY18 Inclusion Survey and disseminate FY19 Inclusion Survey to determine professional development	X	X			
Expand and maintain the special education resource	X	X	X	X	X

program by increasing the percentage of students in the least restrictive environment (LRE)					
Work with the Network Capacity Coach, IL MTSS (Multi-Tiered System of Support) and special education supervisors to provide skills based instruction with fidelity in the instructional Pre-K-2 classrooms	X	X			
Initiate and maintain, based on student data, the needed reading and math supports to close the achievement gap for students with special needs	X	X	X	X	X
Expand staff knowledge by providing professional development activities for differentiated instruction for all students	X	X	X	X	X
Maintain the PD for differentiated instruction in small group sessions to improve student growth and achievement of students with IEP's	X	X	X	X	X

**Goal 2:**

To expand and maintain a safe and nurturing environment for children and staff in the educational environment.

<b>OBJECTIVES</b>	<b>FY 19</b>	<b>FY 20</b>	<b>FY 21</b>	<b>FY 22</b>	<b>FY 23</b>
Provide and expand staff professional development on CHAMPS classroom/school behavior strategies	X	X	X	X	X
Maintain fidelity walks by school and district administration of the CHAMPS strategies in the schools	X	X	X	X	X
Maintain and expand social emotional supports to students and staff with the “Ending the Silence and “Stress Less: Life Hacks for School Success” programs from the National Alliance on Mental Illness (NAMI)	X	X	X	X	X
Maintain and expand social emotional supports to students and staff by providing “Signs of Suicide/Suicide Prevention Program”	X	X	X	X	X
Maintain partnership with Presence Health to support intervention groups for struggling students in district schools	X	X	X	X	X
Maintain collecting behavioral data (referrals and suspensions) to identify school and student needs	X	X	X	X	X

## Technology

### Goal 1:

To fully support all curricular initiatives with the appropriate technology and training necessary to provide our teachers and students with a competitive and meaningful educational experience.

OBJECTIVES	FY 19	FY 20	FY 21	FY 22	FY 23
Collaborate with the Department of Curriculum on upcoming initiatives, reviewing the technology requirements and providing technology-based recommendations.	X	X	X	X	X
Research and recommend various technologies to be integrated into our instructional delivery, learned of by attending conferences and/or from industry peers.	X	X	X	X	X
Implement Hardware Life Cycle to ensure that the technology is a tool of efficiency and reliability.	X	X			

### Goal 2:

To ensure that the District 88 network has the appropriate bandwidth, security and management required to operate in a safe and efficient manner.

OBJECTIVES	FY 19	FY 20	FY 21	FY 22	FY 23
Replace the current network infrastructure, including phone system, data cabling, network switches, and access points.	X	X			
Design new network to improve network management, bandwidth management and others.	X	X			
Implement appropriate security measures to ensure the safety of our children, teachers, staff and network.	X	X	X	X	X

### Goal 3:

To pilot 1:1 Device Assignment and Take Home for the students' matriculation through Middle School.

OBJECTIVES	FY 19	FY 20	FY 21	FY 22	FY 23
Draft framework of program for a sample of students to be assigned Chromebook, entering the 6 <sup>th</sup> grade or at the time of enrollment at Middle School. This Chromebook will be the student's dedicated device throughout the matriculation at the middle school	X	X			
Identify affordable insurance providers that will cover the cost	X	X			

of damages, theft and any other forms of vandalism.					
Identify the students that will participate in the pilot.			X	X	X

## Transportation

### Goal 1:

To maintain a safe and accountable transportation system.

<b>OBJECTIVES</b>	<b>FY 19</b>	<b>FY 20</b>	<b>FY 21</b>	<b>FY 22</b>	<b>FY 23</b>
Upgrade old fleet of buses with new replacements and establish a preventative maintenance schedule	X	X	X	X	X
Provide progressive training for transportation staff	X	X	X	X	X
Supervise and review annually the job performances of personnel associated with transportation	X	X	X	X	X
Maintain and upgrade student tracking software	X	X	X	X	X
Upgrade software to include GPS and cameras	X	X	X		
Track and improve routes times and locations	X	X	X	X	X
Continue to implement security and safety upgrades	X	X	X	X	X

### Goal 2:

To provide transportation facility upgrades and repairs.

<b>OBJECTIVES</b>	<b>FY 19</b>	<b>FY 20</b>	<b>FY 21</b>	<b>FY 22</b>	<b>FY 23</b>
Consult with the Finance Director and with approval of the Board of Education to appropriately budget to maintain the District's transportation department	X	X	X	X	X
Purchase mechanical equipment to facilitate bus repairs and/or maintenance	X	X	X	X	X
Upgrade bus barn and barn doors	X	X	X		

## Strategic Planning Team



“A special thank you to the dedicated professionals of Bellwood School District #88 who worked tirelessly to create this strategic plan to help solidify the improvement of our growing yet sustainable school district.”

**Mark Holder, Ed. S., Superintendent**

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