FIVE-YEAR STRATEGIC PLAN

2016-2021   Berkeley School District 87

Fall, 2016

Presented to the Board of Education

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Five-Year Strategic Plan

BERKELEY SCHOOL DISTRICT 87

PURPOSE

The purpose of this five-year strategic plan is to guide District 87 in its mission to ensure the success of each of the children it serves. The plan is presented to serve as guidance to the Board of Education as it carries out its fundamental duties:

1. Clarify the purpose of the District
2. Connect with the community
3. Employ the superintendent
4. Delegate authority
5. Monitor performance
6. Take responsibility for itself

The plan consists of several components that create a comprehensive overview of what the District initiatives will focus on over the course of the next five years. It begins with the District's vision, which ultimately is student achievement. Following the vision are belief statements that serve as the standards for the District to uphold; the actions of the District should align directly with its beliefs. From there, the goal areas and specific action steps to achieve those goals are listed. In order to determine the level of success for each goal area, measures of accountability have been designed. The plan concludes with a visual matrix that estimates the timeline for each of the goals to be implemented (Appendix 1).

While the Board of Education works closely with the budget on an annual basis, the plan includes a broad overview of the financial landscape. Trends, projections, and outside factors that impact the District's budget are key aspects of the plan. It is essential to monitor and plan for adequate resources to accomplish the goals of the District.

Throughout each year of the plan, the administration will provide the Board with progress reports related to each goal area and the specific activities that will lead to the achievement of those goals. It is a living document that is intended to adapt to meet the changing needs of the community. The timeline and action steps in this plan can and should be reviewed on a regular basis to ensure their appropriateness and relevance to the vision of the District at any given point in time.

VISION

Student Achievement

BELIEFS

We believe...

❖ **all** children are capable of academic success.

❖ we have an obligation to support the **social and emotional** needs of our children.

❖ **all** children deserve **equitable access** to appropriate programming and resources to support their individual needs.

❖ **technology is essential** to teaching, learning, and the daily operations of our organization.

❖ **all** children deserve **highly effective** teachers.

❖ our school environment contributes to the **success** of a child.

❖ parents and community members should be **active partners** in our children's education.

❖ District 87 must serve as a responsible **financial steward** for our community.

GOALS AND ACTION STEPS

GOAL 1: MAXIMIZE STUDENT ACHIEVEMENT TO PREPARE OUR LEARNERS TO BE CAREER AND COLLEGE READY.

➢ Continuously review and update curriculum (resources, activities, strategies and assessments) to ensure all students receive a guaranteed, viable, and rigorous curriculum that is differentiated to meet the needs of all learners.

➢ Ensure all students have opportunities to learn the skills they need for their future.

➢ Provide all students with appropriate programming, instructional materials, and support based on individual needs, specifically English Learners, students with special needs, and students who are academically gifted and talented.

➢ Provide all teachers with differentiated, job-embedded professional development (mentoring, coaching, etc.).

➢ Build capacity of administrators and teachers to ensure instructional practice is aligned with best practice and the Danielson Framework.

➢ Transform afterschool and summer academic programming.

➢ Explore options for enrichment programming.

➢ Explore options for transforming our early childhood program.

GOAL 2: ENSURE STUDENTS ARE SOCIALLY AND EMOTIONALLY READY TO LEARN.

➢ Provide programming for students and parents to support social emotional learning.

➤ Provide training for staff to increase awareness and strategies to support social emotional needs of students.

➤ Develop and implement a system to monitor and assess the social emotional health of our students.

GOAL 3: ENSURE EQUITABLE TECHNOLOGY ACCESS FOR ALL STUDENTS AND STAFF.

➤ Implement the District's *Teaching and Learning with 1:1 Technology* plan.

➤ Provide students and staff access to appropriate technology to support teaching and learning as well as daily operations.

➤ Explore opportunities to support student access to the internet outside of the school day.

➤ Provide and monitor a robust and reliable network infrastructure.

GOAL 4: HIRE AND RETAIN HIGHLY EFFECTIVE STAFF.

➤ Enhance the District's recruitment process and procedures.

➤ Develop and implement a staff retention plan.

➤ Educate and support staff in seeking National Board Certification and other distinctive honors.

➤ Support and guide teachers to enroll in postgraduate education opportunities that meet the needs of our district.

GOAL 5: PROVIDE A SAFE AND HIGH QUALITY ENVIRONMENT THAT SUPPORTS STUDENT LEARNING.

➤ Monitor and prioritize the District's Health Life Safety Plan.

➤ Maintain and improve the District's buildings and grounds as needed.

GOAL 6: ENGAGE ALL STAKEHOLDERS IN AN ACTIVE PARTNERSHIP WITH THE DISTRICT.

➤ Review and upgrade the District 87 website.

➤ Provide electronic means to enhance Board communications.

➤ Provide parents with a variety of learning opportunities to support their children.

➤ Provide communications to parents in the language and modality that best meets their needs.

➤ Improve articulation with surrounding educational organizations.

GOAL 7: SERVE AS FINANCIAL STEWARDS FOR OUR COMMUNITY.

➢ Revise and monitor our procedures to ensure District resources support those who reside within our community.

➢ Explore opportunities to maximize facility and human resources to best support student learning (boundaries, grade level centers).

➢ Maximize efficiencies throughout the organization.

➢ Monitor the costs/return on investment on programs to identify efficiencies or improvements.

➢ Monitor revenue sources and expenditures.

➢ Maintain a healthy fund balance while operating on a balanced budget.

MEASURES OF ACCOUNTABILITY

In order to assess our progress towards the achievement of the District's goals, specific measures of accountability will be used. The District believes that no single measure can assess all areas; thus, multiple data points from a variety of sources will be collected. As stated previously, the District's administrative team will provide the Board of Education and the community with annual reports to provide progress updates on the action steps for each goal area.

Additionally, as the Illinois State Board of Education continues to refine its accountability system for school districts, Berkeley School District 87 will keep abreast of those changes and is committed to maintaining full compliance as required by the state.

The District plans to utilize the following measures for each goal. Please note this list is not exhaustive and can be adapted as needed.

GOAL 1: MAXIMIZE STUDENT ACHIEVEMENT TO PREPARE OUR LEARNERS TO BE CAREER AND COLLEGE READY.

✓ Student Achievement Data

  o Statewide assessments (PARCC, KIDS, ACCESS)

  o District-wide assessments (MAP, CoGAT, STAR, AIMSWEB)

  o District common assessments

✓ Trend data from the Professional Growth Program

✓ Parent survey data

GOAL 2: ENSURE STUDENTS ARE SOCIALLY AND EMOTIONALLY READY TO LEARN.

✓ Social Emotional Learning (SEL) surveys and assessments

✓ School Positive Behavior Supports (PBS) data

✓ Parent and staff survey data

GOAL 3: ENSURE EQUITABLE TECHNOLOGY ACCESS FOR ALL STUDENTS AND STAFF

✓ Student, staff, and parent technology-related surveys

✓ Curriculum review

✓ Network utilization reporting

GOAL 4: HIRE AND RETAIN HIGHLY EFFECTIVE STAFF

✓ Staff data (Retention, Licensure, Seniority List, Credentials)

✓ Exit surveys

✓ 5 Essentials Survey

GOAL 5: PROVIDE A SAFE AND HIGH QUALITY ENVIRONMENT THAT SUPPORTS STUDENT LEARNING

✓ Annual Health Life Safety Compliance Visits

✓ Safety data (Accidents, Drills, etc.)

GOAL 6: ENGAGE ALL STAKEHOLDERS IN AN ACTIVE PARTNERSHIP WITH THE DISTRICT

✓ 5 Essentials Survey

✓ Community feedback

GOAL 7: SERVE AS FINANCIAL STEWARDS FOR OUR COMMUNITY

✓ Financial reports and audits

✓ Annual budget

✓ Financial ratings

FINANCIAL LANDSCAPE

The District is committed to serving as financial stewards for its community. It is critical for the District to follow through on the actions outlined in this plan in order to best support the vision of helping all students to achieve. It is essential to consistently monitor, prioritize, and analyze our finances to ensure a healthy financial landscape for District 87.

In order to accomplish the financial goals, we must first understand our sources of revenue, how funds are expended, and external factors that impact our schools.

REVENUES

District 87 revenues are divided into three major categories:

- ☐ **Local Sources**

  - This year, approximately 53% of all revenue that will be collected by the District will come from local money, with the majority consisting of property taxes. Other local money comes from cafeteria receipts, tuition, and student fees.

  - Currently, the District receives special education transportation claim reimbursements from our special education cooperative, PAEC. However, starting next year those reimbursements will be received directly from the State. This will help streamline the payment and reimbursement process.

  - Interest earnings make up a portion of the local revenue and are relatively flat as compared to last year.

- ☐ **State Funding**

  - Approximately 40% of the District's revenue comes from the State of Illinois. The largest state source is the General State Aid payment, which generates about 10 million dollars. This year the General State Aid has not been prorated; however, the State has not passed a full year budget as of this time. The General State Aid for this year includes hold harmless funds.

  - Transportation claims from the state are estimated to be prorated as they have been in the past.

- ☐ **Federal Funding**

  - The third source of revenue comes from Federal grants and reimbursements, such as Title I and the Child Nutrition program. This year Federal source money accounts for approximately 7% of total revenue. Federal funds can only be spent on specific programs. The relative flat increases in taxes and the increase in GSA/SGSA for FY17 cause the state and federal grants to account for larger percentages of our total revenue.

EXPENDITURES

District 87 expenditures are divided into three major categories:

- ☐ **Salaries and Benefits**

  - These account for approximately 59% of all district expenditures.

- ☐ **Contracted Services**

  - These consist of items such as maintenance agreements for equipment, waste disposal, audit preparation, and student transportation. These total approximately 15% of our

expenditures. Some service agreements increase by CPI, which helps to control the annual increases in expenditures for these services.

◻ **Supplies, Capital Outlay, and Other Expenses**

- These expenditures account for approximately 26% of the total budget. Included in this category are purchases for textbooks, computers, milk, contest fees, floor wax, building improvement projects, and purchases of natural gas and electricity. This year includes the MacArthur vestibule and Sunnyside piping project expenditures that are part of the Capital Projects and Life Safety Funds.

EXTERNAL FACTORS

There are several external factors that have potential financial implications for the District.

◻ **State Budget**

- The State continues to face economic difficulties that affect other governmental bodies. The ongoing economic conditions and lack of a complete State Budget contribute to this financial uncertainty. The State budget appropriations may be reduced due to the budget crisis at the state level.

- Funding levels have not been finalized for transportation as well as some state and federal grant applications are still pending approval. These delays impact the accuracy of the District's budget.

- Other categorical payments are expected to continue to be delayed by one payment each year. This affects Special Education, Bilingual, and Early Childhood/Pre-Kindergarten programs as well as both General and Special Education Transportation. For example, the Transportation funding for last year was disbursed within the fiscal year; however, the Comptroller did not process the final payment until the next fiscal year. We expect this type of payment schedule to continue in the future.

◻ **Potential Property Tax Freeze**

- As part of the State's financial plan, there is potential for a property tax freeze. While CPI has remained low in the last several years, a complete freeze would have an even greater negative impact on the District's ability to collect increased revenues from local property taxes. The District continues to monitor this possibility at the state level.

◻ **Pension Cost Shift**

- For the last several years, there has been discussion at the state level regarding shifting the cost of pensions to the employer and/or the employee. While there has been no definitive movement on this initiative, it is one that carries significant negative impacts for local school districts.

❑ **Affordable Care Act**

- The Affordable Care Act includes a future cost for employers on health care benefits. This is known as the Cadillac Plan Tax. The District continues to monitor and review potential liabilities that would have an adverse financial effect. The District, within its health insurance cooperative, continues to plan conservatively in order to prepare for this potential tax.

TRENDS AND PROJECTIONS

As we look historically at the finances of District 87, there are trends that help predict the outlook over the next several years. Using our analytic software, Forecast 5, we are able to project the District's financial outlook. The assumptions in our financial projections include a relatively flat Consumer Price Index (CPI) of 1.5% that affects the property tax levy and an additional 6% increase per year for the health benefits based on national trends. Salaries are projected based on their current increases and can be adjusted with the adoption of the new Professional Negotiations Agreement.

Appendices 2-4 capture the projected year-end balances as well as aggregate views of our revenues and expenditures through FY2022. As stated previously, these are based on a set of assumptions derived from past trends; internal and external factors will result in potential shifts in these projections. It is critical to monitor the annual budget on an ongoing basis and to budget conservatively moving forward.

The District's financial landscape is detailed in each of the appendices as described below:

❑ **Appendix 2: Projected Year-End Balances**

- Projected Year-End Balances are based on the trends from 2012 till present and predicted through year 2022. The District's fund balance has seen a decrease over the past 5 years. If the expenditures and revenues continue to trend in the same manner, the fund balance will be greatly diminished by the FY2022. The decrease from FY2013 to FY2014 was a result of planned capital projects.

❑ **Appendix 3: Aggregate Revenue Analysis**

- The revenue analysis details the sources of revenue for District 87. Based on the assumptions, the revenues from local, state, and federal are expected to remain relatively flat, with the low-end falling to $40,375,961 (FY2018) and the high-end reaching $41,829,958 (FY2022).

- The decrease in Other Local Revenue and the increase in Other State Revenue between FY2017 and FY2018 are a result of the change in reimbursement procedures for special education transportation. The District will be billed directly beginning in FY2017 and will receive direct reimbursement from the state in FY2018.

- General State Aid is predicted to decrease in FY2018 based on a decline in enrollment this year.

- The pie graph depicts the percent of revenues by source, with the largest collections from property taxes at 47%.

☐ Appendix 4: Aggregate Expenditure Analysis

- Projected expenditures are anticipated to increase steadily over the next six years, as they have done historically. The largest increases resulting from salaries and benefits. The data in the chart includes known retirements, benefit trends, and existing negotiated agreements.

- The pie graph details the percent of expenditures in each of the object categories. Again, the majority of the expenditures, 59%, allocated to salaries and benefits.
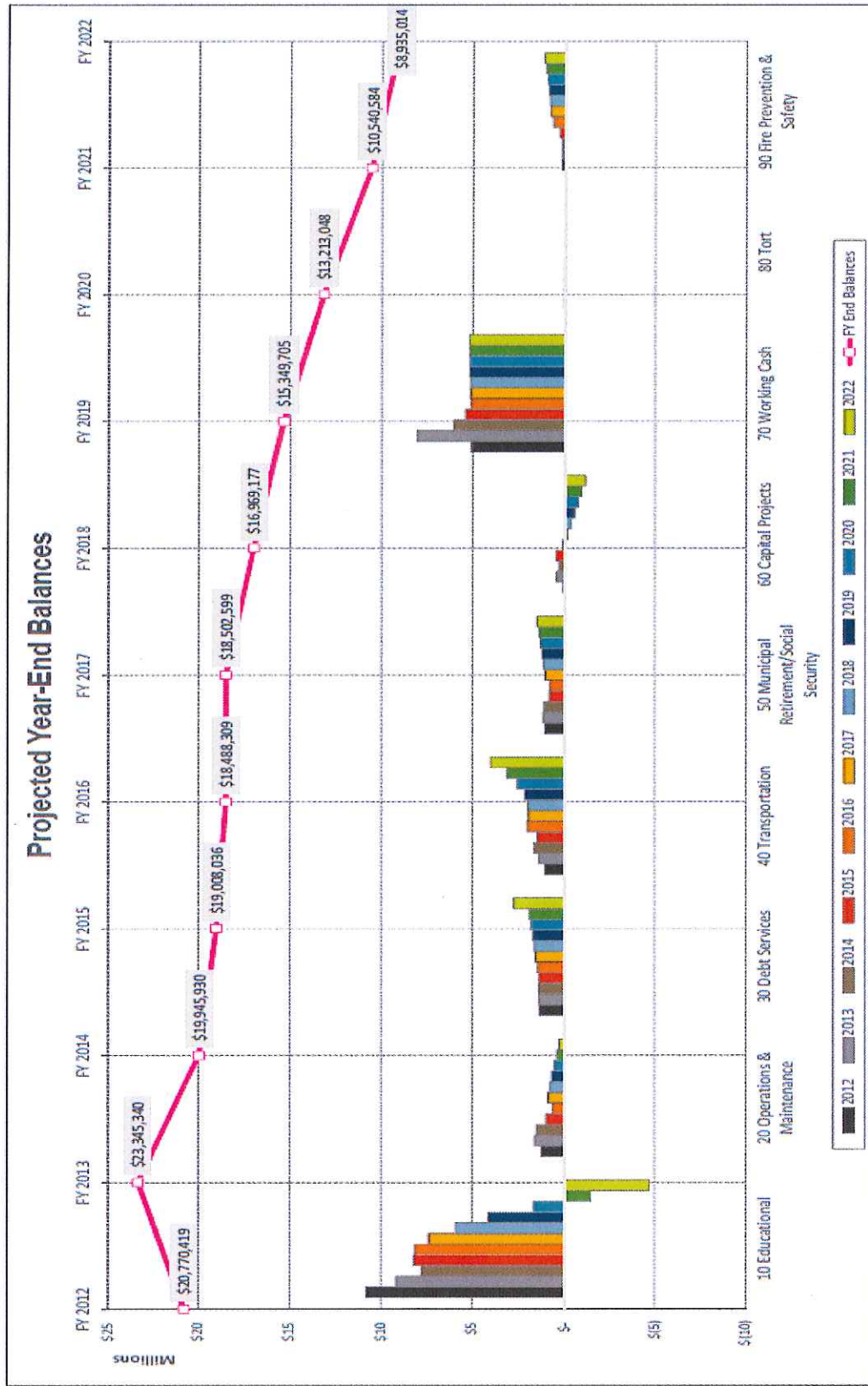
APPENDIX 1: FIVE-YEAR TIMELINE

Goal	Action Steps	16-17	17-18	18-19	19-20	20-21	Metrics
Goal 1: Maximize student achievement to prepare our leaners to be career and college ready.	Continuously review and update curriculum	Yellow	Orange	Green	Green	Green	Student Achievement Data (PARCC, KIDS, ACCESS, MAP, CoGAT, STAR, AIMSWEB), District Common Assessments, Trend Data from the Professional Growth Program, Parent Survey Data
	Ensure opportunities to learn skills for the future	Yellow	Orange	Green	Green	Green	
	Provide all students with appropriate programming, instructional materials, and support	Yellow	Yellow	Orange	Green	Green	
	Provide all teachers with differentiated, job-embedded professional development	Yellow	Yellow	Orange	Green	Green	
	Build capacity of staff to ensure instructional practice is aligned with the Danielson Framework	Yellow	Orange	Green	Green	Green	
	Transform after school and summer programming	Orange	Green	Green	Green	Green	
	Explore options for enrichment programming		Yellow	Orange	Orange	Green	
	Explore options for transforming early childhood program	Yellow	Orange	Green	Green	Green	
Goal 2: Ensure students are socially and emotionally ready to learn.	Provide programming for parents and students for SEL	Yellow	Yellow	Yellow	Yellow	Yellow	SEL Data, PBS Data, Parent and Staff Survey Data
	Provide training for staff to support SEL	Yellow	Yellow	Yellow	Yellow	Yellow	
	Implement a system to monitor and assess SEL	Yellow	Yellow	Yellow	Yellow	Yellow	
Goal 3: Ensure equitable technology access for all students and staff.	Implement Teaching and Learning with 1:1 plan	Yellow	Orange	Green	Green	Green	Student, Staff, Parent Technology Surveys, Curriculum Review, Network Reporting
	Provide students and staff access to technology	Yellow	Orange	Green	Green	Green	
	Student access to the internet outside of the school day	Yellow	Orange	Green	Green	Green	
	Provide and monitor a robust and reliable network	Yellow	Orange	Orange	Green	Green	
Goal 4: Hire and retain highly effective staff.	Enhance recruitment process and procedures	Orange	Green	Green	Green	Green	Staff Data (Retention, Licensure, Seniority List, Credentials), Exit Surveys, 5 Essentials Survey
	Develop and implement a staff retention plan	Yellow	Orange	Green	Green	Green	
	Educate and support staff in seeking National Board Certification and other distinctive honors	Yellow	Yellow	Orange	Green	Green	
	Support and guide teachers to enroll in postgraduate education opportunities	Orange	Orange	Orange	Green	Green	
Goal 5: Provide a safe and high-quality environment that supports student learning.	Monitor and prioritize the District's Health Life Safety Plan	Yellow	Orange	Green	Green	Green	Annual Health Life Safety Compliance Visits, Safety Data
	Maintain and improve the District's buildings and grounds as needed	Orange	Green	Green	Green	Green	
Goal 6: Engage all stakeholders in an active partnership with the District.	Review and upgrade the District 87 website	Yellow	Orange	Green	Green	Green	5 Essentials Survey, Community Feedback
	Provide electronic means for Board communications	Yellow	Orange	Green	Green	Green	
	Provide parents with a variety of learning opportunities	Orange	Green	Green	Green	Green	
	Provide communications to parents that address the language and modality that best meets their needs	Yellow	Orange	Green	Green	Green	
	Articulate with surrounding educational organizations	Yellow	Orange	Green	Green	Green	
Goal 7: Serve as financial stewards for our community.	Revise and monitor procedures to ensure support for those who live within our community	Orange	Green	Green	Green	Green	Financial reports and audits, Annual Budget, Financial Ratings
	Maximize resources to best support student learning	Yellow	Orange	Green	Green	Green	
	Maximize efficiencies throughout the organization	Yellow	Orange	Orange	Green	Green	
	Monitor the costs/return on investment on programs	Yellow	Orange	Green	Green	Green	
	Monitor revenue sources and expenditures	Yellow	Orange	Green	Green	Green	
	Maintain healthy fund balance and a balanced budget	Yellow	Orange	Orange	Green	Green	

Yellow- Readiness Activities, *Orange*- Early Implementation, *Green*- Full Implementation with Monitoring

APPENDIX 2: PROJECTED YEAR-END BALANCES

Educational | Operations and Maintenance | Debt Service | Transportation | IMRF | Capital Projects | Working Cash | Tort | Fire Prevention and Safety

Berkeley SD 87 | Base Scenario, 9-13-16

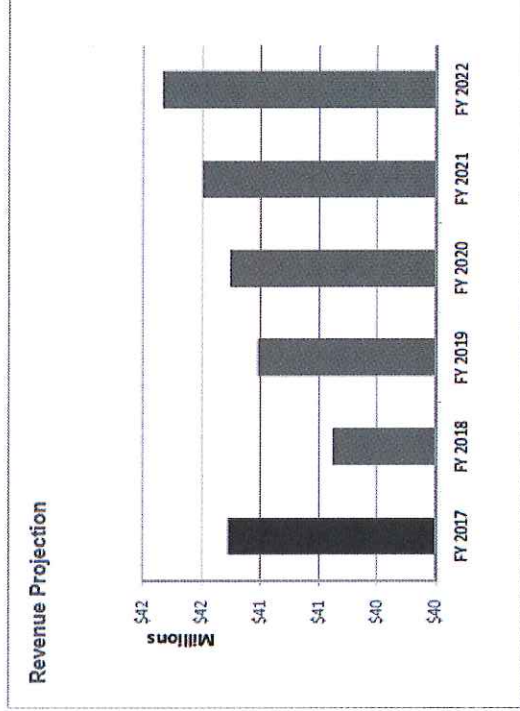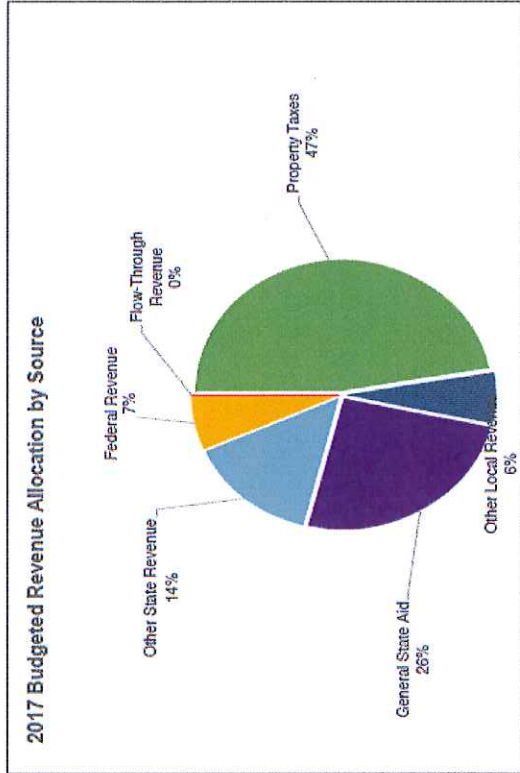## Projected Year-End Balances

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FORECAST5
ANALYTICS

APPENDIX 3: AGGREGATE REVENUE ANALYSIS

Aggregate - Revenue Analysis

Berkeley SD 87 | Base Scenario, 9-13-16

	Proposed FY 2017	FY 2018	%Δ	FY 2019	%Δ	REVENUE PROJECTIONS FY 2020	%Δ	FY 2021	%Δ	FY 2022	%Δ
LOCAL											
Property Taxes	$19,489,215	$19,384,408	-0.54%	$19,869,193	2.50%	$20,205,900	1.69%	$20,547,826	1.69%	$20,915,315	1.79%
Other Local Revenue	$2,595,705	$1,448,800	-44.18%	$1,448,800	0.00%	$1,448,800	0.00%	$1,448,800	0.00%	$1,448,800	0.00%
TOTAL LOCAL REVENUE	$22,084,920	$20,833,208	-5.67%	$21,317,993	2.33%	$21,654,700	1.58%	$21,996,626	1.58%	$22,364,115	1.67%
STATE											
General State Aid	$10,512,184	$9,722,531	-7.51%	$9,883,220	1.65%	$9,780,344	-1.04%	$9,680,121	-1.02%	$9,645,621	-0.36%
Other State Revenue	$5,934,092	$7,080,997	19.33%	$7,080,997	0.00%	$7,080,997	0.00%	$7,080,997	0.00%	$7,080,997	0.00%
TOTAL STATE REVENUE	$16,446,276	$16,803,528	2.17%	$16,964,217	0.96%	$16,861,341	-0.61%	$16,761,118	-0.59%	$16,726,618	-0.21%
TOTAL FEDERAL REVENUE	$2,739,225	$2,739,225	0.00%	$2,739,225	0.00%	$2,739,225	0.00%	$2,739,225	0.00%	$2,739,225	0.00%
FLOW-THROUGH REVENUE	$0	$0		$0		$0		$0		$0	
TOTAL REVENUE	$41,270,421	$40,375,961	-2.17%	$41,021,435	1.60%	$41,255,266	0.57%	$41,496,969	0.59%	$41,829,958	0.80%

Revenue Projection

2017 Budgeted Revenue Allocation by Source

Property Taxes 47%
Flow-Through Revenue 0%
Federal Revenue 7%
Other State Revenue 14%
General State Aid 26%
Other Local Revenue 6%

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APPENDIX 4: AGGREGATE EXPENDITURE ANALYSIS

Aggregate - Expenditure Analysis

Berkeley SD 87 | Base Scenario, 9-13-16

	Proposed FY 2017	FY 2018	% Δ	FY 2019	% Δ	FY 2020	% Δ	FY 2021	% Δ	FY 2022	% Δ
						EXPENDITURE PROJECTIONS					
Salaries	$14,971,636	$15,226,541	1.70%	$15,527,888	1.98%	$15,835,369	1.98%	$16,148,198	1.98%	$16,467,378	1.98%
Benefits	$9,404,196	$9,673,520	2.86%	$9,975,632	3.12%	$10,290,582	3.16%	$10,619,060	3.19%	$10,961,748	3.23%
TOTAL SALARIES & BENEFITS	$24,375,832	$24,900,062	2.15%	$25,503,519	2.42%	$26,125,951	2.44%	$26,767,258	2.45%	$27,429,126	2.47%
Purchased Services	$6,144,782	$6,236,598	1.49%	$6,329,792	1.49%	$6,424,383	1.49%	$6,520,393	1.49%	$6,617,844	1.49%
Supplies And Materials	$2,489,651	$2,526,988	1.50%	$2,564,886	1.50%	$2,603,351	1.50%	$2,642,394	1.50%	$2,682,023	1.50%
Capital Outlay	$665,416	$775,416	16.53%	$775,416	0.00%	$775,416	0.00%	$775,416	0.00%	$775,416	0.00%
Other Objects	$7,546,800	$7,437,184	-1.45%	$7,434,173	-0.04%	$7,429,722	-0.06%	$7,430,866	0.02%	$5,905,182	-20.53%
Non-Capitalized Equipment	$33,650	$33,650	0.00%	$33,650	0.00%	$33,650	0.00%	$33,650	0.00%	$33,650	0.00%
Termination Benefits	$0	$0		$0		$0		$0		$0	
Provision For Contingencies	$0	$0		$0		$0		$0		$0	
TOTAL ALL OTHER	$16,880,299	$17,009,836	0.77%	$17,137,916	0.75%	$17,266,522	0.75%	$17,402,719	0.79%	$16,014,114	-7.98%
TOTAL EXPENDITURES	$41,256,131	$41,909,898	1.58%	$42,641,436	1.75%	$43,392,473	1.76%	$44,169,978	1.79%	$43,443,240	-1.65%

Expenditure Projection

2017 Budgeted Expenditure Allocation by Object

Termination Benefits 0%
Provision for Contingencies 0%
Non-Capitalized Equipment 0%
Salaries 36%
Other Objects 18%
Benefits 23%
Capital Outlay 2%
Supplies And Materials 6%
Purchased Services 15%