



**Blessed
Sacrament
School**

**Long-Range Plan
Update 2015**

***Last updated in 2008**

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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. (August 2007)

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 2008. 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 2014, 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 during the 2013-14 and/or 2014-15 school years who contributed to the updated long range plan are:

Kevin Aldrich
Fritzie Belz
Joe Bright
Barney Bruzetti
Peggy Dunlap
Mary Gail Galle
Fr. Jeff Grant
Kim Hoffmann
Angie Hyde
Andy Kane
Dawn Klinner
Cindy Lamar
Jennifer Madiar
Jim McDermott
Tina Saunderson-Schmidt
Carrie Sluga
Kathy Wear

CATHOLIC IDENTITY ASSESSMENT NARRATIVE

HISTORICAL OVERVIEW

Blessed Sacrament Parish was instituted September 14, 1924 in a prefabricated building at Holmes and Laurel Streets. The school was a first 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, science and technology labs, 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 the diocese, the development of teacher education and philosophy, and the implementation the teachings of Catholicism in the curriculum.

School Liturgy and Catholic Identity

Students are involved in all-school masses. Each grade has the responsibility to be involved in the planning and celebration of the liturgy and ministry for their class mass. Appropriate activities take place throughout the church calendar such as Advent wreath lighting during Advent, Stations of the Cross during lent, Reconciliation services, 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. and essay competition on respect Life issues. Individually students can participate as altar servers, choir members and lectors.

Sacramental Preparation

Second graders are prepared for and receive the sacraments of Reconciliation and Eucharist. Eighth graders are prepared for and receive the sacrament of Confirmation.

Curriculum

The Religion curriculum continues to be evaluated to meet the needs of students and faculty through the use of the Assessment of Catechesis/Religious Education (ACRE).

The concepts of Faith First teaching program, Character Counts education, prayers and faith literacy for each grade, Echoes in Faith teacher preparation and Covey Leadership Principles 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 Covey leadership 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 inservices. 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. A volunteer handbook provides guidelines and expectations for the parents.

FORMULATION OF GOALS FOR CATHOLIC IDENTITY

An *ad hoc* committee of school advisory board members, school administrators, the pastor, teachers, and parents met on 9/25/2014 to discuss the school's Catholic identity in support of Blessed Sacrament's long-range plan update.

We looked at Catholic identity in regard to curriculum, faculty, and parents.

Curriculum

The curriculum of the school is defined as all the formal and informal programs and experiences the students receive through the school. Our consensus is that the curriculum is strong in Catholic identity. Examples are:

- Catechesis: USCCB-approved textbooks and supplemental sacramental preparation books.
- Prayer and the Sacraments: Daily prayer, weekly Mass, monthly adoration, and particular forms of prayer during the liturgical seasons.
- Christian service: Many opportunities for students to serve the school, the community, and mission programs.
- Virtues: Many efforts to form the character of students through leadership programs.
- Integration of the faith throughout the curriculum in all appropriate academic subjects and other programs.

Possible goal in regard to curriculum: One possible opportunity for the school is to foster greater skills and confidence in the students to live and share their faith and so become evangelizers themselves.

Faculty

The Catholic identity of the staff of Blessed Sacrament School also seems to be very strong. The school provides ways to nurture the faith of staff through an initial day of recollection, participation in a diocesan retreat, attendance at the DAEC, and daily common prayer. The faculty is not just a collection of educators but a real community of faith that supports one another.

Possible goal in regard to faculty: One need identified is additional faculty catechesis to further nurture their spiritual lives and knowledge of the faith. The school is currently looking for a program and for a time to do it.

Parents

A glaring weakness we identified is that for too large a proportion of our school families, parents do not support the Catholic identity of the school by attending Mass on Sunday as a family. The root of this problem is the weak Catholic identity of the parents themselves. As Fr. Jeff put it, “The school week begins on Sunday.” Particularly important is the need for fathers to be leaders in their families in living the faith.

Many ideas were generated as ways to attack this problem. Here are a few (keeping in mind that the focus of the meeting was to identify goals, not to solve them (yet)).

- Some school evenings for both parents and school children that provide faith formation to parents.
- Natural opportunities to address parents: for example, meetings with parents during the years the students receive Reconciliation, First Communion, and Confirmation.
- Providing materials to parents using different forms of media (print, CD, DVD, internet links, etc.).
- More parent connections in religion assignments.
- Other parish programs that assist adults.

Possible goal in regard to parents: Increase Catholic school parents' practice of the faith to the minimum of keeping the Sunday obligation.

CURRICULUM ASSESSMENT NARRATIVE

HISTORICAL OVERVIEW (since the last long-range plan update)

According to the goals and objectives of the Diocesan Strategic Plan, teachers reviewed specific subject areas each school year. At Blessed Sacrament School the teachers created detailed curriculum mapping in the following subject areas during the years listed:

2007-2008	Math and Technology
2008-2009	Language Arts and Art
2009-2010	Religion and Music
2010-2011	Science and Physical Education
2011-2012	Social Studies

CURRENT STATUS OF CURRICULUM

Major curriculum initiatives 2007-2014

Language Arts:

- Adoption of *Shurley English* language arts (grammar) program in grades 1-7.
- *Excellence in Writing* writing program in grades K-8.
- The employment of skill-level groups in the lower grades for reading instruction and the study of novels in the upper grades.

Mathematics:

- Supplemental skill practice added to *Saxon Math* program.

Character Education:

- *Steps to Respect* anti-bullying program added to religion curriculum.
- *Covey Seven Habits of Highly Effective Students* leadership assemblies for all grades.

General:

- Alignment of the Blessed Sacrament curriculum with state and Common Core standards is in the process.

Co-curricular and Extra-curricular Activities

Co-curricular activities include art, music, physical education, and computer. Students receive instruction in these areas at least once a week. Spanish was added as a co-curricular activity for grades K-8 beginning with the 2013-2014 school year.

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.

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 in grade six participate in the D.A.R.E. Program, a drug prevention program sponsored by the Springfield Police Department.

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 two through eight are required to complete a manuscript to enter in the Young Authors Contest. Students in kindergarten and first 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.

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

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 athletic handbook for our school. Kindergarten teachers have also developed a small handbook just for their grade. 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 and the teachers' lounge.

DEVELOPMENT & PUBLIC RELATIONS ASSESSMENT NARRATIVE

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 a 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, began 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. Since 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 costs of constructing the school, estimated at \$100,000, were 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 have 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. In addition, a number of memorial gifts have also helped greatly in funding improvements to the school. Larger projects have 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 was met, and the goal was increased to \$60,000 for FY2008. Monies raised by the Annual Fund are used for the operating budget of the school.

B.S.S. Annual Fund

Budget	Fiscal Year	Amt. Raised
<i>N/A</i>	<i>July 06-June 07</i>	<i>\$47,157.00</i>
\$60,000	July 07-June 08	\$85,258.72
\$70,000	July 08-June 09	\$80,333.12
\$75,000	July 09-June 10	\$59,126.00**
\$75,000	July 10-June 11	\$76,471.00
\$75,000	July 11-June 12	\$73,625.00
\$75,000	July 12-June 13	\$81,261.33
\$90,000	July 13-June 14	\$100,590.81

** Building on Tradition Campaign-Year One

As the formalized development effort became 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 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. The Magic Match program has attained full funding for the past several years.

Oversight of Blessed Sacrament’s traditional events continued, including the Pastor’s Annual Party, the Garden Party, Ladies Night Out, and the Parish Rummage Sale. The Auction, spearheaded by general chairpersons and many volunteers, remains as the biggest fundraising event of the year. Several new events were also established during the last decade. A yearly Unity Run was started in 2008. An Annual Mardi Gras Party began in 2011.

Writing grants also became 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

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, Steir Group of Omaha, Nebraska, the campaign was successful in obtaining 704 pledges which will be paid off by the late fall of 2014. A ground breaking ceremony was held on March 19, 2010. 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 (2013-2014) Annual Fund is \$90,000. The Father Jeff Challenge is a special donor recognition designation for those making gifts of \$1,000.00 or more.

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 assistance to the Development Office with all fundraising events. In addition, the role of the committee is to consult on policies related to overall development efforts, including review of existing fundraisers, suggestions for improvement, reviewing requests for additional events, and assisting with donor cultivation.

Magic Match

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 for the past several years. An effort will be made to study whether a redesign of the Magic Match program as it pertains to junior high teachers is desirable where specialized funding needs within a subject area have been identified.

Grants

Writing grants continues, with one grant (for new textbooks) having been submitted thus far during the school year.

Events

The Development Office will continue to oversee all parish events, and to assess the viability of each event.

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 doubled in membership since it was established; there are currently 144 members. Many of the Grandparents Club members have become Annual Fund donors. Grandparents Club members are on the general school database, but also receive their own Grandparent Newsletter.

Alumni

Forms will be in the pews during Easter weekend to attempt to update addresses in the database, especially for those young adults who are still listed under their parents' addresses.

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 weekly 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.

Major gift solicitation and planned giving are two areas that still need to be addressed in the future.

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, Development Committee members and Principal met on April 21, 2015 to discuss the school's current and future efforts with respect to Development and Public Relations.

The general meaning of the term and function of development was discussed at length along with the various tasks that are currently provided by the Development Office. It was reiterated that development is more than just fundraising. In the words used by the Institute for Parish and School Development, "Development is the meaningful involvement of people in your mission and vision for the future." To this way of thinking, fundraising is, at its best, a natural extension of the desire by donors to support and be invested in the mission of the school.

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

Strengths

- Strong enrollment
- Community spirit – "family" "home"
- Reputation for excellence/academics
- Involved parents
- Good leadership/support staff/faculty
- Stability in staffing
- Pastor involved in school
- Strong connection between church and school
- Approachability of administration
- Vibrancy/Energy
- Fine Arts – music, visual
- Older kids helping younger kids
- Athletics
- "Tradition" and Catholic identity
- Grandparent involvement
- Great volunteers
- Good learning environment

- Nice facilities

Weaknesses

- Church attendance
- Space – more needed especially preschool
- Lack of outdoor play space
- Tuition and costs
- Lack of lunch program (microwaves?)
- Afterschool program – more options, more structure, safety concerns

Opportunities

- Increased Communication
- Staffing – Aides, Resource
- Parent Involvement
- “Reach-Out” programs for new families
- Increased alumni role
- Greater use of social media

Threats

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

GOALS

The formulation of goals for the future was divided into three areas: increasing communication to effectively promote the school to the Blessed Sacrament School community, the greater Blessed Sacrament community including parishioners, friends, grandparents, and alumni, and the general public; providing opportunities for involvement to encourage a unity and understanding of mission, and a fundraising framework that encourages long-term donor relations.

ENROLLMENT ASSESSMENT NARRATIVE

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, 2013, indicate 439 students were attending Blessed Sacrament, 356 students were attending St. Agnes, and 336 students were attending Christ the King. Blessed Sacrament was the only school to experience an increase in enrollment. From 2001-2013, Blessed Sacrament had an average enrollment increase of 10.30%. Comparatively, the average enrollment decrease for all eight Springfield grade schools for the time period of 2001-2013 is - 27.22% (“Thirteen-Year Enrollment for Region 6 Grade Schools,” 9/2013). Currently, the largest number of students is found in the Preschool Program with an enrollment of 61. The Preschool Program has shown an increase of 90.63% in enrollment from 2001-2013. The present average grade size at Blessed Sacrament for grades kindergarten through 8th is 48.7 students. The largest class is the current 7th grade, graduating 2015, with 60 students. This 7th grade class has shown an increase of 12 students since they began kindergarten in 2006. The second largest class body is found in the current 2nd grade which is at 54 students with a 2020 graduation year. This 2nd grade class has increased by 5 students since they started kindergarten. The third largest class is the present 4th grade at 53 students and a 2018 graduation year. The 4th grade has shown an increase of 8 students since starting in kindergarten. The only two decreases in enrollment in

specific classes can be seen with the 8th grade class at 48 students which is down from the 51 they had in kindergarten. The present 1st grade also has shown a decreased enrollment of two students from kindergarten (“Thirteen-Year Enrollment”).

Teacher Statistics

Review of teacher data indicates an average of 12.48 years of total teaching experience, which is down from 15.5 years of teaching experience in 2008-2009. The teachers have an average of 8.32 years of teaching solely at Blessed Sacrament which is down from 9 years in 2008-2009 (“Average Teaching Personnel Report,” 2013).

FORMULATION OF GOALS FOR ENROLLMENT

The enrollment committee met during the 2014-15 school year to review progress and formulate the goal(s) for the near future. As of May 2015, we anticipate an enrollment of 519 for PreK-Grade 8 for school year 2015-2016.

Strengths of Blessed Sacrament School Enrollment

- Full classes at every level
- Sense of Community amongst students, teachers, parents
- Commitment to school first for parishioners, parents, students, teachers
- School kids involved in aspects of the Mass (choir, reading, altar serving) which also increases parental attendance at Mass
- Enrollment Bulletins placed in Church Bulletin advertising grade levels openings for students
- Clear continuity of Teachers and Administrators working together

Weaknesses for Enrollment

- Full classes at every level means need for more space/classrooms
- Evaluate need that comes with larger enrollment: more staff and personnel, more salaries, more space

Opportunities for Increasing or Maintaining Enrollment at Blessed Sacrament School

- Develop Core Group of Parent Ambassadors to continue to mentor prospective families/students from open houses and school tours
- Encourage even more involvement in both the school and the Church at the same time for both students and parents as this creates deeper roots and commitment to the School/Parish
- Many Baptisms are performed at Blessed Sacrament and we need to tap into these individuals and families as future students
- Revive the playgroup at Blessed Sacrament for mothers to get preschool age and younger kids doing group things which could translate to groups/friends enrolling at Blessed Sacrament
- Promote and encourage nursery for ages 1-4 at 10:30 Mass

- Sending religious card to all Baptized at Blessed Sacrament on the anniversary of their Baptism. Currently a retired Blessed Sacrament teacher is taking care of this task. Perhaps switch to Blessed Sacrament sending a card or memento for Baptism anniversary.
- Baptism blanket made by Blessed Sacrament students to be given to all Baptized.
- Showcase more of the things that Blessed Sacrament School does really well: Stations of the Cross live presentation; IMSA; Robotics club; etc.
- Closing of other Catholic Schools. How can we make ourselves available to fill the parents of those closed schools with a Catholic education for their children?

Threats to Enrollment at Blessed Sacrament

- Higher enrollment means need for more space, teachers, personnel, salaries
- How to distinguish who gets “first admittance” to school if class size close to maximum: siblings of other Blessed Sacrament Students? Catholic Students? First come, first served?

Overall Enrollment Goal: Maintain consistent student enrollment at all grade levels.

Objective for 2015-2016: Develop and maintain relationship with children and their parents who are baptized at Blessed Sacrament Parish. According to data collected by Jennifer Burke, Assistant Principal, the kindergarten class for 2015-2016 has a possibility of 88 students just based on the 88 Baptisms performed at Blessed Sacrament Church.

Action Steps:

- Increase connections after Baptisms
 - follow-up letter
 - Remembrance card or momento sent by the school on Baptism anniversary every year
- Students create a Baptism Blanket to give to the parent

FACILITIES AND PROGRAMS ASSESSMENT NARRATIVE

HISTORICAL OVERVIEW

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, 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 expanded 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 back up 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.

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 gym roof.

The original structure on Laurel Street is used for educational purposes, as well as administrative offices at the southeast corner of the 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 (K-8), one classroom dedicated to morning-only preschool, and one classroom dedicated to all-day 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. Volumes of research/reading material are supplemented with access to computers, while a large accessible meeting space serves

the many ministries of the parish. 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. Specific to the rectory is the need of complete new heating and cooling. The Building and Grounds Committee has reviewed proposals and has recommended replacement of the entire system. The rectory also has some problem areas with electrical, many of which have been addressed. There are plans to upgrade the lighting in the first floor hallway and replace flooring material. The building also suffers with ice dams building up in gutters that cause leaks in the building that is being addressed by Building and Grounds.

Wiring and Electrical Needs

Wiring needs to be addressed in classrooms 1, 2, 9, 10, 6, 8, 16 & 17. These rooms have original 1934 wiring that is not grounded. They are fed from an old electrical panel that has been converted from a screw-in fuse type to 15 amp breakers. The power is inadequate to take care of the demands of the rooms and causes voltage drops damaging electronic equipment. When the heat pumps were installed in the fall of 2013, a new 20 amp circuit was added to each room. Maintenance needs to tap on the power source and run new outlets in the rooms using exterior conduit. It will take about eight hours a room to do this.

Much of the old convent area is serviced with original 1934 wiring and is not grounded. When the new building addition was constructed, new service panels were installed in the basement and at least five new circuits have been added to the first floor of the wing in the teacher's work room and teacher's lounge. More needs to be done in the future. Heat pumps that serve this area were rewired.

All other electrical have been upgraded and are safe.

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 and music room have cool-only window units that will need to be upgraded sometime in the future. It should also possibly be considered to install a ceiling-mounted heat pump in the kindergarten hallway because the present units are outdated and obsolete and this is a difficult area to heat because of all the windows and doors.

Space Utilization

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 excellent all-purpose space for a variety of uses and get-togethers.

Maintenance Program

The maintenance program is currently being developed by the administrative staff as well as the parish building and grounds committee. The current maintenance program appears to be more reactive than proactive. Currently, the maintenance personnel for the school and parish perform janitorial duties, and there is not enough time for them to do daily and preventative maintenance. In short, the budget for maintenance needs to be increased.

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. We have an IT person, Eric Thornberry, who performs at least two hours a day preventative maintenance on the server and 100+ computers in the school and rectory. In addition to that, he upgrades software and troubleshoots problems as they arise. Eric also maintains the door lock system and the video surveillance system.

Upgrades are needed in the IT department. The school and rectory are using a T1 line that is inadequate to meet the demands of the school and rectory. There are more computers on it than it was designed to handle. The more people that are on line, the slower the system gets.

Eric proposes switching to Comcast Cable from the AT&T T1 internet connection, which will involve approximately two hours of labor to run a new CATV Cable in the rectory and the connection of new equipment. Costs for the Content Filter would be \$1500.00 for the device and first year of service. The yearly cost after that point will be either \$500 for device maintenance, or \$500 for device maintenance and \$780-\$840 @ \$6 per

device for the internet filtering suite which is more than likely optional. The monthly cost for Comcast Cable versus AT&T T1 service would be less per month than we are paying now.

In addition, most of the older classrooms are served with one internet/server connection that is also shared with the phone system. There is no back up should there be a line failure, and it requires the use of a switch in the room if there are multiple computers. We have computers right now that are waiting for new wiring to be installed in the rooms before they can be used. The use of switches causes problems because should it malfunction it could shut down the entire internet system. The correct way to deal with this is to run a new line for each computer as it is in the new building now. We have the wire to do this now but it is estimated to take eight to 12 hours per classroom to do this and requires assistance from another person.

Rooms are painted on an as-needed basis. The principal and Building Manager go through the school and decide what rooms need painted. Building and Grounds helps paint the rooms in addition to summer help that is hired. All 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 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.

The drinking fountains by the old boys' and girls' restrooms need replacement. They have rusted through and are past their useful life. The fountains are made of two units, each with a total of eight fountains or four units. Each unit is \$952.00. It will take at least a day per set to replace the units and run new sewer lines to each.

There are five areas in the building that do not have the new securitized clocks yet. All other areas of the building have securitized time. The Building Manager recommends purchasing five additional clocks for \$550.00 and installing them this summer.

There is plaster repair needed in rooms that had heat pumps installed. We were not able to do this since much of the installation took place during the school year. There are also areas where roof leaks have caused plaster damage. It is estimated it could take 40 hours to make all the repairs.

With Maintenance doing some custodial, lawn maintenance and set up and tear down of events going on in the school and church, it will be unlikely that all needs will be addressed at this time. Having additional summer help hired from June 1st to August 15th and assigned to maintenance would help us achieve our goals, along with the present

custodial department helping out by cleaning the church and rectory during the summer months. This has been the practice in the past.

Recent Improvements

The following are recent improvements to the complex:

1. Complete renovation of the interior and exterior of the church
2. Installation of new windows in the rectory
3. New gymnasium
4. Updated mechanicals, including central air conditioning in the 2011 addition and ceiling-mounted heat pumps with electric back-up heat in the existing space
5. New preschool wing
6. New administrative wing
7. New library and media center
8. Converted previous gymnasium to all-purpose cafeteria with attached kitchen/food prep area
9. New outdoor play area for preschoolers with a play structure and iron fence
10. Resurfaced parking lot
11. New parking lot at the corner of Laurel and Walnut with landscaping

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.

Storage Needs

Currently, there is storage under the stairs at the stair landings at the original portion of the building. This storage was deemed a fire hazard by the accrediting agency recently. There is also storage in the basement of the rectory, as well as 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. Storage areas may not be adequate for current or future needs.

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 usually makes an annual 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. Making the entire complex handicapped accessible will be part of the Phase II project that is currently in the investigative stage.

FORMULATION OF GOALS FOR FACILITIES

An *ad hoc* committee of school advisory board members, school administrators, the pastor, and members of the Buildings & Grounds Committee met on April 23, 2015 to discuss the school's Facilities plan.

The group determined that the existing goal was appropriate, that is, "BSS will provide a safe and academically conducive environment for learning". We then discussed in detail, views of the current and future facilities needs. From that discussion the following list of objectives was developed:

- Implement the recommendations from the Diocesan Safety Audit
- Conduct regular maintenance, painting and other projects to maintain operational and visual integrity of the property, including:
 - Annual roof inspection
 - Annual air conditioner cleaning
 - Plumbing maintenance
- Complete repairs to gym, including upgrades to bleachers
- Upgrade stage, including lighting and sound systems
- Improve visual appeal of entrances:
 - Clear clutter from entrance focal wall (storage of cones, etc.)
 - Placement of bicycle racks
 - Landscaping by sign and front tree
- Review heating and cooling system to maximize efficiency
- Long-term planning for:
 - Church roof
 - Playground equipment and permanent basketball hoops
 - Parish Center
 - Additional grounds space

- Sprinkler system for original building

Members of the Building & Grounds Committee recognized a need for that committee to try to meet quarterly to stay current with maintenance needs and review the budget and goals.

It was also recognized that the Long Range Planning document is quite dated and in need of revision, as it was created before the recent additions and upgrades to the school. Committee members are willing to assist with an update.

FINANCE ASSESSMENT NARRATIVE

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 continued 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: $\geq 60\%$ Parish Subsidy: $\leq 30\%$ Fundraising: $\geq 10\%$

Blessed Sacrament continues to match or exceed these recommendations. The 2012-2013 fiscal year resulted in a support level of Tuition: 65% Parish: 24% Fundraising: 11%. The present fiscal year is line to match these recommendations as well.

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 2012-2013 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 2012-2013 fiscal year was \$ 363,371.04. This was the lowest in recent years and a subsidy in the range of \$400,000 to \$500,000 is more typical. However, the more typical range continues to look sustainable for the near future.

School Budget

Each February/ March, 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 2012-2013 School Budget is included below.

School Income & Expenses 2012/2013

School Receipts

Tuition & Fees	\$ 1,610,062.64	
Gifts/Fundraising/Annual Fund	\$ 332,328.98	*includes donation for air conditioning to be done over summer
Other	\$ 946.18	

Total Receipts	\$ 1,943,337.80
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School Expense

Salaries	\$ 1,345,320.16
Fringe Benefits	\$ 399,212.69
Books & Supplies	\$ 137,154.79
Repairs and Maint	\$ 31,458.31
Equipment & Furniture	\$ 17,389.62
Telephone & Utilities	\$ 66,807.09
Liability Insurance	\$ 15,459.00
Contractual Services	\$ 47,008.99
Student Expenses	\$ 50,560.83
Tuition Assistance	\$ 135,137.67
Other	\$ 61,199.69

Total Expenses	\$ 2,306,708.84
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School expenses in excess of receipts	\$ (363,371.04)
Parish subsidy to school	\$ 363,371.04
	\$ -

Non-operating Receipts & Expenses

School Groups	\$ 2,550.25	
Air Conditioning	\$ (32,870.96)	*more to be spent during summer/fall
Building on Tradtion Receipts	\$ 582,179.25	
Building on Tradtion Expenses	\$ (7,775.52)	
	\$ 544,083.02	

PERSONNEL & GOVERNANCE ASSESSMENT NARRATIVE

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. History records that the input of the parishioners and parents helped to form a “teaching program...ahead of its time.” 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 lead to the formation of the Home - School Association. A major role of this organization was fundraising to earn extra dollars 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 implements 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 consultative 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 in June. The Pastor chooses the officers. Board orientation, functions of a board, and long-range planning are part of the inservice programs the Diocese provides the board.

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

The board's main task is the recommendation and development of polices relating to planning, operating and maintaining facilities and equipment. 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 9 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. They can sign up for committees or a specific job. This organization fundraises to enhance educational programs. They help both the teachers and students. 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, such as new tables for the lunch room – not capital improvements.

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.

SCHOOL IN THE COMMUNITY ASSESSMENT NARRATIVE

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. A two-story building of buff colored brick with cut limestone trim to contain ten large classrooms, a domestic science room, an office, a library, nurse's office, two playrooms, and a large lounge for the nuns. Father Tarrent laid the cornerstone on May 25, 1925. The new school was ready for occupancy on August 31, 1925. Six Ursuline Nuns and some lay teachers served as the first faculty. 284 children were enrolled. There was no charge for the education of the young. The enormous cost was gladly borne by the parish. Most recently we dedicated a \$5.4 million addition to the school in August 2011 consisting of an office wing, preschool wing, a library/media center, and a full-sized gymnasium.

All students participate in mission projects and work on charitable drives throughout the school year. School services include learning resource teachers for grades K-8, speech services and a school counselor. Art Outreach, Character Education, and D.A.R.E. are other programs in which our students participate.

CURRENT SCHOOL IN THE COMMUNITY

Our school has many ways in which it reaches out to our local community in Springfield and other "communities" in which we belong. These other "communities" being: Our neighborhood, Central Illinois, and our world-wide Catholic community as a whole.

In the town of Springfield, our school has been known to support many local charities. These include: Holy Family Food Pantry, the Senior Center, St. Martin DePoores (currently the 8th grade class goes to St Martin's once a week to help with sorting of donated items. The school has also held "drives" for items in need at St Martin's), St. John's Breadline, Mini O'Beirne Crisis Nursery, American Red Cross, Catholic Charities, Catholic Relief Services, Parent Help Line, Pregnancy Care Center, Brenna Westlake, Danielle Loftus, Habitat For Humanity, American Diabetes Association, Ronald McDonald House, school families affected by breast cancer and more.

The neighborhood, in which Blessed Sacrament is a part of, is overwhelmingly supportive of our school. Many school children live within a few blocks of the school. Blessed Sacrament is also a

part of the Macarthur Blvd Association. Their mission is to improve the Macarthur Blvd area to make it more desirable to work, live and shop.

In Central Illinois our school has been supportive of the Red Cross and their efforts to help a town devastated by a tornado. The whole Springfield Catholic community (most importantly SHG who won a national award for their efforts) helped Washington, IL with donations and prayers.

Our world-wide Catholic community has also felt the warmth and generosity of the students and families at Blessed Sacrament. The Missionary Childhood Association (formerly The Holy Childhood Association) has received a lot of support from Blessed Sacrament from fundraisers put on by our students. Another has been the Shoeman Water Projects. The shoe donations are then exported to street vendors in places like Kenya, Haiti, and South America where they are sold for pennies on the dollar. The funds generated from exporting the shoes are used to provide water purification systems, repairs for hand pumps, and health and hygiene training in those countries. Our school has also held a book drive for a former student's mission in Africa. The most current project that our school and parish is supporting is the St. Theresa Youth Development and Education Center (STYDEC) in Kaleo, Ghana. Our current pastor, Father Jeff Grant and one of our deacons, Tom Burns, traveled to Ghana for the dedication in October 2013. Our students participated in a "non-uniform for uniforms" day during Catholic Schools Week in 2014 to support this mission. We are currently brainstorming other ways for our children to get more involved with this wonderful mission.

STAFFING ASSESSMENT NARRATIVE

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 Seventies saw a drastic reduction in the number of religious staff, and today there are none.

CURRENT STAFFING

In 2013-2014, there were 22 full-time teachers on staff and 9 part-time teachers. They include core teachers along with music, art, PE, computer, resource and Spanish. All teachers have a Bachelor's Degree, with 7 teachers having a Master's Degree. Years of teaching experience range from zero to 41 years. Support staff includes 4 full-time aides, 5 part-time aides, 2 part-time librarians, 1 part-time counselor, and an on-site speech therapist and limited resource teacher (both through District 186). 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 \$24,744 to \$45,985. 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 special meeting with the principal during the opening staff work day. They are each assigned a mentor in the building with a similar teaching assignment. No formal induction program exists.

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 inservices before or after the school year, the Diocesan Conference every other year, and individual conferences attended by staff.

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.

TECHNOLOGY ASSESSMENT NARRATIVE

The Critical Nature of Technology:

When considering how to create the optimal environment for learning, technology has, and increasingly will, play an integral part in the development of our students. Technology is ubiquitous, touching almost every part of our lives, our communities, our homes. Properly used, technology will help our students acquire the skills they need to survive, and even thrive in a complex, highly technological knowledge-based economy.

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. Currently, Blessed Sacrament does not have any dedicated funding sources for technology.

CURRENT STATUS OF TECHNOLOGY:

The computer lab currently provides labs once a week for grades K-8. The computer lab is currently stocked with 32 computers and the library has 4 computers. Additionally, the iPad cart has 30 iPads. The laptops in the lab are not functional at this point. Every classroom has a computer while nearly every classroom at BSS has a SmartBoard. The school has four document cameras. The school also has a technology club.

What We Want to Achieve:

Integrating technology into classroom instruction means more than teaching basic computer skills and software programs in a separate computer class. Effective tech integration must happen across the curriculum in ways that deepen and enhance the learning process. To be effective, students must be interactive in this process and receive extensive and consistent feedback. Effective technology integration is achieved when the use of technology is routine

and transparent and when technology supports curricular goals. Technology should also change the way our teachers provide our students with the tools to both learn with the opportunity to develop prowess on the types of tools they will increasingly rely on as technology plays a larger and larger roles in today's world. When technology is effectively integrated into subject areas, our teachers will grow into roles of advisor, content experts and coaches. In short, the more involved the students become, the better will be their understanding of how best to exploit technology.

Goal:

Attain fully integrated, collaborative use of technology within the classroom

Possible Objectives:

- 1) Explore Google Apps – or similar technology for use in the classroom
- 2) Encourage and enhance technology use among students

- App class show and tell.

With this approach, each student would locate and research an app and then describe to his or her class what this particular app does, how they located it, how they utilize it and why it is important.

- Student technology gurus

Designate students who have demonstrated an aptitude for technology and who could then mentor other students on either a formal or informal basis.

- IPad/Technology check-out privileges
- Competition with other catholic schools

Done through the technology club – or similar forums

- 3) Stay current on technology purchases
 - The ever-evolving, dynamic nature of technological innovation makes it imperative that the School stay up to date with its resources
- 4) Create a Technology Advisory Committee

- Comprised of school officials, parents, and parishioners, the committee's express duty would be to study technology trends, and recommend to Father and the BSS Principal how best, within given budgetary parameters, to proceed in providing the most innovative, effective technological tools for the school.

5) Secure funding sources for ongoing technology purchases

- Technology is an investment that, unlike bricks and mortar, has a fleeting half-life. The dynamic nature of the medium, for better or worse, creates a fairly constant need for resources.
 - Grant Funding:
 - Establish a goal of applying for 10 technology-related grants annually. Allow grant writing activities to be applied against the required 20 hours of service time.
 - Establish a matching dollars technology program.
 - Hold an Annual BSS Technology Exhibition

CATHOLIC IDENTITY			
Goal: Increase Catholic identity in the students by the school fostering greater skills and confidence in the students to live and share their faith and so become evangelizers themselves.			
2015-2016 OBJECTIVE	RESOURCE NEEDS	COMPLETION DATE / RESPONSIBILITY	STATUS
Teach 8 th grade students how to share their faith verbally and give them opportunities to do so.	Teachers, students	SY15-16/faculty	

CATHOLIC IDENTITY			
Goal: Increase Catholic identity in the faculty by additional faculty catechesis to further nurture their spiritual lives and knowledge of the faith.			
2015-2016 OBJECTIVE	RESOURCE NEEDS	COMPLETION DATE / RESPONSIBILITY	STATUS
Select an adult faith enrichment program that will nurture the faculty's spiritual life and understanding of the faith	Budget	SY15-16/Pastor and principal	

CATHOLIC IDENTITY			
Goal: Increase Catholic school parents' practice of the faith to the minimum of keeping the Sunday obligation.			
2015-2016 OBJECTIVE	RESOURCE NEEDS	COMPLETION DATE / RESPONSIBILITY	STATUS
Have a year-long "The school week begins on Sunday" campaign.	Coordinator/volunteer	SY15-16/principal, Pastor, coordinator	

CURRICULUM

Goal: To provide professional development opportunities to the teachers in meeting the needs of a diverse student population in all subject areas.

2015-2016 OBJECTIVE	RESOURCE NEEDS	COMPLETION DATE / RESPONSIBILITY	STATUS
To continue professional development to increase teachers' knowledge of effective instructional methods and accommodations for students with learning disabilities.	Teachers, Principal, teachers from other schools	2015-2016 school year	
To implement the use of Google Docs & other appropriate apps for students with resource needs	Computers, iPads, teachers, technology teacher, Principal	2015-2016 school year	
To distribute yearly report on all resource students and meet monthly with a problem solving team for ongoing assessment of students.	Rti support materials, classroom teachers, resource teachers, Principal	Ongoing/2015-2016 school year	

DEVELOPMENT AND PUBLIC RELATIONS			
Goal: Increase communication to effectively promote the visibility of Blessed Sacrament School both within the school community, within its various constituencies and to the general public.			
2015-2016 OBJECTIVE	RESOURCE NEEDS	COMPLETION DATE / RESPONSIBILITY	STATUS
Increase Use of Social Media	Development Director	Ongoing	
Begin a Development Newsletter for Parents	Development Director	August, November, January, March	

DEVELOPMENT AND PUBLIC RELATIONS			
Goal: Provide and foster meaningful involvement opportunities for individuals to encourage a sense of mission, community spirit and cooperation			
2015-2016 OBJECTIVE	RESOURCE NEEDS	COMPLETION DATE / RESPONSIBILITY	STATUS
Conduct Parent Satisfaction Survey	Development Director, Principal	November	
Promote Link between Donations and End Results	Development Director and Committee, Principal	Ongoing	

DEVELOPMENT AND PUBLIC RELATIONS			
Goal: Establish and maintain a framework for effective fundraising that encourages positive and enduring donor relationships			
2015-2016 OBJECTIVE	RESOURCE NEEDS	COMPLETION DATE / RESPONSIBILITY	STATUS
Calculate donor retention rates over last five years	Development Director	Development Director	
Parent Committee for Annual Fund	Parent Volunteers	In place by December	
Revise Giving Levels for Annual Fund	Development Committee Input	September	

ENROLLMENT

Goal: Develop and implement an enrollment plan to maintain consistent student enrollment at all grade levels.

2015-2016 OBJECTIVE	RESOURCE NEEDS	COMPLETION DATE / RESPONSIBILITY	STATUS
Increase connections after follow-up letter to Baptisms with families of children Baptized at Blessed Sacrament Parish by sending remembrance card on yearly Baptism anniversary.	Baptismal Records, Form for Prospective Students, Baptism Anniversary cards	Ongoing/Assistant Principal	
Students create a Baptism blanket as a Blessing from Blessed Sacrament School to give to the parents.	Students, materials	Ongoing/Assistant Principal	
Utilize Form for Prospective Students to continue to develop and implement plan for reaching out to prospective new families to BSS.	Form for Prospective Students checklist	Ongoing/Assistant Principal, Development Director, School Board Members	
Yearly Review of School brochure, promotional materials, and BSS website for prospective families.	Brochure, Photos, Website	December 2015/Assistant Principal, Development Director	
Continue to develop Core Group of Parent Ambassadors to mentor prospects from open houses and tours.	Parents, Form for Prospective Students	Ongoing/Assistant Principal, Development Director	

FACILITIES

Goal: BSS will provide a safe and academically conducive environment for learning

2015-2016 OBJECTIVE	RESOURCE NEEDS	COMPLETION DATE / RESPONSIBILITY	STATUS
Implement the recommendations from the Diocesan Safety Audit	Parish Finance Committee, Crisis Management Plan Committee, financial resources	Ongoing	
Conduct regular maintenance, painting and other projects to maintain operational and visual integrity of the property, including: -Annual roof inspection -Annual air conditioner cleaning -Plumbing maintenance	Parish Finance Committee, Buildings & Grounds Committee, other donations, volunteer time	Ongoing	
Complete repairs to gym, including upgrades to bleachers	Parish Finance Committee, Building & Grounds Committee, other donations	May 2016	
Upgrade Stage, including lighting and sound systems	Parish Finance Committee, Building & Grounds Committee, other donations, volunteer time	May 2016	
Improve visual appeal of entrances: -Clear clutter from entrance focal wall (storage of cones, etc.) -Placement of bicycle racks -Landscaping by sign and front tree	Parish Finance Committee, Building & Grounds Committee, other donations, volunteer time	September 2015	
Review heating and cooling system to maximize efficiency	Building & Grounds Committee	December 2015	
Long-term planning for: -Church roof -Playground equipment and permanent basketball hoops -Parish Center -Additional grounds space -Sprinkler system for original building	Planning consideration	TBD	

FINANCES

Goal: BSS will provide an affordable yet sustainable parish school.

2015-2016 OBJECTIVE	RESOURCE NEEDS	COMPLETION DATE / RESPONSIBILITY	STATUS
Maintain a tuition assistance program to assist families in need to finance a BSS education.	None	Ongoing/ Finance Council Father	
Continue to maintain a sustainable school funding structure of Tuition: 60%, Parish: 30%, Fundraising 10%	NCEA	Ongoing/ Father, Finance Council, Principal, School Budget Director, Development	

PERSONNEL AND GOVERNANCE

Goal:

2015-2016 OBJECTIVE	RESOURCE NEEDS	COMPLETION DATE / RESPONSIBILITY	STATUS
Update Crisis Management and educate staff in the current philosophies regarding safety	Principal, professional development time with staff	Summer 2016/ Principal	
Review the purpose and connection of the Parent-School Association (PSA) to the school	None	Summer 2016/ Principal and PSA president	

SCHOOL IN THE COMMUNITY			
Goal: Increase students' outside understanding of community and its relationships			
2015-2016 OBJECTIVE	RESOURCE NEEDS	COMPLETION DATE / RESPONSIBILITY	STATUS
Tie monthly service activity to scripture and/or leadership traits of the month: Sept. – Respect for Others Oct. – Respect for Self Nov. - Citizenship Dec. - Caring Jan. - Responsibility Feb.- Trustworthiness March - Determination April - Fairness May - Ambition	List of charity, service, justice-themed scripture passages	SY15-16, Classroom Teachers	
Increase student involvement for service to community (not always monetary) to combine with stewardship activities.		SY15-16, Classroom Teachers	

SCHOOL IN THE COMMUNITY			
Goal: Involve school and students in the community as it relates on a local level.			
2015-2016 OBJECTIVE	RESOURCE NEEDS	COMPLETION DATE / RESPONSIBILITY	STATUS
Increase student involvement in our own parish through activities (Eg: help days, contact with shut-ins, Garden party etc.)	Development director, School Board & Parish staff member	SY15-16, Coordinators	
Increase student involvement in our local Springfield Catholic community. (Eg: St Patrick's School, St Joseph Home, mother house, St Martin etc.)	Classroom teachers/volunteers	SY15-16, Coordinators	

SCHOOL IN THE COMMUNITY

Goal: Involve school and students in the community as it relates on a national and international level.

2015-2016 OBJECTIVE	RESOURCE NEEDS	COMPLETION DATE / RESPONSIBILITY	STATUS
Support and maintain the annual 8th grade trip to the March for Life and the corresponding letters written to the members of Congress.	Coordinator, teachers	SY15-16, Coordinator	
Increase Ghana communication with our students and their programs through various means (online, Skype, letters...)	Ghana team & Deacon Tom Burns	SY15-16, teachers	

STAFFING

Goal: BSS will provide the necessary, specialized, and support staff to achieve academic excellence.

2015-2016 OBJECTIVE	RESOURCE NEEDS	COMPLETION DATE / RESPONSIBILITY	STATUS
Evaluate the use of classroom aides	Finances (supported by budget item: Instructional Salaries)	Principal/Pastor August 2016	
Evaluate teaching assignments to make the best use of teachers' talents	None	Principal August 2016	
Evaluate the structure of the resource staff and services provided	Possible Finances (supported by budget item: Instructional Salaries)	Principal/Pastor August 2016	

TECHNOLOGY

Goal: Attain fully integrated, collaborative use of technology within the classroom

2015-2016 OBJECTIVE	RESOURCE NEEDS	COMPLETION DATE / RESPONSIBILITY	STATUS
Explore Google Apps or similar technology for use in the classroom	Professional development time	SY15-16/ technology teachers	
Encourage and enhance technology use among students	Teachers	Ongoing throughout SY15-16/Teachers and administrators	
Stay current on technology purchases	Budget	SY15-16 and beyond/ Create a task force of teachers to monitor and coordinate with Father/Kathy on purchases	
Create a Technology Advisory Committee	Volunteers, Chairperson	SY15-16 and ongoing/ This can be comprised of parents, parishioners and teachers. The goal should be for the committee to provide advice to Father and Kathy about how new technology can be best procured and deployed within the school	
Secure funding sources for ongoing technology purchases	Grant writer(s), Development Director	SY15-16 and ongoing/ Organized under the Development Director. These would be tasks/submissions carried out by parents (possibly in fulfillment of their 20 hour per year volunteer obligations) soliciting funding from various sources. Successful solicitations could be used to fund previously described endeavors.	