CHATHAM SCHOOL DISTRICT

Operational Management Plan

School Years 2026–2027 through 2028–2029

Prepared for the Chatham School District Board of Education

David P. Langford, Superintendent

Angoon • Tenakee Springs • Gustavus • Klukwan

Draft — Pending Board Review and Adoption

Updated: October 27, 2026

1. Purpose and district overview

This plan upgrades the Operational Management Plan (v2, August 2026) with four years of AK STAR results, seven years of funding data shown as run charts, SERRC business-services procedures, and recommended strategies for 2026–27 through 2028–29.

Vision: "Preparing all students for our diverse communities for a local and global future while strengthening and sustaining culture."

Mission: "We support students to become independent adults by promoting exceptional educational and cultural experiences."

Item	Detail
Communities and schools	Angoon (district office), Gustavus, Klukwan, Tenakee Springs (homeschool / correspondence program)
Geography	About 43,000 square miles of Southeast Alaska, reached by state ferry and/or plane
Grades	PK/K–12
Enrollment	162 (2024–25); 163 (2023–24); 153 (2022–23)
Governance	Elected District Board of Education; Advisory School Board at each site
Superintendent	David P. Langford
Staff (roster, Oct 27, 2026)	61 positions: 59 filled, 2 vacant (both at Klukwan); 28 at Angoon, 14 Gustavus, 13 Klukwan, 4 Tenakee, 2 district office
Business services	Contracted through SERRC (AP, payroll, HR, business manager)

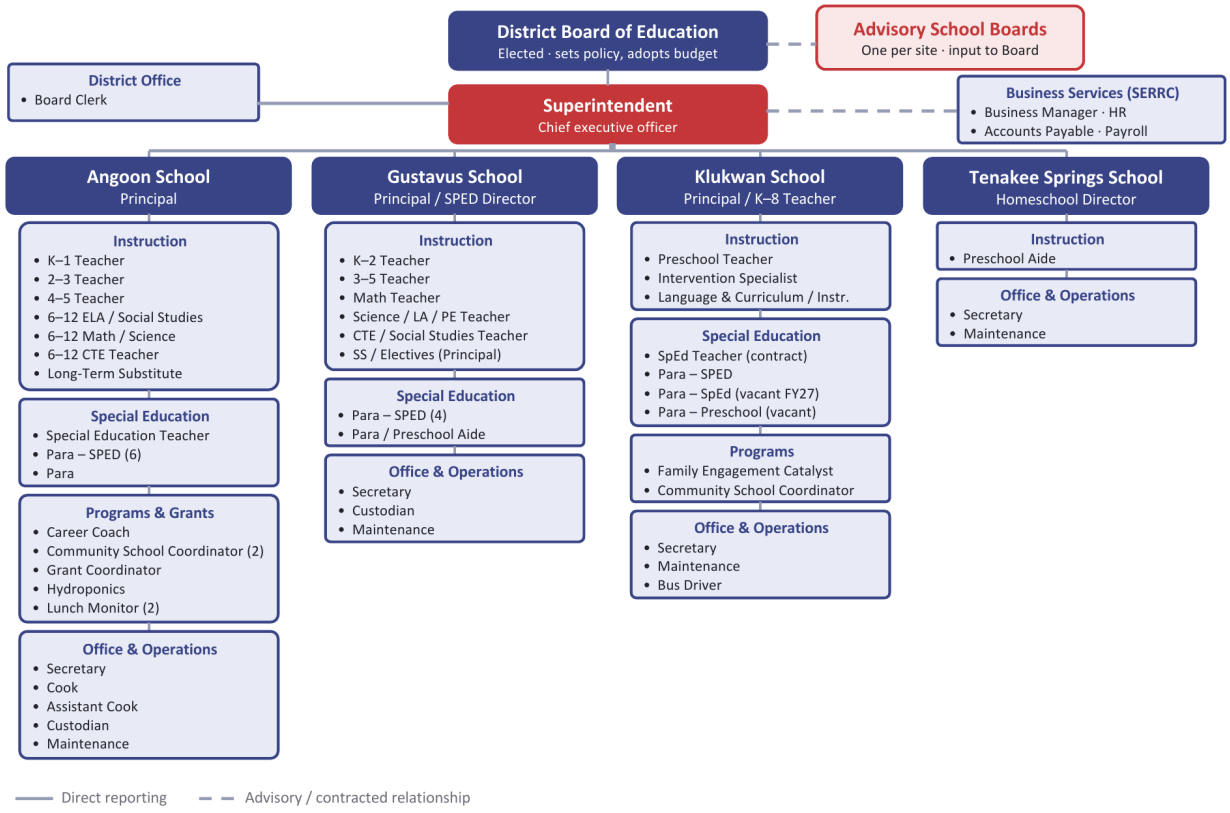
2. Governance and roles

The Board sets policy and adopts the budget; the Superintendent runs the district within those limits across all four sites.

Role	Responsibility
District Board of Education	Sets policy, adopts budget, approves this plan and amendments
Superintendent (David Langford)	Executes the plan; manages staffing and budget within Board-approved limits
Business Manager (Christina Ferguson, SERRC)	Budget, financial reports, cash flow, grant finances, escalations
Registrar / Board Secretary (Dawn Georgia)	Student records and registration; Board meeting and work-session agendas — dgeorgia@chathamsd.org
Advisory School Boards (each site)	Site input on school performance and priorities
Angoon Principal (Emma Demmert)	Leads Angoon School (28 staff): staffing, instruction and site operations

Role	Responsibility
Gustavus Principal & SPED Director (Karen McSpadden)	Leads Gustavus School (14 staff); directs special education; teaches Social Studies / Electives
Klukwan Principal & K–8 Teacher (Dmitrieva “Mimi” Antal)	Leads Klukwan School (13 positions, 2 vacant) and teaches K–8
Tenakee Homeschool Director (Adam Doten-Ferguson)	Leads the Tenakee Springs homeschool / correspondence program (4 staff)

The district organization chart below shows positions from the October 27, 2026 staff roster; each school's chart with staff names is in the appendix.



Chatham School District organization chart, 2026–27 (positions only). Source: Chatham Staff Roster, updated 10.27.2026.

3. Staffing plan

The October 27, 2026 roster lists 61 positions, 59 filled; its 14 teaching positions match the 14 teachers budgeted for 2026–27, down from 19.5 teacher FTE in 2024–25.

Staffing category	2023–24 actual	2024–25 actual	2025–26	2026–27 roster (Oct 27)	2027–28 planned	Notes
Certificated teachers	20.25	19.5		14	17	12 classroom + 2 teaching principals; matches budget

Staffing category	2023–24 actual	2024–25 actual	2025–26	2026–27 roster (Oct 27)	2027–28 planned	Notes
Administrators	2.25	2.00	3	5	3	Superintendent + 4 site leaders; budgeted 3
Special education staff	—	—	2	13 + 1 vacant	3	2 SpEd teachers + 11 paras; 1 Klukwan para vacant
Classified / support	—	—		22 + 1 vacant		Aides 6, programs 7, office 5, food 4; 1 Klukwan para vacant
Maintenance and operations	—	—		7		Maintenance, custodians, bus driver

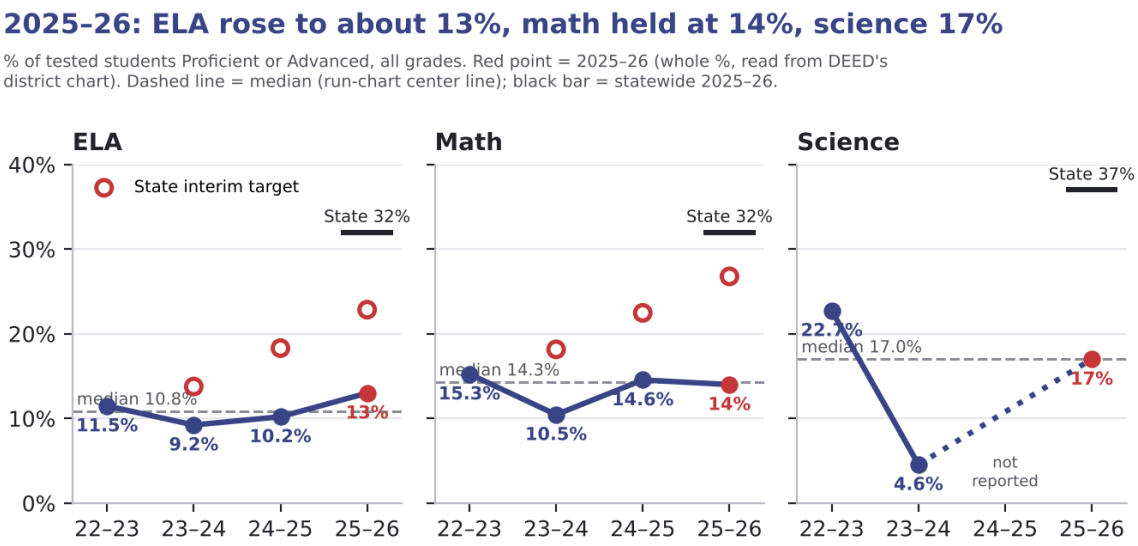
Staff by site, from the October 27, 2026 roster (Cherish Hansen):

Site	Leader	Positions	Vacant	Largest groups
Angoon	Principal	28	0	Para – SPED 6, teachers 6, programs & grants 5, food service 4
Gustavus	Principal & SPED Director	14	0	Teachers 5, Para – SPED 4
Klukwan	Principal & K–8 Teacher	13	2	Programs 2 (community school, family engagement), instructional support 2
Tenakee Springs	Homeschool Director	4	0	Preschool aide, secretary, maintenance
District office	Superintendent	2	0	Superintendent, Registrar / Board Secretary

- Out-of-field teaching: 49.38% of teachers (2023–24) and 41.03% (2024–25).
- Emergency or provisional credentials: 1 teacher both years (4.94%, then 5.13%).
- 2026–27 changes: Dawn Georgia serves as Registrar / Board Secretary; new site leaders are listed in Section 2; SERRC continues business services; website and PowerSchool via techops@serrc.org; OASIS via Kyle Schneider (kyle@gsded.com).
- Vacancies (Oct 27): Klukwan Para – Preschool and Klukwan Para – SpEd (vacant for FY27). Angoon's Math/Science, custodian and maintenance openings from August are now filled.
- 2027–28: no position changes anticipated.

4. Student achievement: AK STAR, four years

In 2025–26 about 13% of Chatham students tested proficient in ELA, 14% in math and 17% in science, well below the statewide 32%, 32% and 37%. ELA reached its highest point in four years, but no year has met the state interim target (22.85% ELA and 26.78% math for 2025–26).



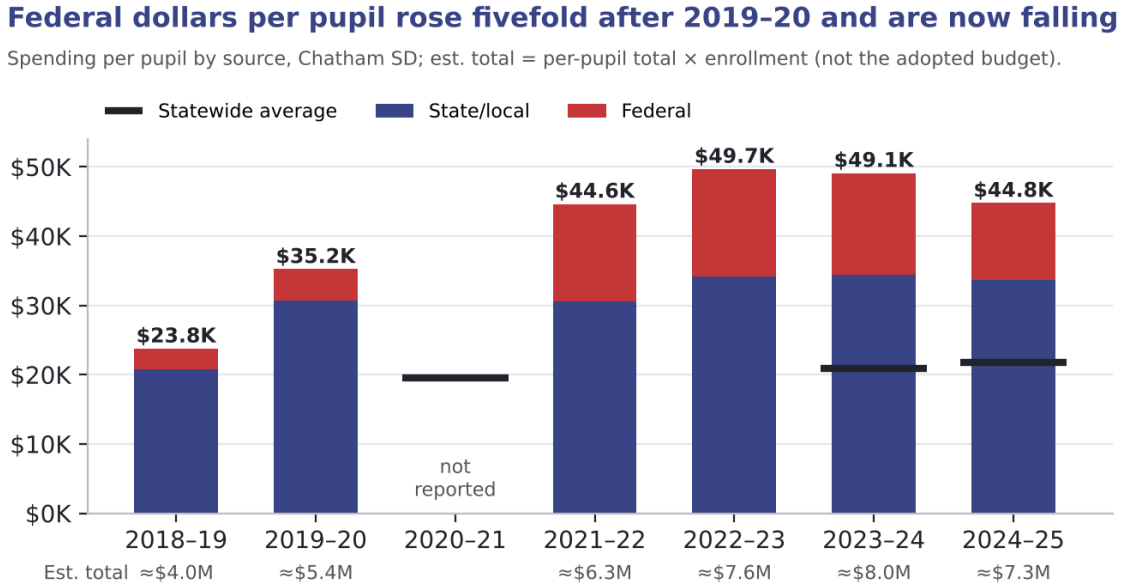
Alaska DEED Report Card to the Public, 2022–23 to 2024–25; DEED Statewide Summative Assessment Results, 2025–26 (data release, September 2026), district charts read to the nearest whole percent · all grades, all tested students

- **Participation is the most urgent gap.** The share of students tested fell to 56% in ELA and 64% in math in 2024–25, against a 95% requirement; statewide participation in 2025–26 was 79.6% in ELA and 79.4% in math. Low participation also makes results unstable with 40–65 students tested.
- **Accountability view.** For full-academic-year students only, DEED reported ELA 9.23% → 8.11% → 0%^ and math 13.85% → 9.46% → 0%^ through 2024–25 (^ privacy-suppressed, not a true zero). 2025–26 accountability results are not yet released; the 2025–26 interim targets are 22.85% ELA and 26.78% math.
- **Largest band.** Through 2024–25, 61–63% of students scored Needs Support in ELA and 66–73% in math every year; moving students from Approaching to Proficient is the fastest lever.
- **Science (grades 5, 8, 10).** 22.7% proficient in 2022–23, 4.5% in 2023–24, not reported in 2024–25 (no grade 5 or 8 students tested), and about 17% in 2025–26 against 37% statewide.
- **Other indicators, 2024–25.** Chronic absenteeism 51.05%; attendance 88.22%; 5-year graduation rate 70%.

Statewide ranking, 2025–26: Chatham was 11th lowest of 50 districts in ELA, 12th lowest of 49 in math and 11th lowest of 49 in science on DEED's district charts. Replace the rounded 2025–26 values with exact percentages, participation and grade-level results when the DEED report card posts.

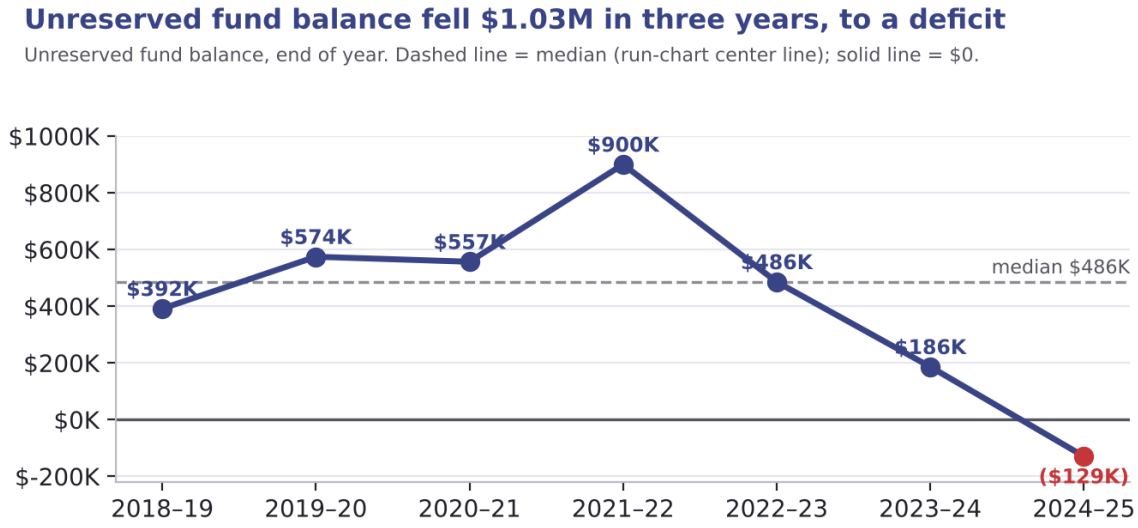
5. Funding and financial management

Chatham spends about twice the state average per pupil, but federal dollars are shrinking and the unreserved fund balance turned negative in 2024–25 — the top budget risk for this plan.



Alaska DEED Report Card to the Public, Chatham SD, 2018–19 to 2024–25 · est. total = per-pupil total × enrollment (not the adopted budget)

- Federal funds per pupil went from $2,968 (2018–19) to a peak of $15,546 (2022–23), then fell to $11,084. The peak years likely include one-time COVID relief (ESSER), which has ended; confirm with the Business Manager.
- State/local funds per pupil have held near $30,500–$34,500 since 2019–20.
- Instructional share of spending: 69.1% (2018–19), 59.1% (2021–22), 64.1% (2024–25) vs 75.1% statewide.

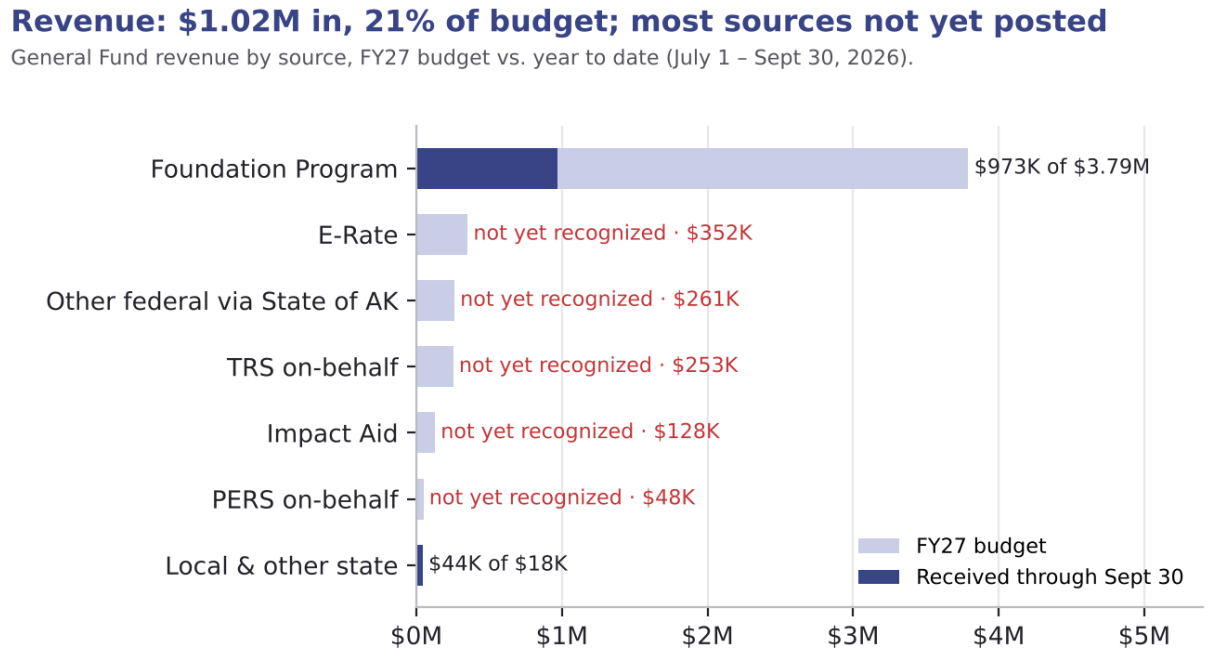


Alaska DEED Report Card to the Public, Chatham SD, District Fund Balance, 2018–19 to 2024–25

- Reserved fund balance moved between $212K and $546K over the same years; it was $222,913 in 2024–25.
- The unreserved balance has been below its 7-year median for three straight years, and has dropped each year since 2021–22 — a real downward trend, not normal variation.

FY27 budget-to-actual through September 30, 2026

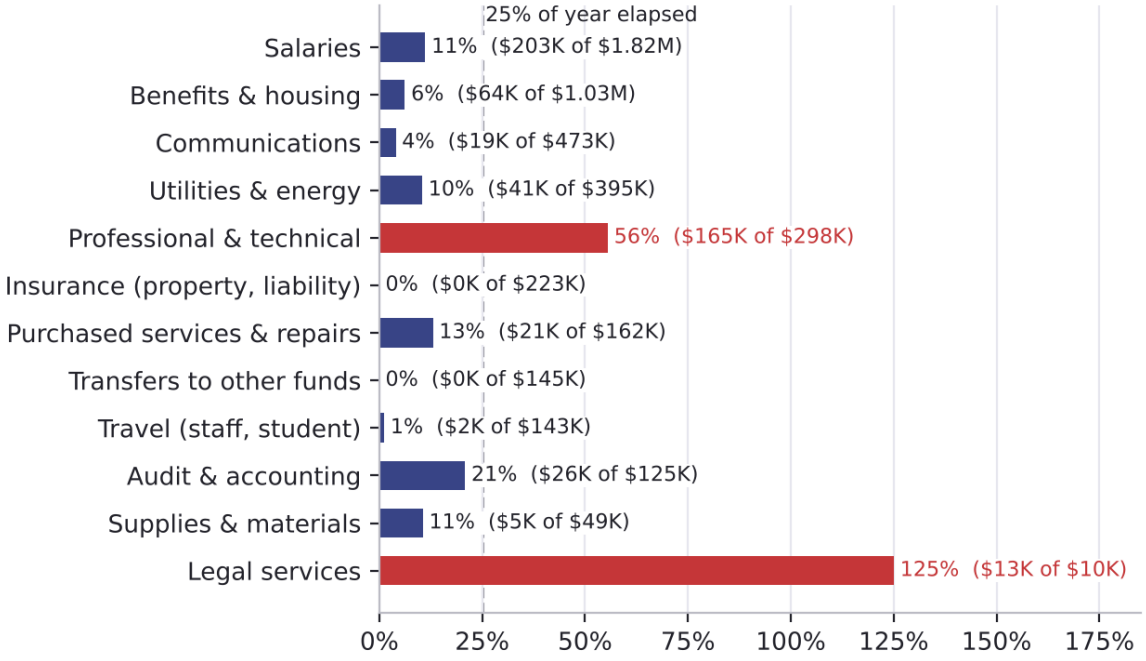
At 25% of the fiscal year, the General Fund has recorded $1,016,395 in revenue (21.0% of the $4,851,845 budget) and $567,253 in spending (11.7% of the $4,849,833 budget). The Business Manager cautions that the roughly $449,000 difference is timing, not a surplus or spendable cash: E-Rate, Impact Aid, TRS/PERS on-behalf and other federal and state revenue have not yet posted, and many salary, benefit, insurance and utility costs post later in the year.



Fund 100 Budget vs Actual, July 1 – September 30, 2026 (report run 10/7/2026). "Local & other state" combines other local revenue, rental income, investment earnings and other state revenue.

Spending at 11.7%; professional and legal services over pace

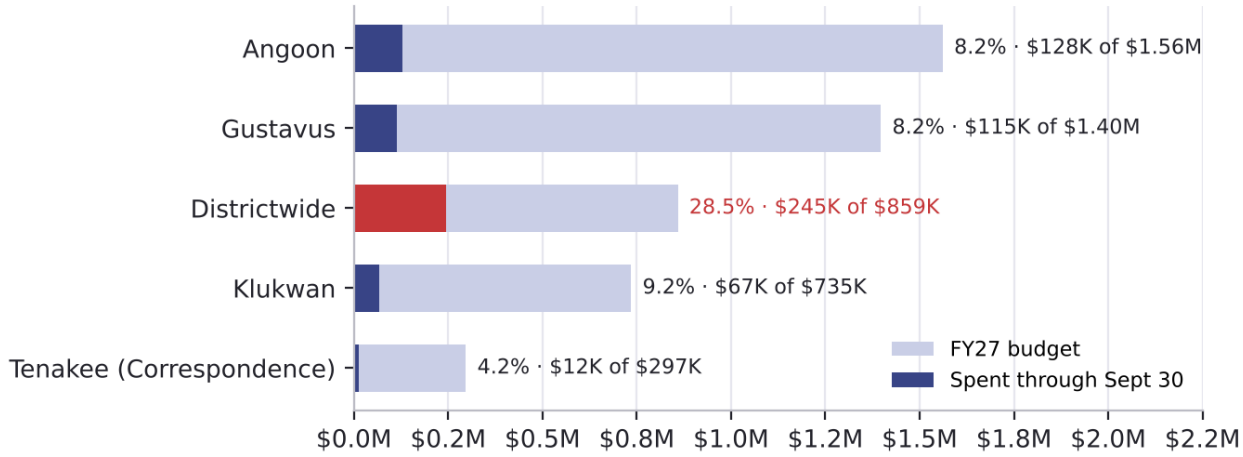
Share of FY27 General Fund budget spent through Sept 30, 2026 (red = ahead of the 25% pace).



Fund 100 Budget vs Actual, all sites combined, through 9/30/2026. Categories group object codes 311–550; other expenses, dues and indirect cost recovery (net –$18,575 budget) are not shown.

Sites are 4–9% spent; districtwide costs are at 28.5%

FY27 General Fund budget and spending through Sept 30, 2026, by site.



Fund 100 Budget vs Actual by site, through 9/30/2026. Professional and technical services account for $142,053 of districtwide spending.

Financial watch items from the October 2026 board report

Item	Amount / status	Recommendation
FY26 fund balance	Closed FY26 negative; FY26 audit under way	Rebuild a positive balance and cash reserve as the central FY27 priority; auditors and DEED are watching
Prior-year invoices	Unpaid vendor invoices back to 2024 still arriving	Validate and pay; record in the correct year; tighten districtwide purchasing and AP
Professional & technical services	$165,400 of $297,656 (56%)	Monitor monthly; most is districtwide
Legal services	$12,507 vs. $10,000 budget (125%)	Address in the first FY27 budget revision
Personnel costs	Hiring exceeds some budget assumptions; teacher negotiations open	Reconcile actual salary and benefit costs to the adopted budget
Food Service (Fund 255)	FY26 shortfall $37,347 ($77,622 spent vs. $40,274 revenue)	Cover with district resources; plan to close the gap in FY27
Transfers to other funds	$145,000 budgeted	Make only if actual General Fund results and cash allow
One-time state funding	$282,433 projected (subject to DEED adjustment)	Keep uncommitted; no new recurring obligations
Capital improvement & replacement	Little margin in the FY27 budget	Build a districtwide list with costs, urgency, timing and funding sources
Audit and internal controls	Credit card documentation; prior stale-check finding	Finish corrective work; staff submit receipts, approvals and coding promptly

September 2026 payments. General Fund checking paid $145,956.88 in 32 payments. The largest were Public Education Health Trust ($38,844), Frontline Technologies ($14,443), Inside Passage Electric ($14,287 in two payments), HUB International ($13,871), PowerSchool ($12,990 in two payments) and Jonathan Wunrow ($10,000). Staff Housing checking paid $1,958.70.

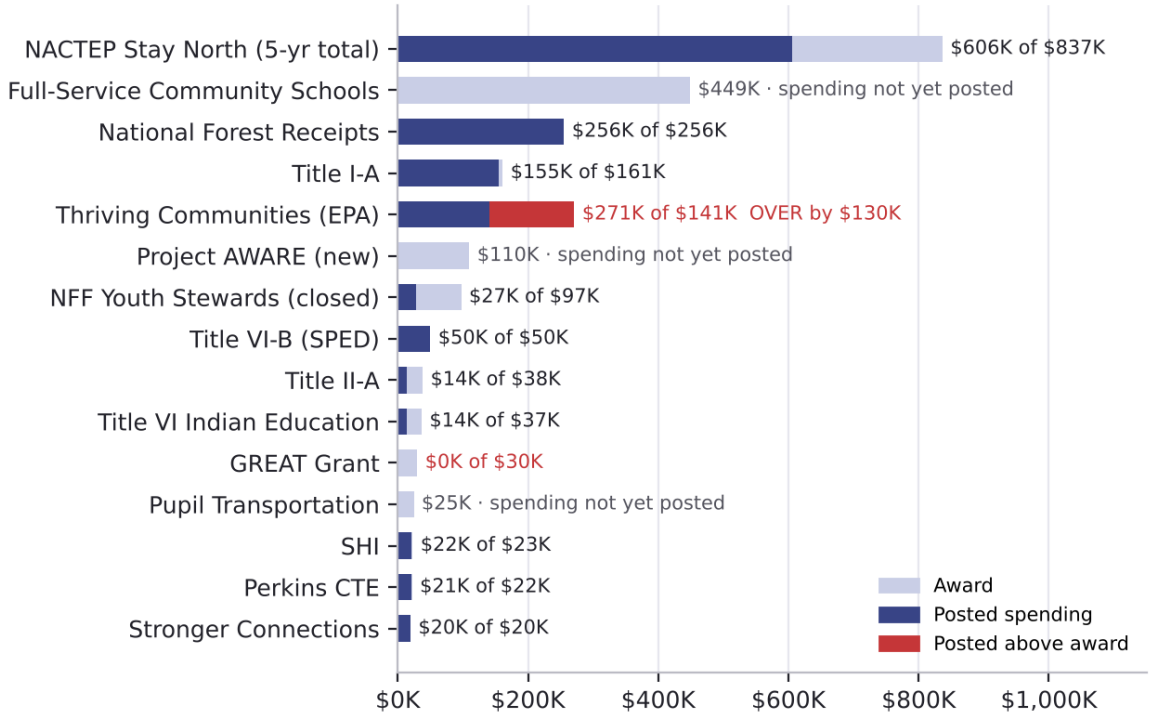
Open items for the Business Manager: the FY26 audited fund balance; total prior-year invoices received to date; the cost of FY27 staffing above budget assumptions; and timing of the first FY27 budget revision.

Current district grants

The district's grant tracker lists about $2.4 million in grant and special-revenue awards across the 23 funds with amounts (several more await award notices), led by NACTEP Stay North ($837K over five years), Full-Service Community Schools ($449K a year) and National Forest Receipts ($256K). Four grants need action now: Thriving Communities is posted $130K above its award, GREAT ($30K) has no lead or budget, the Angoon hydroponic microgrant report is due October 31, and NACTEP's final year ended September 30.

Grants: Thriving Communities over-posted; GREAT grant untouched

15 largest awards: award vs. posted expenses and encumbrances. CSD FY27 Grant Tracking, updated Oct 2, 2026.



CSD – FY27 Grant Tracking, Current Grant Summary (updated October 2, 2026). Amounts are the tracker's award column, which still reflects FY26 awards for most funds; spending is posted expenses and encumbrances.

Grant actions for the next 90 days

Grant (fund)	Issue	Action and lead
Thriving Communities, EPA via Philanthropy Northwest (308)	**$271,269 posted vs. $141,109 FY26 award; total award is $250,000 for 10/1/25–7/31/27**	Reconcile coding or overrun immediately; monthly invoices due the 15th · Clara Natanobah, Business Manager
GREAT Grant (269)	**$30,000 awarded, $0 spent, no assigned lead**	Name a lead and submit an approved budget before spending · Superintendent
Micro-Grant for Food Security – Angoon hydroponics (240)	**$10,000 award, no posted expenses; award period ended 9/30/26**	Final report due 10/31/26; final payment released on financial report · Emma Demmert
NACTEP Stay North, with Angoon Community Association (316)	$230,610 remaining; grant year ended 9/30/26; pays the Angoon CTE teacher	Confirm no-cost extension or Year 6 award · Jon Wunrow
NFF – Tlingit & Haida Youth Stewards (306)	Marked closed with $66,131 unspent, though two sub-awards run to 9/6/27 and 4/30/28	Confirm which funds are still available before they lapse · Emma Demmert
Impact Aid (100)	No FY26 award estimate or funds received; FY25 award was $182K; FY27 budget assumes $127,791	Send the Business Manager the application copy for the audit; confirm award · Superintendent

Grant (fund)	Issue	Action and lead
Title II-A (286), Title VI Indian Education (350)	$24,253 and $22,907 (+$8,011 deferred revenue) unspent	Plan carryover spending; Title quarterly reports due 10/31, 1/31, 4/30, 7/31 · Superintendent, Emma Demmert
Full-Service Community Schools (317)	$214,429 remaining incl. carryover; grant ends 12/31/27	Build a sustainability plan for the community school coordinators · Tanya Salmi, Clara Natanobah

All current grants

Fund	Grant	Award	Posted	Remaining	Period / note	Lead
Federal formula and entitlement						
265	Title I-A	$161,227	$155,025	$6,202	Carries over (27 mo.)	Superintendent
260	Title VI-B (SPED)	$50,144	$50,080	$64	Carries over (27 mo.)	K. McSpadden
286	Title II-A	$38,367	$14,114	$24,253	Carries over (27 mo.)	Superintendent
350	Title VI Indian Education	$36,709	$13,802	$22,907	+$8,011 deferred revenue	E. Demmert, M.J. Duncan
270	Perkins CTE	$22,000	$21,224	$776	No carryover	J. Wunrow
259	Section 619 Preschool Disabled	$7,160	$4,187	$2,973	Carries over (27 mo.)	K. McSpadden
100	Impact Aid	TBD	—	—	FY25 award $182K	Superintendent
100	National Forest Receipts	$255,506	$255,506	$0	FY26 application filed 4/2/26	Superintendent
219 · 255 · 256 · 345	Title IV (new FY27); Food Service; Fresh Fruit & Vegetable; REAP	TBD	—	—	Food Service is reimbursed per meal served	Superintendent
Federal competitive and pass-through						
316	NACTEP Stay North (Angoon Community Assn.)	$836,708	$606,098	$230,610	10/1/21–9/30/26; extension pending	J. Wunrow
317	Full-Service Community Schools (AASB)	$449,000	—	$214,429	1/1/23–12/31/27	T. Salmi, C. Natanobah
308	Thriving Communities (EPA)	$141,109	**$271,269**	**–$130,160**	10/1/25–7/31/27; $250K total	C. Natanobah
318	Project AWARE (Tlingit & Haida, SAMHSA)	$110,000	—	—	9/30/26–9/29/27; 5-yr grant	—
306	NFF Youth Stewards (Tlingit & Haida)	$97,461	$27,498	$66,131	Marked closed	E. Demmert
State of Alaska						
269	GREAT Grant	$30,000	**$0**	$30,000	Budget needed before spending	**Unassigned**
205	Pupil Transportation	$24,584	—	—	No carryover; based on ADM	Superintendent
222	Stronger Connections	$19,602	$19,602	$0	FY25 carryover; no carryover	E. Demmert

Fund	Grant	Award	Posted	Remaining	Period / note	Lead
240	Food Security Microgrant (hydroponics)	$10,000	**$0**	$10,000	Report due 10/31/26	E. Demmert
100	Quality Schools (in Foundation)	$9,890	—	—	Deposit in May	Superintendent
239	Hunter Safety Education	$7,960	$4,179	$3,780	FY25 funds	Superintendent
236	BAG grant	$5,274	—	$5,274	Posted at year end	Superintendent
Foundations and tribal partners						
349	SHI	$23,000	$21,526	$1,474	7/1/25–6/30/26	E. Demmert
241	Glenn Bailey Foundation (STEM, Gustavus)	$15,000	—	—	New FY27 award	—
100	SHI – Sealaska Raven Writes	$5,000	$5,000	$0	$5K a year for 3 years	Superintendent
242	Healthy Is Here (SEARHC)	$5,000	—	—	New FY27 award	—

Ended or no FY26 award: Tlingit Native Language (ended 9/30/25), SE Conference Microgrant, Safety & Wellness, EHCY Travel, Literacy Grant. Red = needs attention.

Pending grant applications

Funder	Submitted	Amount	Site · purpose	Status
Newman's Own Foundation	4/28/26	$153,060	Angoon and Klukwan · food program (2 years)	Pending
Indian Education (Title VI)	5/11/26	$38,080	Districtwide	Pending
Glenn Bailey Foundation	4/29/26	$21,909	Gustavus · STEM robotics curriculum	Awarded 8/18/26 (tracker shows $15,000 — confirm)
RLIS	4/22/26	$17,671	Districtwide · CTE and Pre-K curriculum	Decision was due 9/30/26 — confirm
Quality Schools	5/15/26	$9,890	Districtwide	Pending
FEMA	2/6/26	Not stated	Klukwan (possibly Gustavus, Angoon)	Scope not defined for the Business Manager
Farm to School	—	—	—	Jon Wunrow checking whether pending
Alaska Community Foundation	1/30/26	$14,721	Klukwan · Chilkat Roots STEM summer program	Not awarded (3/9/26)

6. Recommended strategies, 2026–27 to 2028–29

Six strategies, each with a yearly target, aim to return the fund balance to positive by June 30, 2027 and roughly double AK STAR proficiency by spring 2029.

Strategy	Baseline (2024–25)	2026–27	2027–28	2028–29	Lead
1. Test every student — site testing plans, make-up sessions, family outreach before the AK STAR window	56% tested (ELA), 64% (math)	90% tested	95%	95%	Superintendent, site leads

Strategy	Baseline (2024–25)	2026–27	2027–28	2028–29	Lead
2. Raise AK STAR proficiency — K–3 structured literacy and Reads Act interventions; daily math intervention block; data meetings after each MAP Growth and mCLASS window	ELA ~13%, math ~14% proficient (2025–26)	ELA 15%, math 18%	ELA 20%, math 23%	ELA 25%, math 28%	Site leads, teachers
3. Cut chronic absence — monthly attendance review per site, family contact at 3 absences, attendance incentives tied to culture camps and activities	51% chronically absent	40%	32%	25%	Site secretaries, site leads
4. Restore fund balance — monthly budget-to-actual report, position control, Business Manager pre-review of every grant, charge allowable costs to grants, keep the $282,433 one-time state funding uncommitted, and build a capital replacement list	Unreserved ($129,419) in FY25; FY26 closed negative	Positive by June 30, 2027	Unreserved ≥ $150K	Unreserved ≥ $300K	Superintendent, Business Manager
5. Reduce out-of-field teaching — certification and endorsement support, multi-site shared and distance teachers, grow-your-own pathway for local paraprofessionals, housing and travel incentives	41% out of field	35%	28%	20%	Superintendent, SERRC HR
6. Tighten business operations — adopt the SERRC routing guide, timesheets approved before each payroll cutoff, card receipts within 10 days	No written standard	100% approvals on time; zero audit findings	Same	Same	Site admins, supervisors

- **Graduation:** move the 5-year rate from 70% toward the state target (87.32% for 2025–26) with credit-recovery and senior-by-senior tracking at each site.
- **Science:** test all grade 5, 8 and 10 students; 2024–25 had none tested in grades 5 and 8.
- **Culture and place:** keep culturally responsive, place-based learning as the frame for literacy and attendance work at all four sites.

Targets are recommended for Board discussion; the AK STAR targets sit below the state interim targets, which rise about 4.5 points a year.

7. Statewide assessment calendar

The next AK STAR and Alaska Science window is March 29 – April 30, 2027; dates are DEED's tentative 5-year calendar.

2026–27 windows

Dates	Assessment	Grades
Aug 17 – Oct 16, 2026	Alaska Developmental Profile (ADP), observation	K (and eligible grade 1)
Aug 17 – Sep 25, 2026	mCLASS Beginning of Year	K–3
Aug 17 – Sep 25, 2026	MAP Growth Fall (optional)	3–9
Sep 21 – Nov 1, 2026	ADP submission	K (and eligible grade 1)
Nov 30, 2026 – Jan 22, 2027	mCLASS Middle of Year	K–3
Nov 30, 2026 – Jan 29, 2027	MAP Growth Winter (optional)	3–9
Feb 1 – Mar 31, 2027	WIDA ACCESS	English learners K–12
Mar 22 – May 7, 2027	Dynamic Learning Maps (DLM) alternate	3–10
Mar 29 – Apr 30, 2027	Alaska Science Assessment	5, 8, 10
Mar 29 – Apr 30, 2027	AK STAR	3–9
Apr 19 – May 14, 2027	mCLASS End of Year	K–3

AK STAR and Science windows, later years

School year	AK STAR and Science window	Other notes
2027–28	Mar 27 – Apr 28, 2028	NAEP, selected grades 4 and 8: Jan 24 – Mar 17, 2028
2028–29	Mar 26 – Apr 27, 2029	
2029–30	Mar 25 – Apr 26, 2030	NAEP: Jan 28 – Mar 22, 2030
2030–31	Mar 24 – Apr 25, 2031	NAEP: Jan 27 – Mar 21, 2031

Schedule AK STAR at each site in the first two weeks of the window and hold the last two weeks for make-ups (Strategy 1).

8. HR and business services (SERRC)

SERRC runs accounts payable, payroll, HR and business management for Chatham; staff route questions by topic using the guide below (SERRC FAQ, updated 10/7/26).

Question or issue	Contact

Question or issue	Contact
Vendor invoices, purchase or payment status, credit card receipts, contractor and service-agreement payments	accounts-payable@chathamsd.org (SERRC; Kayla Van Sickle, Accounting Specialist)
Paychecks, direct deposit, pay rates, deductions, paystubs, leave balances, extra-duty payments	payroll@chathamsd.org (SERRC; Sheridan Cook)
Routine Frontline timesheet or absence help	Site secretary or site administrative staff
Timesheet or leave approval	Employee's supervisor
Contracts, PAFs, new-hire paperwork, insurance, 403(b), status changes	Cherish Hansen — cherishh@serrc.org
Budget, budget revisions, financial reports, grant budgets and setup, account codes, cash flow, audit	Christina Ferguson, Business Manager — christinaf@serrc.org
Board meeting and work-session items	Dawn Georgia, Board Clerk — dgeorgia@chathamsd.org, and the Superintendent
Website, PowerSchool (outside OASIS)	techops@serrc.org
OASIS	Kyle Schneider — kyle@gsded.com

Responsibilities that protect payroll and the audit

- Hourly staff and substitutes enter time in Frontline daily; salaried staff enter leave only.
- Site staff review timesheets regularly; supervisors approve time and leave before payroll. SERRC pays on those approvals and cannot verify hours itself.
- Contracts and PAFs must be approved before payroll can change pay.
- Extra-duty contracts are stipends; supervisors verify the work monthly, and no invoice or timesheet is needed unless the agreement says so.
- Sites order their own supplies; SERRC processes payment once documentation and approvals arrive.
- Card users submit receipts promptly; SERRC reconciles.
- Non-employee service agreements go through accounts payable and must state dates, scope, pay and funding source.
- Grants: the Business Manager reviews the budget before applying. After award, send SERRC the award letter, approved budget and guidelines. Grant funds go to a district bank account, never a student activity account.

Rule of thumb: paying a vendor → AP; an employee's paycheck → Payroll; employment or benefits → HR; budgets, grants or funding → Business Manager. Unsure → the nearest shared inbox.

Open item: the v2 plan lists HR as chansen@chathamsd.org; the 10/7/26 FAQ lists cherishh@serrc.org. Confirm which address staff should use.

9. Facilities, operations and risk

The two highest risks are the negative fund balance and staffing coverage at the smallest sites; each has a named trigger and response.

Risk	Trigger	Response

Risk	Trigger	Response
Funding	Unreserved balance still negative at the January mid-year review	Freeze non-essential spending; hold open positions; Board work session on reductions
Prior-year obligations	More unpaid invoices from 2024–FY26 surface	Log and validate each; hold one-time funds in reserve; require invoices to the Business Office promptly
Federal funding decline	Federal per-pupil funds fall below $10K	Move positions paid by federal funds to the general fund only with Board approval
Enrollment	Any site falls 3+ students below projection on October 1	Re-run the foundation estimate; adjust staffing for the following year
Staffing and certification	A small site loses a key teacher: Klukwan's principal also teaches K–8, Gustavus's principal also directs SPED and teaches, and Tenakee has no classroom teacher	Distance-delivered instruction from another site; SERRC substitute support
Transportation	Ferry or flight cancellations during testing or payroll weeks	Use the full AK STAR window; submit approvals two days before cutoff

Open items: facility condition and capital projects per site, transportation and freight plan, technology and connectivity upgrades, and the emergency operations plan reference.

10. Monitoring, key dates and plan review

The Superintendent reports to the Board quarterly, with the fund balance and AK STAR participation as standing items, and adds each new year's results to the run charts.

Date	Milestone	Owner
Nov 1, 2026	ADP submission closes; Q1 financial and staffing update	Site leads; Business Manager
Jan 29, 2027	Mid-year review: budget-to-actual, MAP/mCLASS winter data, attendance	Superintendent
Mar 29, 2027	AK STAR and Science window opens	Site leads
Apr 30, 2027	AK STAR window closes; participation report to Board	Superintendent
Jun 30, 2027	Fiscal year end: unreserved fund balance target (positive)	Business Manager
Fall 2027	DEED releases 2026–27 results; update run charts and targets	Superintendent

- Annual plan review and update before the next budget is adopted.
- The Board may amend this plan by majority vote; material changes to staffing or budget go to the Board before implementation.

Prepared by	Reviewed by	Board adoption date

Prepared by	Reviewed by	Board adoption date
David Langford, Superintendent		

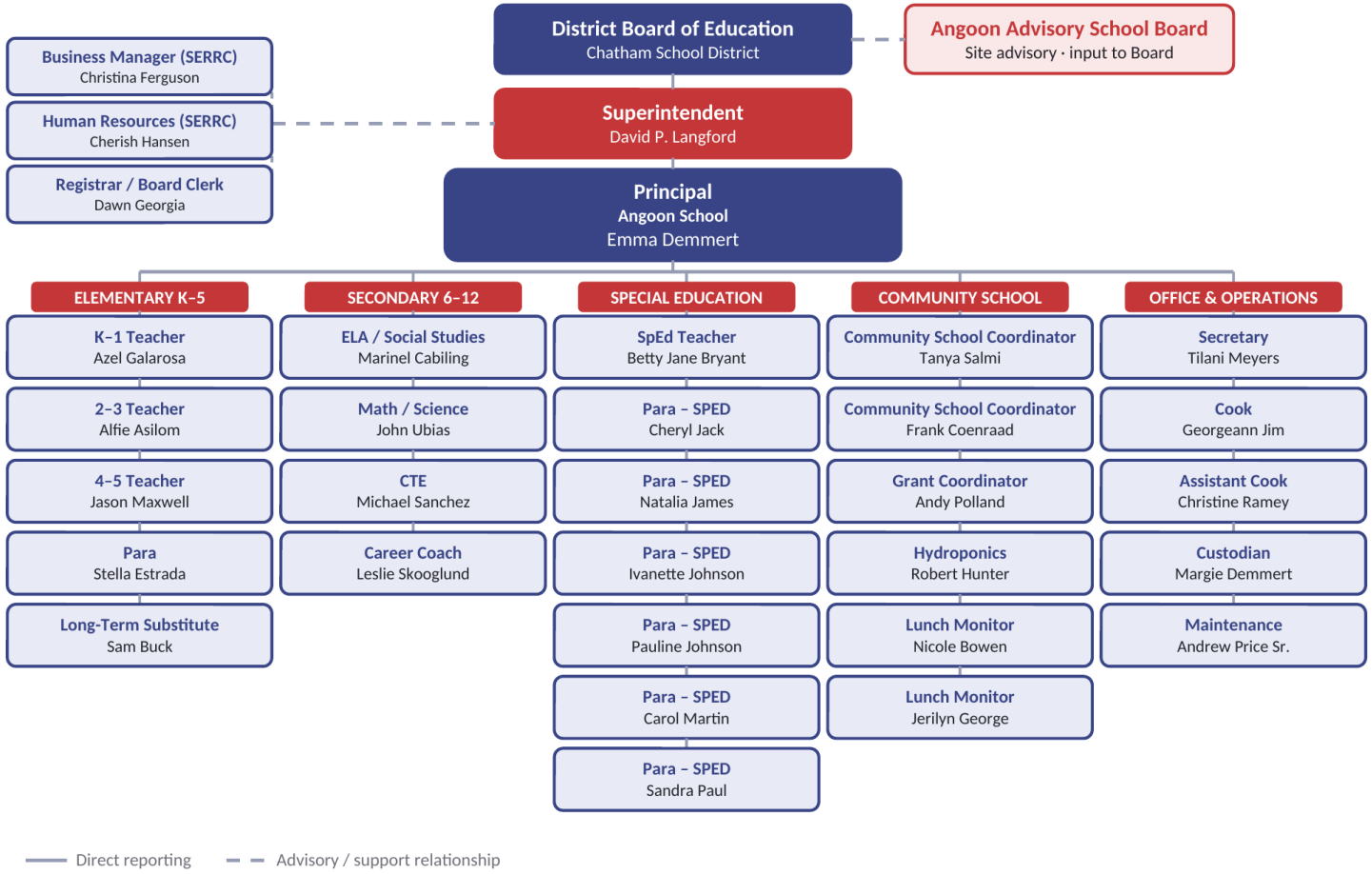
Sources

- Alaska DEED Report Card to the Public, Chatham School District: 2024–25, 2023–24, 2022–23, 2021–22, 2020–21, 2019–20, 2018–19
- Alaska DEED, 5 Year Statewide Assessment Calendar, 2026–27 to 2030–31 (attached)
- Chatham School District HR & Business Services FAQ, updated 10/7/26 (attached)
- Chatham SD Operational Management Plan 2026–2028, v2, August 2026 (attached)
- Chatham SD Finance Narrative – September 2026, Christina Ferguson, Business Manager (October 2026 board packet)
- Fund 100 Budget vs Actual, July 1 – September 30, 2026, all sites combined and by site (run 10/7/2026)
- Bank Account – Check Details, September 2026 (run 10/7/2026)
- Chatham Staff Roster, updated 10.27.2026 (Cherish Hansen)
- CSD – FY27 Grant Tracking workbook, Current Grant Summary and Pending Grant Applications (updated 10/2/2026)

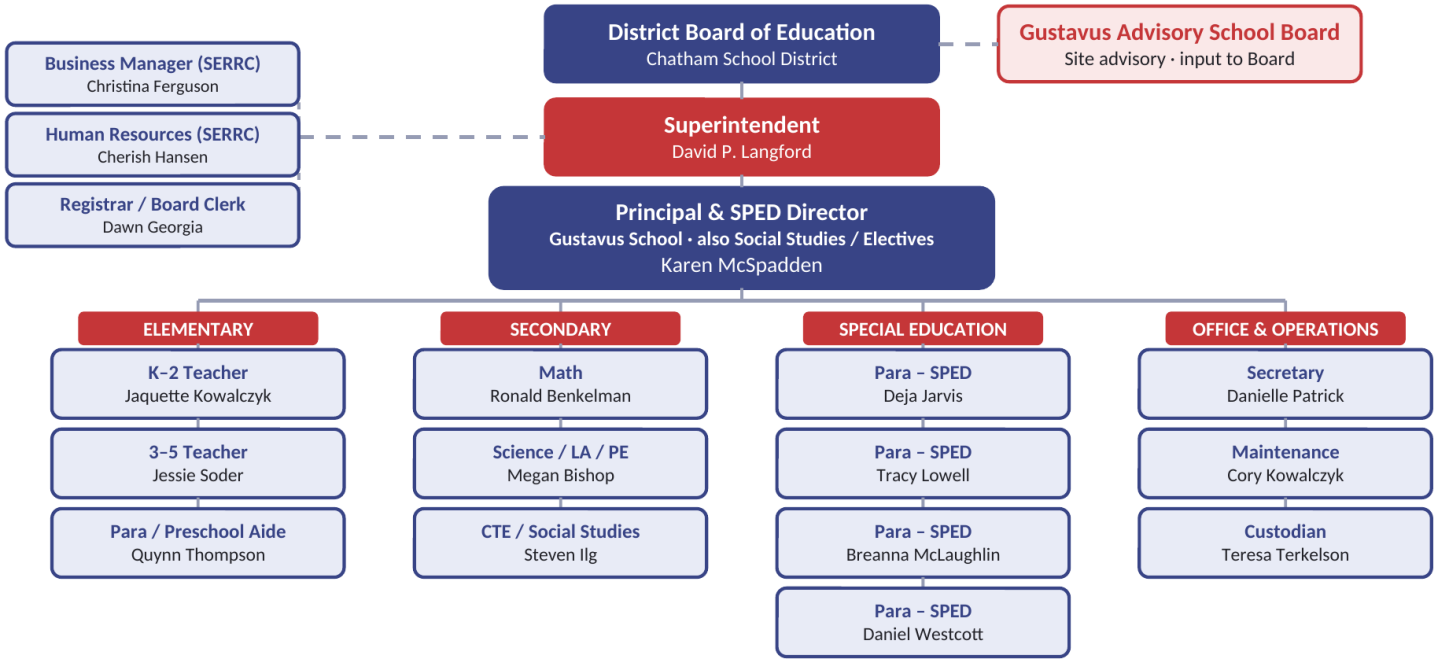
Appendix: School Organization Charts, 2026–27

Staff names are from the Chatham Staff Roster updated October 27, 2026. Editable Word versions of each chart are kept with this plan.

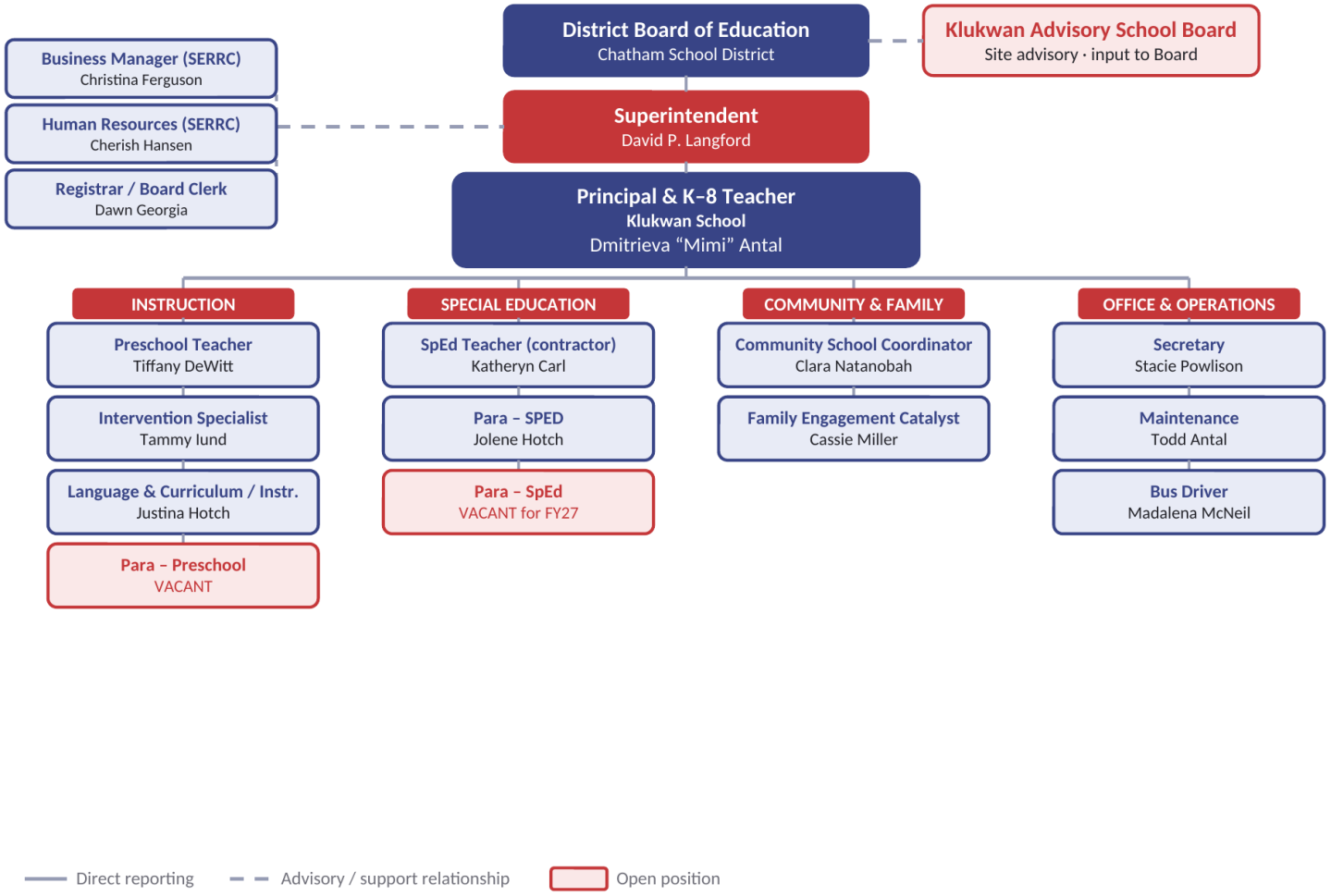
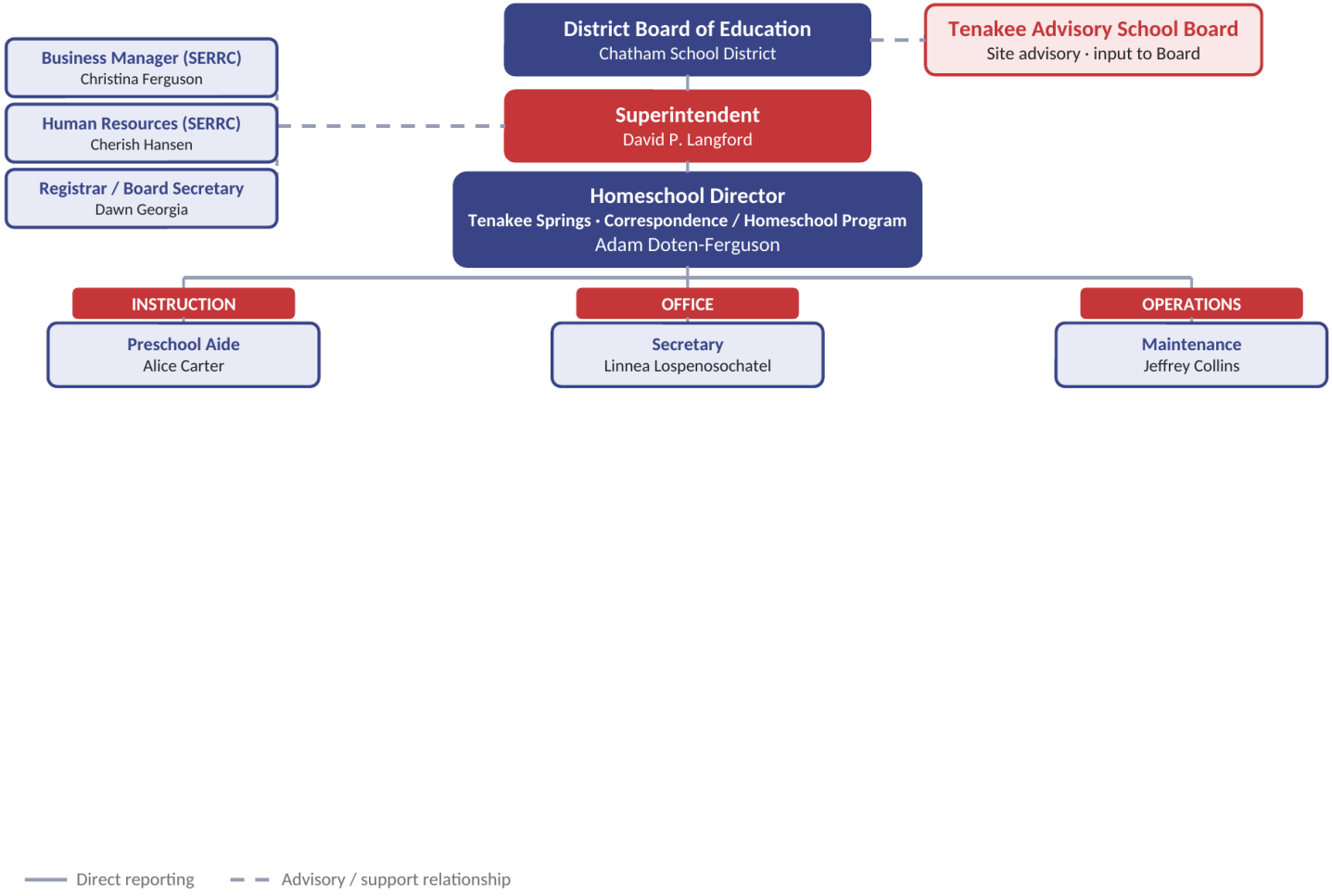
Angoon School



Gustavus School



Klukwan School



Tenakee Correspondence