

Bremen City Schools

System Strategic Plan

"Bremen City Schools...Excellence In All We Do!"

revised 5/14/18

Bremen City School Believes:

- We believe a priority of our community is to educate its young people.
- We believe success in education can best be attained in a small school setting where more individual attention can be given and where students are recognized as people and not mere numbers.
- We believe decisions within the school system should be based upon what is best for our students.
- We believe our school must have structure and discipline.
- We believe all students can learn.
- We believe all students have the right to a healthy and safe environment.
- We believe all people have a need for self-worth and self-esteem.
- We believe high expectations result in high achievement.
- We believe teaching is the key to the educational process.
- We believe we as educators should always be seeking avenues to improvement.
- We believe the development of good character, integrity, moral soundness, and work ethic is essential to community success.
- We believe learning is a life-long process.
- We believe cooperation and success of educators, parents, businesses, churches, and community and government leadership determine the ultimate success of the community.
- We believe the learning environment is enhanced by adequate facilities.

Academic Goal Statement:

To continue and improve upon best practices that will enhance the academic experience of all Bremen City School students.

Objective	Strategies	Persons Responsible	Resources	Timeline	Measurements
1. Formal and informal student assessment results drive instructional planning	<ul style="list-style-type: none"> -System and school level monthly data meetings -System Level Data Task Force meetings- quarterly -School level annual data reviews -Schedules that allow students access to instruction to meet individual needs for all students -Supportive Instructional Services: EIP, REP, Title I -Differentiated Instruction in all classrooms -Explicitly taught Vocabulary -MOWR -JES: math, reading & writing labs; Gifted resource -BA: acceleration; AC classes 	<ul style="list-style-type: none"> - Administrators -Interventionist -Teachers -Support Staff 	<ul style="list-style-type: none"> -Professional Learning Opportunities -Tools to Assess student progress -Tier I & II Vocabulary Lists -Universal Screening & Progress Monitoring Tools (STAR & AIMSweb) -Standards based & Content Mastery Tools (Content benchmarks & USA Test Prep) -End-of Grade and End of Course Assessments -Pre/Posts Assessments 	-August 2018 to May 2019	-Student Achievement

	-BMS: math & reading labs; 4 th period block schedule; AC classes -BHS: 5 th period support; AP classes				
Objective	Strategies	Persons Responsible	Resources	Timeline	Measurements
2. Professional Learning Communities (PLCs) are established and ongoing and dominate teacher/staff meeting agendas with emphasis on GSE, literacy, writing, mathematics, instructional technology, assessment development and differentiated instruction	-Ongoing PLCs -System and School Level vertical and horizontal meetings involving curriculum alignment discussions, revisions of department action plans, revision of system vocabulary lists -Assessment development	- Administrators -Teachers -Support Staff	-Professional Learning Opportunities: monthly PL time, Learn and Learn opportunities specific to teacher instructional needs, content specific learning opportunities, and professional materials -Time allotted for teacher planning and collaboration -Curriculum Pacing Guides -Frameworks/Units	-August 2018 to May 2019	-Survey data
Objective	Strategies	Persons Responsible	Resources	Timeline	Measurements
3. Expand and strengthen understanding of Response to Intervention (academic & behavior) and	-Use of Interventionists -Research based interventions embedded into daily schedule BA/BMS: Written	- Administrators -Interventionist -Teachers -Support Staff	-System RTI Process and Procedures manual -Professional Learning Plans to include RTI -Support Personnel -Intervention menus -Interventionist	-August 2018 to May 2019	-Perception Data

effectively implement the Pyramid of Interventions at all schools	Individualized Prescriptive Intervention Plan		Designated time for RTI/SST meetings -Eligibility Rubric		
Objective	Strategies	Persons Responsible	Resources	Timeline	Measurements
4. Continue to maintain and/or increase Student Achievement	<ul style="list-style-type: none"> -Data review w/emphasis on subgroup results -School level data meetings-monthly -System data task force meetings-quarterly -Differentiated Instructional Support-daily schedules to include math and reading interventions -Writing across the curriculum; Writing Lab (JES) -Explicitly taught vocabulary instruction -Flexible grouping -Higher order thinking skills -STEM Collaboration -Depth of Knowledge -System and School level vertical alignment meetings -JES: math, reading & writing labs; Gifted resource; Title I; EIP 	<ul style="list-style-type: none"> - Administrators -Teachers -Support Staff 	<ul style="list-style-type: none"> -Professional Learning time -Technology for diagnostic assessment and instruction -SLDS 	-August 2018 to May 2019	<ul style="list-style-type: none"> -Student Achievement -CCRPI

	-BA: acceleration; AC classes; EIP -BMS: math & reading labs; 4 th period block schedule; AC classes; REP -BHS: 5 th period support; AP classes; REP				
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Operations Goal Statement:

To leverage resources to the maximum benefit for all Bremen City School students.

Objective	Strategies	Persons Responsible	Resources	Timeline	Measurements
1.Continually monitor SPLOST revenue from both Haralson and Carroll County to plan for future facility needs.	-Widely communicate future plans for facilities through the use of faculty meetings, surveys and information posted on the website.	-Superintendent -Board Members -Principals -Faculty -Sub-Committee Members	-Time	-August 2018 to May 2019	-Survey data gauging stakeholder understanding
Objective	Strategies	Person Responsible	Resources	Timeline	Measurements
2. Prepare for anticipated enrollment increases.	- Revisit and modify current long range facilities plan	-Superintendent -Board Members -Director of Facilities -Principals -Faculty -Sub-Committee Members	-Time -Finances -Space	-Ongoing five year plan-current plan expires June 30, 2022	-Facilities meet our educational needs

Objective	Strategies	Persons Responsible	Resources	Timeline	Measurements
3. Continue to follow and improve upon all recognized best practices related to expenditure controls at the system level and individual school sites.	-Update and communicate system expectations for all expenditure controls at the school and system level -Widely Communicate how school system budgets work through the use of faculty meetings, surveys, and information shared via system website	-Parents - Superintendent -Board Members -Financial Director -System Leadership -Principals -Staff	-Meeting times to explain expectations and provide training for staff -Year to date budget review and pre-budget meetings at all levels -Meeting times to explain budget	-Ongoing	-No expenditure related annual audit findings -Stakeholder surveys -Community feedback
Objective	Strategies	Persons Responsible	Resources	Timeline	Measurements
4. Develop and administer the annual school system budget	- Use of actual revenues and expenditures	- Superintendent -Board Members -Financial Director -System Leadership -Principals -Faculty -Staff	-Time -Applicable training for staff	-August 2018 to May 2019	-School system solvency and adherence to budget and procedures
Objective	Strategies	Persons Responsible	Resources	Timeline	Measurements
5. Monitor Federal Programs	- Use of expenditure controls procedures manual	-Federal Programs Director -Financial Director -Assistant Superintendent	-Time -Training	-Ongoing	-Periodic reviews for compliance

Objective	Strategies	Persons Responsible	Resources	Timeline	Measurements
6.Strategically plan for future technology needs	- Assess specific technology challenges through the use of a technology survey	- Superintendent -Director of Technology -Principals	-Time to develop and conduct survey	-August 2018 to May 2019	-Survey results
Objective	Strategies	Persons Responsible	Resources	Timeline	Measurements
7. Review and modify three year technology plan	- Collaborate with stakeholders	- Superintendent - Director of Technology -System Leadership	-Time -Collaboration	-August 2018 to May 2019	-Technology needs met for academic and administrative effectiveness
Objective	Strategies	Persons Responsible	Resources	Timeline	Measurements
8.Continue to improve upon offering quality breakfast options, break items and well balanced lunches to students and staff	- Conduct surveys of students, staff and community members including parents -review financial data pertaining to BCS food service program -review state and federal nutrition guidelines as it relates to public school feed service -Set quality expectations	- Superintendent - Assistant Superintendent -Director of Food Services -Principals	-System survey -Student survey -Financial data -State and federal guidelines	-Ongoing	-Survey results -Data trends
Objective	Strategies	Persons Responsible	Resources	Timeline	Measurements
9.Continue to grow the BCS food service program,	- Emphasize importance of program -Widely advertise	- Superintendent - Director of Food Services	-Time -Communication	-Ongoing	-Participation numbers -Survey Data

including the summer feeding program	the BCS food service program				
Objective	Strategies	Persons Responsible	Resources	Timeline	Measurements
10.Maintain clean facilities	<ul style="list-style-type: none"> - Use building level employees and a report card system to communicate expectations, levels of quality and area of improvement -Review custodial service cost -Conduct system-wide walk through visits 	<ul style="list-style-type: none"> - Facilities Director -Outsource Custodial Company -Building level administration -System level administration 	<ul style="list-style-type: none"> -Ticketing program -Surveys 	<ul style="list-style-type: none"> -Ongoing (weekly, monthly and annually) 	<ul style="list-style-type: none"> -Service Cost review -Survey Data Ticketing Program responses -Trend data
Objective	Strategies	Persons Responsible	Resources	Timeline	Measurements
11.Maintain safe schools	<ul style="list-style-type: none"> - School level safety plans written in coordination with system level staff -Safety plans will incorporate involvement from local and state agencies - System level personnel safety-walk-throughs -Seek funds and allocate as available to strengthen campus safety 	<ul style="list-style-type: none"> -Director Special Programs -Facilities Director - School Administrators -Teachers 	<ul style="list-style-type: none"> - System Level Safety walk through schedule -Local and state agencies: fire marshal, emergency management agency and law enforcement -School Safety Plans 	<ul style="list-style-type: none"> -Ongoing 	<ul style="list-style-type: none"> - Results of safety walk-throughs -Survey results -System Improvement in safety and readiness

Public Relations/Communications Goal Statement:

To continually foster positive communicative relationships with all persons associated with Bremen City Schools for the betterment of the students.

Objective	Strategies	Persons Responsible	Resources	Timeline	Measurements
1. Involve more stakeholders in shaping the direction of BCS.	<ul style="list-style-type: none"> -Utilize online registration program to advertise for volunteers to assist with specific needs. -Send out periodic reminders of opportunities to volunteer. -Create a volunteer corps -Reach out to area churches for assistance -Develop incentive for participation in annual stakeholder survey 	<ul style="list-style-type: none"> -Administrators -Designated Staff 	<ul style="list-style-type: none"> -Time -Online Registration System -Email reminders 	-August 2018 to May 2019	<ul style="list-style-type: none"> -Survey data gauging stakeholder understanding -Volunteer list on website -Number of Survey Participants
Objective	Strategies	Persons Responsible	Resources	Timeline	Measurements
2. Responsible use of social networking technology	<ul style="list-style-type: none"> - Information disseminated through use of multiple technologies (Instagram, 	<ul style="list-style-type: none"> - Webmaster -Designated Personnel to monitor 	<ul style="list-style-type: none"> -Director of Technology -Designated Personnel -Administrators 	-Ongoing	<ul style="list-style-type: none"> -Parental Feedback -Survey Data

	Facebook, Twitter, System Website, Remind)				
Objective	Strategies	Persons Responsible	Resources	Timeline	Measurements
3.Continue to improve upon information dissemination among employees and community	- Continue to grow system email distribution list	- Superintendent -School level designated staff	- Point of contact -time	-Ongoing	-Current distribution list as baseline
Objective	Strategies	Persons Responsible	Resources	Timeline	Measurements
4.Increase use of texting to notify parents and community of pertinent information.	- Remind parents of texting options at early release conferences and registration. -Continue to monitor that all teachers utilize “Remind” to keep parents and students informed.	- Administrators -Teachers	-Time -“Remind” texting system	- August 2018 through May 2019	-“Remind” reports
Objective	Strategies	Persons Responsible	Resources	Timeline	Measurements
5.Continue to maintain an open organization where decisions are driven by what is in the best interest of the students	- Differing professional opinions are valued and discussed	- Superintendent -Principals -Designees	-Time -Professional Learning Opportunities	- Ongoing	-Student and Stakeholder feedback

Objective	Strategies	Persons Responsible	Resources	Timeline	Measurements
6. Increase faculty awareness of technology and its instructional and communicative value	- Professional Learning Topics driven by Administrative staff - Use of surveys to drive PL staff needs - Use of feedback from media/technology system meetings to determine school/staff needs	- Administration - Technology Team	- Professional Learning - Time	- Ongoing	- PL agendas including Instructional Technology - Lunch & Learn agendas - Survey Data
Objective	Strategies	Persons Responsible	Resources	Timeline	Measurements
7. Limit multiple tests administered on the same day.	- Develop a communication system between teachers	- Building level administrators - Teachers	- Time for grade level and other planning opportunities to include sharing dates of tests.	- Ongoing	- Decrease of multiple tests occurring on the same day.

NOTE: The system strategic plan is ever evolving as goals are accomplished by the school system and based upon survey information obtained from stakeholders.

Academic Accomplishments (Chronological):

- Improved high school science lab materials and resources
- Increased advanced placement offerings
- Aligned professional learning system-wide and based upon assessment results
- Georgia Performance Standards implementation
- GAPSS (Georgia Assessment of Performance on School Standards) review for all schools
- Standards-based classrooms
- Job-embedded professional learning
- Curriculum maps/pacing guides development

- Assessment/benchmarking improvement
- 100% highly qualified teachers and staff
- Third highest graduation rate in the state of GA (Class of 2011)
- High standardized test results (JES and BHS – Schools of Excellence)
- High standardized writing scores
- Special education students recognized for high achievement
- Implementation of RTI (response to intervention)
- Vertical alignment meetings (math, reading, language arts, writing, CTAE, and special education)
- Full implementation of ClassKeys teacher evaluation program
- Common Core GPS training/preparation
- Successful completion of SACS five year visit
- Common Core GPS implementation
- Vertical alignment meetings continue with Science added
- JES named a “Reward” school for Spring 2012 CRCT results
- No school identified as a Priority, Focus, or Alert school based upon student test performance
- Continued system strategic planning involving staff and parents
- Began and continuing poverty training for all staff
- 2012-2013 BCS state writing scores continue to improve
 - 11th Grade - Meets/Exceeds = 97.3% (16% Exceeds)
 - 8th Grade – Meets/Exceeds = 95% (25% Exceeds)
 - 5th Grade – Meets/Exceeds = 86% (14% Exceeds)
- Created a RTI Specialist position to assist our students and teachers with full implementation of RTI
- Based on 2011-2012 test data, all BCS schools have a CCRPI score of 90 or above
- Spring 2013 CRCT scores reflect a 90% or higher meets/exceeds rate in all grades and subjects with one exception
- JES named a 2012 Georgia School of Excellence
- Implementation of TKES and LKES Evaluation System – 2013-2014
- CCRPI (College and Career Ready Performance Index) 2013 System Average of 90.5 – Highest in the State Among All Georgia School Systems
- State Mandated Student Writing Scores in 3rd, 5th, 8th, and 11th Grades – At or Above 90% Meet/Exceed in 2013-2014
- CRCT Scores – All Grades, All Subjects At or Above 90% Meet/Exceed in 2014
- Bremen High School 1 of 4 GA Schools Named to College Board Advanced Placement Honor Roll – Increased Offerings and Students Scoring 3 or Higher on AP Exam (477 Honored in Nation)
- Title One Reward District Winner – Small School Division – One of Four in the State in 2013-2014
- Jones Elementary School Named a 2013 Georgia School of Excellence – “Back to Back”
- Jones Elementary School Named a 2013 Title One Reward School for Highest Performance

- Bremen Academy/Bremen Middle School Media Center Named a Georgia Exemplary School Library Program in 2013
- Hosted the 1st Annual Bremen City Schools Family STEM Night.
- Jones Elementary School Named a 2014 Title One Reward School for Highest Performance
- Bremen High School “Best in State” for Number of Students Scoring a 3, 4, or 5 on Advanced Placement Exams at 82% for 2014
- Hosted the 2nd Annual Bremen City Schools Family STEM Night – Fall 2015
- Bremen Academy 4th Grade Social Studies and Science – Highest GA Milestone Assessment Scores in the State – Spring 2015
- Class of 2015 Graduation Rate = 97.1% (4th Highest in the State)
- Jones Elementary School Named a 2015 Title One Reward School for Highest Performance
- Bremen Academy Received the Silver Award for Highest Performing – 2015
- Special Education 100% Compliance with Transition Planning
- Hosted the 3rd Annual Bremen City Schools Family STEM Night – Fall 2016
- Class of 2016 Graduation Rate = 96.3% (7th Highest in the State)
- Bremen High School Received the Bronze Award for Highest Performing – 2016
- Bremen City Schools Successfully Completed the 5 Year AdvancED External Review – Fall 2016
- Established System Data Task Force Team – Fall 2016
- 1st Annual BCS Writing Expo – February 2017
- Class of 2017 Graduation Rate = 96%
- Hosted the 4th Annual Bremen City Schools Family STEM Night – Fall 2017
- Implementation of Science Georgia Standards of Excellence (GSE)- Fall 2017
- Continued Vertical Alignment w/ Focus on Grade Level Vocabulary Lists and Marzano's Vocabulary Instruction – Fall 2017
- Established System-Wide Professional Learning Communities – Fall 2017
- 100% Certificated Staff Developed PSC Professional Learning Goal or Plan – Fall 2017
- District Professional Qualifications Developed – Fall 2017
- Bremen High School Received the Silver Award for Highest Performing – 2017
- CCRPI System Average of 87.6 – Top Ten in State - 2017
- All BCS Schools Met Strategic Waivers School System CCRPI Accountability Targets – 2017
- Established System Technology/Media Meetings – 2017 – 2018
- Emphasized Google Education Focus – 2017 - 2018
- Continued Use of STAR Data to Monitor Student and Teacher Growth in 1st-10th Grades – 2017 – 2018
- Bremen High School named an AP Challenge and AP STEM Achievement School - 2018
- 2nd Annual BCS Writing Expo – February 2018

- Redesigned System Strategic Plan to Better Align w/ School Improvement Plans- Spring 2018

Other Accomplishments:

- Successful passage of Haralson ESPLOST to build Bremen Academy/Bremen Middle School – 2006
- Successful passage of Carroll ESPLOST to improve upon existing facilities – 2006
- School resource officer program - 2006
- BHS lunchroom renovation – 2007
- Electrical upgrades in system to accommodate new technology – 2007
- Built Bremen Academy/Bremen Middle School – 2008
- Improve system technology by placing interactive board technology in all classrooms - 2008
- Phase 2 addition to Jones Elementary – 2008
- Through the Bremen Educational Foundation, support the building of a new fine arts center – 2009
- Created parent email directory – 2010
- School system website redesign to include more information and keep updated – 2010 and 2012
- Revamp the Bremen Board of Education policy manual and make it easily accessible for all stakeholders – 2011
- Updated all job descriptions – 2011
- Created topic of the month – 2011
- Created alumni email directory – 2011
- Full time equivalency (FTE) training - 2011
- Successful passage of Haralson ESPLOST to continue to pay bond indebtedness for Bremen Academy/Bremen Middle School – 2011
- Successful passage of Carroll ESPLOST to build the Hamilton-McPherson Fine Arts Center – 2011
- Bremen Board of Education named GSBA “Board of Distinction” – Fall 2011
- Begin construction of Hamilton-McPherson Performing Arts Center – Summer 2011
- Update system technology infrastructure and number of desktops, tablets, mobile computers, etc – 2011
- Added middle school cross country and high school soccer – 2011
- No audit findings for fiscal year 2011
- Restored full 180 day student calendar – 2011 and 2012
- Hired a full-time director of school food/nutrition – Spring 2012
- Expanded Bremen Educational Foundation board to include teachers – Spring 2012
- Redesigned system and school websites – Summer of 2012
- Successful completion/implementation of three year technology plan – Summer 2012
- Completed construction of Hamilton-McPherson Fine Arts Center – Fall 2012
- State funds approved to partially renovate bottom hall of BHS in Summer of 2013

- Implemented a superintendent's advisory committee – Fall of 2012
- Keep websites current and relevant – Ongoing
- Post/share school system events through social media and email – Ongoing
- No audit findings for fiscal year 2012
- Completed renovation of BHS bottom hall utilizing primarily state funds – Summer of 2013
- Full time equivalency (FTE) training – Fall of 2013
- Bremen City Schools Given Award of Distinction for Excellent Financial Reporting – FY13 Audit
- All Three School Cafeterias Scored a “100” on Health Inspection in 2014
- Began Bremen High School Stadium Renovation in Summer of 2014
- Full 190 Day Work Calendar Implemented with No Furlough Days for 2014-2015
- Completed Bremen High School Stadium Concession Renovation in Summer of 2014
- Completed JES renovation in 2/3 building and Pre-K primarily using state funds – Summer of 2014
- Began Additional Bremen High School Stadium Renovation (Home Side Bleachers/Entrance) – Fall of 2014
- Bremen City Schools 1 of 3 school systems in Georgia to receive 5's (Highest Possible) at every school on the GA Climate Survey – Results for 2014 Released in Spring of 2015
- Completed Phase 1 Bremen High School Stadium Renovation – Spring of 2015
- All Three School Cafeterias Scored a “100” on Health Inspection in 2015
- For 8 years (FY9, FY10, F11, F12, FY13, FY14, FY15, FY16), the local millage rate has stayed the same at 14.95.
- Implemented Formalized New Employee Orientation – July 2015
- Implemented System-Wide Use of Remind Texting System – August 2015
- In November 2015, Renewed Carroll and Haralson E-SPLOST
- Began Construction on New BHS Gym – December of 2015
- All Three School Cafeterias Scored a “100” on Health Inspection in 2016
- For 9 years (FY9, FY10, F11, F12, FY13, FY14, FY15, FY16, FY17), the local millage rate has stayed the same at 14.95.
- Bremen City Schools Given Award of Distinction for Excellent Financial Reporting – FY15 Audit
- Kicked Off Paul Saylor Memorial and Veterans Scoreboard Fundraiser – Spring 2016
- Began Phase 2 Bremen High School Stadium Renovation – Spring 2016
- Completed Bremen High School Stadium Renovation – August 2016
- Completed Paul Saylor Memorial and Veterans Scoreboard Fundraiser/Installation – August 2016
- Completed New Bremen High School Gymnasium – December of 2016
- Completed Patterson Park – January 2017
- Hosted 1st Annual Color Run 5K – Spring of 2017
- For 10 years (FY9, FY10, F11, F12, FY13, FY14, FY15, FY16, FY17, FY18), the local millage rate has stayed the same at 14.95.

- Bremen City Schools Given Award of Distinction for Excellent Financial Reporting – FY16 Audit
- Implemented Online Student Registration – Summer 2017
- Completed Roop Field at JES Playground – Fall 2017
- Implemented “Purposity” – Connects Student Resource Needs with Anonymous Parent/Community Donors
- Completed Phase 1 of Blue Devil Family Park – Winter 2018
- Bremen City Schools Given Award of Distinction for Excellent Financial Reporting – FY17 Audit
- BCS Awarded Recreational Trails Program \$200,000 Grant for Blue Devil Family Park Walking Trail – Winter 2018
- Hosted 2nd Annual Color Blast 5K – Spring 2018