

Bremen City Schools Strategic Plan

Purpose

Bremen City Schools . . . Excellence In All We Do

Academic

Objective Statement: To continue and improve upon best practices that will enhance the academic experience of all Bremen City Schools students.

Goals

1. Formal and informal student assessment results drive instructional planning.

Strategies to Meet Goal: System and school level monthly data meetings, quarterly data task force meetings, annual data reviews, schedules that allow students access to instruction to meet individual needs for all students, math & reading labs (JES & BMS), writing lab (JES), support classes (BHS), extended day, acceleration period (BA), AP classes, AC classes, gifted resource), tutoring before and after school, credit recovery, 5th period support schedule (BHS), 4th period block schedule (BMS), MOWR, college entrance exam prep, supportive instructional services including EIP, REP, and Title I, and differentiated instruction in all classrooms.

Who Is Responsible: Administrators, Interventionist, Teachers and Staff

Resources Needed: Professional Learning Opportunities and Tools to Assess Student Progress

Timeline: August 2017 through May 2018

Measurements: Universal Screening Tool, Progress Monitoring Tool, Content Benchmark Assessments, End-of-Grade Assessment (EOG), Pre/Post Assessments, and End-of-Course Assessment (EOC)

2. Professional Learning Communities are established, ongoing and dominate teacher/staff meeting agendas with an emphasis on Georgia Standards of Excellence (GSE), literacy, writing, mathematics, technology integration, assessment development, and differentiated instruction with subgroup emphasis.

Strategies to Meet Goal: Continue to support professional learning communities as an ongoing process, by maintaining a monthly schedule for professional development, as well as, routinely scheduled vertical and horizontal team meetings at the school and system level to discuss curriculum alignment, assessment development, data results and revision of content area system action plans.

Who Is Responsible: Administrators, Teachers, and Staff

Resources Needed: Professional learning opportunities including monthly professional learning time, lunch and learn opportunities specific to teacher needs, and content specific learning opportunities, professional materials, frameworks/units and TKES/LKES evaluation system; content specific professional learning opportunities, time allotted for teacher planning/collaboration

Timeline: August 2017 through May 2018

Measurements: System assessment calendar, system vertical meeting minutes, building level department and vertical meeting, school professional learning calendars and plans.

3. Expand and strengthen understanding of Response to Intervention (academic and behavior) and effectively implement the Pyramid of Interventions at all schools.

Strategies to Meet Goal: Use of interventionists, research based interventions embedded into daily schedule, Written Individualized Prescriptive Intervention Plan (BA/BMS).

Who Is Responsible: Administrators, Interventionists, Teachers and Staff

Resources Needed: Professional learning, personnel support (eligibility/review team), and intervention menu

Timeline: August 2017 through May 2018

Measurements: RTI processes and procedures manual, professional learning calendar, progress monitoring and benchmarking calendar and timeline, designated time for RTI/SST meetings, eligibility rubric

4. Continue to maintain and/or increase student achievement.

Strategies to Meet Goal: Data review (with emphasis on subgroup results), school level monthly data meetings, system quarterly data task force meetings, daily schedules with math and reading interventions embedded to support differentiation, writing across the curriculum, STEM collaboration, planning and implementation, professional learning to support differentiated instruction, flexible grouping, higher order thinking skills, depth of knowledge, vertical alignment meetings (building and system level) to review and revise content area action plans, extended day, acceleration period (BA), EIP services (JES & BA), REP (BMS/BHS), Title I services (JES), math and reading labs (JES & BMS), writing labs (JES) and support classes

Who Is Responsible: Administrators, Teachers, and Staff

Resources Needed: Professional learning time and technology for diagnostic assessment and instruction, SLDS

Timeline: August 2017 through May 2018

Measurements: Student achievement, CCRPI

Operations

Objective Statement: To leverage resources to the maximum benefit of all Bremen City Schools students.

Goals

1. Continually monitor SPLOST revenue from both Haralson and Carroll County to plan for future facility needs.

Strategies to Meet Goal: Widely communicate future plans for facilities through the use of faculty meetings, surveys and information posted on the website.

Who Is Responsible: Superintendent, Board Members, Principals, Faculty, and Sub-Committee Members

Resources Needed: Time

Timeline: August 2017 through May 2018

Measurement: Survey gauging stakeholder understanding

Revisit and modify current long range facilities plan to prepare for anticipated student enrollment increases.

Who Is Responsible: Superintendent, Board Members, Director of Facilities, Principals, Sub-Committee, and Parents

Resources Needed: Time, financial, and space

Timeline: Ongoing five year plan – Current plan expires June 30, 2018

Measurement: Facilities meet our educational needs

2. Continue to follow and improve upon all recognized good practices related to expenditure controls at each individual school site as well as at the system level.

Strategies to Meet Goal: Continually update and communicate system expectations for all expenditure controls both at the central office and school level.

Who Is Responsible: Superintendent, Financial Director, Principals, and Staff

Resources Needed: Meeting times to explain expectations and training

Timeline: Ongoing

Measurement: No expenditure related annual audit findings/year to date budget review and pre-budget meetings at all levels

Widely communicate how school system budgets work through the use of faculty meetings, surveys, and information posted on the website.

Who Is Responsible: Superintendent, Financial Director, Board Members, and System Leadership

Resources Needed: Meeting times to explain budget

Timeline: Ongoing

Measurement: Stakeholder surveys and community feedback

Develop and administer the annual school system budget based upon expected and actual revenues and expenditures.

Who Is Responsible: Superintendent, Financial Director, Board Members, System Leadership, Faculty, and Staff

Resources Needed: Time and applicable training for staff

Timeline: August 2017 through May 2018

Measurement: School system solvency and adherence to budget and procedures

Monitor federal programs using the expenditure controls procedures manual.

Who Is Responsible: Financial Director, Director of Special Programs and Assistant Superintendent

Resources Needed: Time and Training

Timeline: Ongoing

Measurement: Periodic reviews reveal ongoing compliance

3. Strategically plan for technology needs into the future.

Strategies to Meet Goals: Distribute a technology survey to faculty and staff to assess specific technology challenges

Who Is Responsible: Superintendent, Director of Technology, and Principals

Resources Needed: Time to develop and conduct survey

Timeline: August 2017 through May 2018

Measurement: Results of survey used to make decisions

Continually review and modify the three year technology plan.

Who Is Responsible: Superintendent, Director of Technology, System Leadership, Faculty, and Staff

Resources Needed: Time and collaboration

Timeline: 2017 through 2019

Measurement: Technology needs met for academic and administrative effectiveness

4. Continue to improve upon offering quality breakfast options, break items and well balanced lunches to students and staff.

Strategies to Meet Goals: Conduct surveys of students, staff and community members including parents, review financial data pertaining to the Bremen City Schools food service program, review state and federal nutrition guidelines as it relates to public school foodservice.

Who Is Responsible: Food Service Director, Principals, Assistant Superintendent, and Superintendent

Resources Needed: System surveys, student surveys, financial data and state and federal guidelines

Timeline: Ongoing through participation

Measurement: Review trends, set quality expectations, and review survey data

Widely advertise the Bremen City Schools food service program emphasizing the importance of the program. Additionally, continue to publicize and grow the summer feeding program.

Who Is Responsible: Food Service Director and Superintendent

Resources Needed: Time and utilization of means of communication

Timeline: Ongoing

Measurement: Surveys and other data collection measures reflect greater awareness of the program's initiative

5. Collectively maintain clean school facilities

Strategies to Meet Goal: Use building level employees and a report card system to communicate expectations, levels of quality and improvement. Review custodial service cost and measure the effectiveness of the system to desire levels of expectations. Use survey data as perceptual results to focus on areas of strength and areas of improvement. Conduct system-wide walk through visits by the Bremen City Schools central office to assist building level principals in maintaining clean and quality facilities.

Who Is Responsible: Outsource custodial company, building level administration, central office administration, students and staff

Resources: Ticketing program, surveys and observation

Timeline: Weekly, monthly and annually

Measurement: Ticketing program response, review trends, set quality expectations, and review survey data

6. Collectively maintain safe schools

Strategies to Meet Goal: Maintain a system perspective toward safety with coordination from the system level. School-level safety plans will be written with coordination from the system level. Safety plans will incorporate involvement from local and state agencies including the fire marshal, emergency management agency, and law enforcement. Scheduled safety walks by system level personnel will occur. Resources will be sought and allocated as available to strengthen campus safety such as safety vestibules being installed at each campus.

Who Is Responsible: Assistant Superintendent, Director of Operations, School Administrators, and Teachers

Resources Needed: Funding and time

Timeline: August 2017 through May 2018

Measurement: Improved safety and readiness system-wide

Public Relations/Communication

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

Goals

1. Collaboratively involve stakeholders in shaping the direction of Bremen City Schools.

Strategies to Meet Goal: Utilize the online registration program to advertise for volunteers to assist with specific needs. Send out more periodic reminders of opportunities to volunteer. Create a volunteer corps as well as reach out to area churches for help.

Who Is Responsible: Administrators or Appointed Personnel

Resources Needed: Advertisement and selection process and time

Timeline: August 2017 through May 2018

Measurement: Volunteer list on website, online registration system and email reminders

Responsible use of social networking technology.

Who Is Responsible: Administrators, Director of Technology, and Appointed Personnel

Resources Needed: Webmaster, personnel to upload and monitor

Timeline: August 2017 through May 2018

Measurement: Information dissemination through use of multiple technologies (Instagram, Facebook, Twitter, school system websites, texting including Remind)

2. Continue and improve upon information dissemination among employees and the community by fully utilizing all technology available.

Strategies to Meet Goal: Grow parent, business, and employee email distribution list. Make available ways for parent to sign up on registration days.

Who Is Responsible: School Level Appointments/Superintendent

Resources Needed: Point of contact and time

Timeline: Ongoing

Measurement: Existence use of distribution list

Increase use of texting to notify parents and community of pertinent information including upcoming events, important assignments/tests, and announcements. Remind parents of texting options at early release conferences and registration. All teachers utilize "Remind" to keep parents and students informed.

Who Is Responsible: Teachers and Administrators

Resources Needed: Time

Timeline: August 2017 through May 2018

Measurement: Texting notification system widely used

3. Continue to improve upon maintaining an open organization where differing professional opinions are valued and discussed with the understanding that decisions are driven by what is in the best interest of the students.

Strategy to Meet Goal: Maintain current information for system and school websites. Utilize electronic newsletters as well as a standard format for all websites.

Who Is Responsible: Principals, Superintendent and Designees

Timeline: Ongoing

Measurement: Format consistency and current websites

Increase faculty awareness of technology and its instructional and communicative value.

Who Is Responsible: Administration and Technology Department

Resources Needed: Professional learning and time

Timeline: Ongoing

Measurement: Administratively created professional learning topics and administrative observation of progress

4. Create a communication system between teachers to limit multiple tests being given on the same day.

Strategy to Meet Goal: Grade level and other planning includes sharing dates of when tests are to be given.

Who Is Responsible: Teachers, Assistant Principals, and Principals

Timeline: Ongoing

Measurement: Occurrence of Multiple Tests on the Same Day Significantly Decreases

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
- Hosted the 3rd Annual Bremen City Schools Family STEM Night – Fall 2016
- Special Education 100% Compliance with Transition Planning
- Bremen High School Received the Bronze Award for Highest Performing – 2016
- Bremen City Schools Successfully Completed the 5 Year AdvancED External Review – Fall 2016

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 System-Wide Use of Remind Texting System – August 2015
- In November 2015, Renewed Carroll and Haralson E-SPLIST
- Began Construction on New BHS Gym – December of 2015
- All Three School Cafeterias Scored a “100” on Health Inspection in 2016
- 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
- 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