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.

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<tr>
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</table>
| 1. Formal and informal student assessment results drive instructional planning | - 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 | - Administrators  
- Interventionist  
- Teachers  
- Support Staff | - 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 | -2019 - 2020 | - Formative and Summative Results  
- TKES Walkthrough Results |
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| 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, Lunch 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 | -2019 - 2020 | - Perception Data gathered from monthly data meetings; Department Meetings  
- Walkthrough results checking for implementation of Professional Learning |
| 3. Expand and strengthen understanding of Response to Intervention | - Use of Interventionists  
- Research based interventions | - Administrators  
- Interventionist  
- Teachers  
- Support Staff | - System RTI Process and Procedures manual  
- Professional Learning Plans to include RTI  
- Support Personnel | -2019 - 2020 | - Perception Data gathered from monthly data meetings |
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| 4. Continue to maintain and/or increase Student Achievement | - 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 | - Administrators  
- Teachers  
- Support Staff | - Professional Learning time  
- Technology for diagnostic assessment and instruction  
- SLDS | -2019 - 2020 | - CCRPI Results  
- Teacher Certification  
- Waiver Documentation/Plan  
- Out of Field PSC Report  
- Professional Learning Transcripts  
- TKES Walkthrough Results  
- Benchmark & Progress Monitoring Data |
**Operations Goal Statement:**

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

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<tr>
<td>1. Continually monitor SPLOST revenue from both Haralson and Carroll County to plan for future facility needs</td>
<td>- Continually monitor SPLOST revenue from Haralson and Carroll County to plan for future facility needs</td>
<td>- Superintendent - Board Members - Faculty - Sub-Committee Members</td>
<td>- Time</td>
<td>-2019 - 2020</td>
<td>- Survey data gauging stakeholder understanding</td>
</tr>
<tr>
<td>2. Prepare for anticipated enrollment increases</td>
<td>- Revisit and modify current long range facilities plan</td>
<td>- Superintendent - Board Members - Director of Facilities</td>
<td>- Time - Finances - Space</td>
<td>- Ongoing five year plan - current plan</td>
<td>- Facilities meet our educational needs</td>
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| 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 | - 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 |
| 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 | - 2019 - 2020 | - School system solvency and adherence to budget and procedures |
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<td>5. Monitor Federal Programs</td>
<td>- Use of expenditure controls procedures manual</td>
<td>-Federal Programs Director&lt;br&gt;-Financial Director&lt;br&gt;-Assistant Superintendent</td>
<td>-Time&lt;br&gt;-Training</td>
<td>-Ongoing</td>
<td>-Periodic reviews for compliance</td>
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<td>6. Strategically plan for future technology needs</td>
<td>- Assess specific technology challenges through the use of a technology survey</td>
<td>- Superintendent&lt;br&gt;-Director of Technology&lt;br&gt;-Principals</td>
<td>-Time to develop and conduct survey</td>
<td>-2019 - 2020</td>
<td>-Survey results</td>
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<tr>
<td>7. Review and modify three year technology plan</td>
<td>- Collaborate with stakeholders</td>
<td>- Superintendent&lt;br&gt;-Director of Technology&lt;br&gt;-System Leadership</td>
<td>-Time&lt;br&gt;-Collaboration</td>
<td>-2019 - 2020</td>
<td>-Technology needs met for academic and administrative effectiveness</td>
</tr>
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<tr>
<td>8. Continue to improve upon offering quality breakfast options, break items and well balanced lunches to students and staff</td>
<td>- Conduct surveys of students, staff and community members including parents&lt;br&gt;-Review financial data pertaining to BCS food service program&lt;br&gt;-Review state and federal nutrition guidelines as it relates to public school feed service&lt;br&gt;-Set quality expectations</td>
<td>- Superintendent&lt;br&gt;-Assistant Superintendent&lt;br&gt;-Director of Food Services&lt;br&gt;-Principals</td>
<td>-System survey&lt;br&gt;-Student survey&lt;br&gt;-Financial data&lt;br&gt;-State and federal guidelines</td>
<td>-Ongoing</td>
<td>-Survey results&lt;br&gt;-Data trends</td>
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| 9. Continue to grow the BCS food service program, including the summer feeding program | - Emphasize importance of program  
- Widely advertise the BCS food service program | - Superintendent  
- Director of Food Services | - Time  
- Communication | -Ongoing | -Participation numbers  
- Survey Data |
| 10. Maintain clean facilities | - 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 | - Facilities Director  
- Outsource Custodial Company  
- Building level administration  
- System level administration | - Ticketing program  
- Surveys | Ongoing (weekly, monthly and annually) | - Service Cost review  
- Survey Data  
- Ticketing Program responses  
- Trend data |
| 11. Maintain safe schools | - 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 | - Director Special Programs  
- Facilities Director  
- School Administrators  
- Teachers | - System Level Safety walk through schedule  
- Local and state agencies: fire marshal, emergency management agency and law enforcement  
- School Safety Plans | -Ongoing | - 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.

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<tr>
<td>1. Involve more stakeholders in shaping the direction of BCS.</td>
<td>-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, and ensure the survey provides opportunity for specific feedback</td>
<td>-Administrators -Designated Staff</td>
<td>-Time -Online Registration System -Email reminders</td>
<td>-2019 - 2020</td>
<td>-Survey data gauging stakeholder understanding -Volunteer list on website -Number of Survey Participants</td>
</tr>
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<td>2. Responsible use of social networking technology</td>
<td>- Information disseminated through use of multiple technologies (Instagram, Facebook, Twitter, System Website, Remind)</td>
<td>- Webmaster - Designated Personnel to monitor</td>
<td>- Director of Technology - Designated Personnel - Administrators</td>
<td>- Ongoing</td>
<td>- Parental Feedback - Survey Data</td>
</tr>
<tr>
<td>3. Increase use of texting to notify parents and community of pertinent information.</td>
<td>- 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 - Provide the City of Bremen with Open House flyers</td>
<td>- Administrators - Teachers</td>
<td>- Time - “Remind” texting system</td>
<td>- August 2019 through May 2020</td>
<td>- “Remind” reports - Increased number of early registrations</td>
</tr>
<tr>
<td>4. Continue to maintain an open organization where decisions are driven by what</td>
<td>- Differing professional opinions are valued and discussed</td>
<td>- Superintendent - Principals - Designees</td>
<td>- Time - Professional Learning Opportunities</td>
<td>- Ongoing</td>
<td>- Student and Stakeholder feedback</td>
</tr>
</tbody>
</table>
5. 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

6. 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
- 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
• Class of 2018 Graduation Rate = 98.1% (3rd Highest in the State)
• Hosted the 5th Annual Bremen City Schools Family STEM Night – Fall 2018
• Jones Elementary Named a Title One Distinguished School – Highest Performing – Fall 2018
• CCRPI System Average of 87.3 – 6th Highest in State - 2018
• Bremen City Schools Named to College Board’s Advanced Placement Honor Roll – 1 of 5 School Districts in GA – Fall 2018
• Implemented PBIS (Positive Behavioral Interventions & Supports) at BA/BMS – Fall 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
• For 10 years (FY9, FY10, F11, F12, FY13, FY14, FY15, FY16, FY17, FY18), the local millage rate has stayed the same at 14.95.
• Completed Re-Roof of JES 2-3/Cafeteria/Slaughter Building – Summer 2018
• Extensive Safety Upgrades at All Campuses – Summer 2018
• 1:1 Student to Device Ratio in Kindergarten through 12th Grade – Fall 2018
• Financial Efficiency Rating of 4.5 out of 5 (4th Highest in the State) – Fall 2018
• Hosted 1st Annual Veterans Day Program – Fall 2018
• BMS/BHS Received a 5 Star Climate Rating – Fall 2018
• Completed Tennis Courts at Blue Devil Family Park – Winter 2019
• Began Walking Trail Construction at Blue Devil Family – Winter 2019
• Bremen City Schools Given Award of Distinction for Excellent Financial Reporting – FY18 Audit (4th Consecutive)
• Hosted 3rd Annual Color Blast 5K – Spring 2019
• HVAC Replacement at JES K-1 Building and BHS Upper Hall/Middle Hall/Annex – Summer of 2019
• BHS Cafeteria Renovation – Summer of 2019