Gilmer County School System

Strategic Plan

2020- 2024

Gilmer County School System

Strategic Planning Team Members

2020-2024

Team Member	Position / Role	Target Area Committee
Arnold, Kelly	Teacher: ESOL	High Performing Culture
Benitez, Mario	Community Member	Fiscal Accountability
Bearden, Cody	SGT Member	Parent and Community
Berry, Monica	SGT Member	Academic Achievement
Boyette, Tiffany	Administrator: High	High Performing Culture
Bradshaw, Amy	GCSS Social Worker	Parent and Community
Bramlett, Lori	University of North Georgia	Parent and Community
Burnette, Stephanie	Administrator: Elementary	High Performing Culture
Burrell, Greg	Administrator: Middle	Parent and Community
Bushey, Terri	Industry Leader	Parent and Community
Cagle, Kim	GCSS Director	Operational Effectiveness
Call, John	GCSS Director	Fiscal Accountability
Cardd, Amber	SGT Member	High Performing Culture
Chastain, Ginger	Counselor: Middle	Parent and Community
Chastain, Jessica	Administrator: Elementary	Academic Achievement
Chastain, Scott	Community Member	Fiscal Accountability
Davis, Katlyn	Para-professional	Operational Effectiveness
Day, Carl	Counselor: Elementary	Fiscal Accountability
Day, Jan	Community Member	High Performing Culture
Deboard, Chad	SGT Member	Fiscal Accountability
Ellis, Patricia	Teacher: Gifted/Intervention	High Performing Culture
Foley, Carla	Administrator: High School	Academic Achievement
Fonteboa, Melinda	Administrator: Elementary	Parent and Community
Farist, Valecia	Teacher: 2nd	Operational Effectiveness
Farmer, Gina	SGT Member	Parent and Community
Galloway, Melissa	Teacher: 8th	Operational Effectiveness
Garland, Krista	Academic Coach	Academic Achievement
Gearhart, Jessica	Teacher: ESOL	High Performing Culture
Gearhart, Todd	Administrator: High	Parent and Community
Green, Paige	Chamber President	Parent and Community
Green, Renea	SGT Member	Parent and Community
Hayden, Marcia	Community Member	Operational Effectiveness
Henson, Hope	Academic Coach	Academic Achievement
Hensley, Kim	Bookkeeper	Fiscal Accountability
Holden, Sandi	Gilmer Board of Commissioners	Fiscal Accountability
Johnson, Matt	Administrator: High	Academic Achievement
Jones, James	Administrator: MIP	Operational Effectiveness
Kingsley, Katrina	Administrator: Elementary	Parent and Community
Kiser, Amy	Academic Coach	Academic Coach
Low, Erin	SpEd Coordinator	Operational Effectiveness

Lykins, Shay	SGT Member	Ficscal Accountability
May, Tracey	Dalton State College	Academic Achievement
McCart, Rob	Instructional Technologist	Academic Achievement
McClure, Staci	Media Specialist	Operational Effectiveness
McLendon, Julie	Teacher: 8th Grade	Academic Achievement
Mitchell, Lottie	GCSS Director	Academic Achievement
Moles, Lori	Teacher: Middle	Operational Effectivvness
Nichols, Gina	Counselor: High	Operational Effectiveness
Ott, Sandra (Sandy)	University of North Georgia	Academic Achievement
Patterson, Lindy	GCSS Director	Parent and Community
Penland, Dana	Academic Coach	Academic Achievement
Penland, Trina	GCSS Director	Fiscal Accountability
Pierce, Lauree	Administrator: Elementary	Academic Achievement
Pike, Landon	Student (6-12)	High Performing Culture
Pike, Nicole	Administrator: Middle	High Performing Culture
Rainey, Lex	Community Member	Fiscal Accountability
Reynolds, Page	Finance Bookkeeper	Fiscal Accountability
Sauls, Renee	Media Specialist	Parent and Community
Sheriff, Stuart	GCSS Director	High Performing Culture
Shull, Christy	SGT Member	Operational Effectiveness
Smith, Jason	SGT Member	Operational Effectiveness
Sosebee, Bob	GCSS Director	Operational Effectiveness
Taylor, Abbey	Teacher: 7th	Fiscal Accountability
Teague, Sabrina	Community Member	Fiscal Accountability
Teague, Chandra	Administrator: Elementary	Academic Achievement
Thorne, Sarah	Teacher: ESOL	Parent and Community
Troxell, Mark	SGT Member	High Performing Culture
Titus, Kristi	Parent	Operational Effectiveness
Vautrot, Diane	SpEd Coordinator	Academic Achievement
Walker, Charles	Administrator: Elementary	High Performing Culture
Waters, Linda	GCSS Director	Parent and Community
Watkins, Tina	Counselor: Elementary	High Performing Culture
West, Sarah	Administrator: Middle	Academic Achievement
Wilson, Dennis	Teacher: 9-12 CTAE	Academic Achievement
Downs, Shanna	Superintendent	

Gilmer County Charter School System

Beliefs

- We believe that all students can experience academic growth with engaging, rigorous, and individualized learning.
- We believe that relationships foster collaboration and are mutually supportive. (Home, school, community).
- We believe that **l**earning occurs through relevant experiences.
- We believe in a successful learning community that promotes respect, integrity, fairness, leadership and accountability.

Mission

Every Child, Every Opportunity, Every Day

Vision

Our vision is to develop lifelong learners who enrich their community through the creation of learning environments that challenge and empower every student to reach his full potential to succeed in the workforce, military, or post-secondary opportunity.

Gilmer County Charter School

System Time Period: 2019 to 2023

Goal Area 1: High Academic Achievement for
All

Objective 1.1: Maintain the district CCRPI score of 79.5 for SY2019 to a level at or above the state CCRPI system average focusing specifically on student achievement and growth in Language Arts and Math.

Need: There is a need for the Gilmer County Charter School System to perform at or above state levels.

#	Actions, Strategies, and	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation
1 1 1	Refine Professional Learning Communities (PLC) to consistently implement and evaluate standards- based instruction in the classroom.	Start: Fall, 2016 Completion: ongoing	None	Chief Academic Officer, Principals	Meeting schedules, rosters, and minutes of Professional Learning Communities
1 1 2	Provide professional learning on the use of instructional technology to engage students in learning	Start: Fall, 2016 Completion: ongoing	Title IV	Chief Academic Officer, Principals, Instructional Technologist	Professional Learning training records, Classroom observation records
1 1 3	Explore Virtual and Distance Learning Options and Opportunities	Start: Spring 2020 Completi on: Fall 2022	Charter	Chief Academic Officer, Instructional Technologist, Technology Director, Principals, Academic Coaches	Chief Academic Officer will provide reports and updates to the Superintendent

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
1 1 4	Refine and utilize common standards- based assessments.	Start: Fall, 2016 Completion: ongoing	None	Chief Academic Officer, Principals, Academic Coaches, Teachers	Chief Academic Officer will provide annual reports to Superintendent, Professional Learning Communities agenda, minutes and rosters
1 1 5	Increase the number of students identified as gifted.	Start: Fall, 2016 Completion: ongoing	None	Assistant Superintendent of Student Services, Chief Academic Officer	Lead Gifted Teachers will make annual report to Assistant Superintendent of Student Services
1 1 6	Increase movement in Georgia Milestones from Beginning to Developing, Developing to Proficient, Proficient to Distinguished	Start: Fall 2019 Completion: ongoing	None	Teachers, Academic Coaches, Administrators, Chief Academic Officer	Georgia Milestones
1 1 7	Expand the Social Emotional Engagement – Knowledge and Skills (SEE-KS) ladder of	Start: Fall, 2016 Completion: ongoing	Title VI, Part B – Flowthrough Professional Learning Funds	SEE-KS Core Team School level teams	The special education coordinator will present a year end data review.

Objective 1.2: Increase the extent and fidelity of Multi-Tiered Systems of Support (MTSS)

Need: There is a need to implement (MTSS) consistently and appropriately across all schools and grade levels.

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
1 2 1	Expand training for all professional staff on the Multi-Tiered Systems to Support (MTSS) to include behavior and speech.	Start: Fall, 2016 Completion: ongoing	Professional Learning Funds	Assistant Superintendent of Student Services, Chief Academic Officer, Assistant Principals	Professional Development Records, Asst. Principals will report to Asst. Superintendent - Student Services
1 2 2	Consistently implement a system- wide Multi-Tiered Systems of Support (MTSS) process.	Start: Summer, 2017 Completion: ongoing	None	Assistant Superintendent of Student Services, Assistant Principals	Asst. Principals will report to Asst. Superintendent – Student Services
1 2 3	Use fluid, needs based and flexible scheduling in grades K-12 to address enrichment and remediation needs of students.	Start: Fall, 2016 Completion: on- going	None	Principals, Chief Academic Officer	Principal will report scheduling modifications to Superintendent; Chief Academic Officer will review schedules.

Objective 1.3: Reduce the number of student behavioral incidents and referrals toward improved academic achievement.

Need: There is a need to improve school environments, school climate and student behaviors in order to improve academic achievement.

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
1 3 1	Continue to train staff on Positive Behavioral Interventions and Support (PBIS) initiative.	Start: Spring, 2017 Completion: ongoing	Title I, Professional Learning	PBIS District Coordinator, Assistant Superintendent Student Services	Professional Development Records, Minutes from PBIS team meetings

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
1 3 2	Continue to implement the Positive Behavioral Interventions and Support (PBIS) at all schools and grade levels.	Start: Fall, 2017 Completion: ongoing	Title I, Part A Title VI, Part B-RLIS	PBIS Coordinator, Assistant Superintendent Student Services Principals, PBIS Coaches	Principals will report progress to Superintendent
1 3 3	Refine Mentor Program at GHS and Implement Mentor Program for students in elementary, middle school grade bands	Start: Fall, 2018 Completion: ongoing	Title I, Part A,	Principals, Chief Academic Officer, Director of Federal Programs, PBIS Coordinator	Progress will be reported to Superintendent

Objective 1.4: Increase K-12 college and career readiness.

Need: There is a need to increase college and career readiness focus across all grade levels and to monitor multiple measures of student achievement that, collectively, constitute college and career readiness.

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
1 4 1	Increase the opportunities for students to participate in dual enrollment and AP high school courses offered through collaboration with post-secondary institutions and middle school students to participate in high school courses	Start: Fall, 2016 Completion: ongoing	Title II, Professional Learning Funds, School Funds, Title IV	High School and Middle School Administrators, Dual Enrollment Coordinator, Chief Academic Officer	Annual reports of dual enrollment and AP and high school offerings to Board

#	Actions, Strategies, and Interventions	Timeline	Funding/Resources	Person(s) Responsible	Means of Evaluation:
1 4 2	Expand opportunities to improve student performance on ACT and SAT.	Start: Fall, 2016 Completion: ongoing	School Curriculum Instruction Funds	High School Administrator	Principal reports to Superintendent, SAT and ACT results reports to Board
1 4 3	Refine and increase consistency for a student goal-setting program for student performance on MAP.	Start: Fall, 2016 Completion: ongoing	None	Chief Academic Officer, Principals, Academic Coaches, Teachers	Principals will report annually to Superintendent
1 4 4	Continue to increase opportunities for students to participate in STEAM activities.	Start: Fall 2017 Completion: ongoing	Curriculum and Instruction Funds, Title IV	Teachers, Principals	Principals will report progress to Superintendent

Objective 1.5: Increase the number of students, including subgroups, meeting school-level improvement targets.

Need: There is a need to close the achievement gap between student subgroups in Gilmer County.

#	Actions, Strategies, and Interventions	Timeline	Funding/Resources	Person(s) Responsible	Means of Evaluation:
1 5 1	Refine the fluid, needs-based scheduling process in grades K-12 to address remediation and enrichment needs of students.	Start: Fall, 2016 Completion: ongoing	None	Principals, Chief Academic Officer	Principals will deliver annual reports to Superintendent. Chief Academic Officer will review schedules.
1 5 2	Continue to provide professional development to support the differentiation of instruction to meet the needs of at-risk students, struggling learners, and diverse learners.	Start: Fall, 2016 Completion: ongoing	Professional Learning Funds Title II Funds	Chief Academic Officer, Principals	Professional Development records will show increased PD addressing needs of at-risk students, struggling learners, and diverse learners.

Goal Area 2: Parent and Community Engagement

Objective 2.1: The number of students missing fewer than ten days per year will increase each year. We will use SY18 for our baseline data.

Need: Student attendance rates are lower than desired and negatively impact student achievement and graduation rates.

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
2 1 1	Continue system-wide protocols for monitoring student attendance and for notification of parents	Start: Fall, 2016 Completion: ongoing	None	Attendance Support Team	Principals will report progress to the superintendent.
2 1 2	Refine the parent information plan addressing the importance of student attendance to include - Attendance data in annual report - Text blasts with attendance tips - quarterly - Attendance matters blog in media - quarterly	Start: Fall, 2017 Completion: ongoing	None	Director of Federal Programs, Chief Academic Officer	Documentation of information dissemination will be evidenced by media posts and the annual report.

Objective 2.2: The participation rate of parents and family members at school events will increase by 10% from the baseline measure established for the 2016-17 school year.

Need: Parent and family member participation at school events varies from school to school and across grade levels and is insufficient to support higher levels of student achievement.

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
2 2 1	Review parent events to assess the quality, relevance, and value for parents, and improve as indicated	Start: Fall, 2016 Completion: ongoing	None	Principals	Survey results will indicate improved parent perception of parent events.

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
222	Provide a variety of parent events and offer events at various times convenient for parents.	Start: Fall, 2018 Completion: ongoing		Principals, Family Engagement Partners	Agendas, sign-in sheets, invitations for events
223	Implement strategies to make schools friendlier and more inviting to parents	Start: Fall, 2016 Completion: ongoing	None	Principals, PBIS school team, teachers, front office staff, Maintenance	STAR climate ratings will reflect improved parent perceptions.
224	Measure and report parent perceptions of school climate and develop school-specific actions to improve parent perceptions of the schools	Start: Summer, 2017 Completion: ongoing	None	Principals	STAR climate ratings will reflect improved parent perceptions.

Objective 2.3: The use volume for the system Website and the communications shared via social media will increase by 10% over the baseline level established for the 2016-2017 school year.

Need: Parents and community currently underutilize the system and school websites and social media to learn about the school and to connect with the school.

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
231	Continue to update and maintain the school and district websites and social media through a streamlined process.	Start: Fall, 2016 Completion: ongoing	None	Principals	Director of Technology will periodically review system and school websites and give reports to individual directors and principals.

Objective 2.4: There will be an increase in the frequency of non-revenue school participation in community events.

Need: There is a need for more meaningful engagement of the business community with the school system. There is a need for increased support of the business community through school outreach and involvement with community functions.

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
2 4 1	Communicate with the Chamber and faith based organizations to promote school activities and to solicit assistance in communicating with families through strategies such as providing informational flyers to businesses for distribution	Start: Summer, 2017 Completion: ongoing	None	Principals	Principals will report progress to the Superintendent.
2 4 2	Collaborate with the Chamber to communicate school-specific partnership needs to the business community	Start: Summer, 2016 Completion: ongoing	None	Principals	Principals will report progress to the Superintendent.
2 4 3	Expand school functions (back to school, spirits days, homecoming parade, etc.) to encompass more community and business involvement	Start: Summer, 2016 Completion: ongoing	None	Principals	Principals will report progress to the Superintendent.

Objective 2.5: There will be consistent communication with parents and the community.

Need: There is a need to keep families and the community informed.

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
2 5 1	The district will create a communications plan to assist parents and families during school closures.	Start: Summer 2020 Completion: ongoing		Superintendent, District Administrators, Principals	Survey results will indicate improved parent perception of communication from schools and district.

Goal Area 3: High Performing Culture and Workforce

Objective 3.1: There will be an increase in the quality and retention rate of certified and classified employees.

Need: The retention-in-positon rate and the employee turnover rate of GCCSS are less than optimal and adversely impacts student performance, program continuity, and outcomes.

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
3 1 1	Refine a formal mentoring program and a reward program for mentor teachers, and refine an induction program.	Start: Fall, 2019 Completion: ongoing	Title II Stipend	Chief Academic Officer and Federal Programs Director	Surveys from participating mentors will indicate increased levels of mentor satisfaction.
3 1 2	Explore options for developing an in-house Leadership Development Program to increase our leadership pool.	Start: Fall 2020 Completion: Spring 2022	Title II	Assistant Superintendent for Administrative Services, Superintendent	
3 1 3	Continue online application process for all employee candidates	Start: Fall, 2016 Completion: ongoing	TBD	Assistant Superintendent for Administrative Services	Applications will be completed online
3 1 4	Identify incentives to attract and retain high need categories of employees	Start: Fall, 2017 Completion: ongoing	TBD	Assistant Superintendent for Administrative Services	BoE will consider recommendations for incentives to attract and retain high need employees.
3 1 5	Include opportunities for first year teachers to observe other teachers who teach the same grade level and/or subject area		None	Principals	Schedules and log of observations by first-year teachers

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation
3 1 6	Provide separate one-day orientation program for experienced teachers new to Gilmer County to review employee essentials such as benefits, etc.	Start: Fall, 2017 Completion: ongoing	None	Assistant Superintendent for Administrative Services	Copy of orientation agenda used for experienced teachers new to Gilmer School District

Objective 3.2: By June 2018, the annual % of days absent for Gilmer County School System employees will be reduced as compared to previous years.

Need: The absence rate for school system employees is above the acceptable level. Improved employee attendance is needed to achieve improved student achievement.

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
3 2 1	Continue to collect and disseminate data on the numbers of days missed and the cost to the district to employ substitutes	Start: Fall, 2016 Completion: ongoing	TBD	Assistant Superintendent for Administrative Services	Report data to BoE
3 2 2	Review sick leave policy and develop recommendations for modifications as indicated.	Start: August, 2016 Completion: June, 2017	TBD	Assistant Superintendent for Administrative Services	Consideration of sick leave policy recommendations by BoE
3 2 3	Develop strategies to increase pool of substitutes	Start: Fall, 2016 Completion: ongoing	TBD	Assistant Superintendent for Administrative Services	Compare number of substitutes available in Fall, 2016 with the number of available substitutes in May, 2019

Objective 3.3: By June, 2017, all certified personnel of the Gilmer County School System will actively participate in regularly scheduled Professional Learning.

Need: There is need for all certified staff to build capacity and grow professionally.

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
3 3 1	Continue training on how to conduct effective PLCs and require all teachers to participate in a PLC at their respective schools	Start: Fall, 2016 Completion: ongoing	TBD	Chief Academic Officer, Principals	Review of Agendas of PLCs
3 3 2	Offer professional development to increase the number of AP certified teachers.	Start: Summer, 2017 Completion: Summer, 2019	Professional Development Funds, Title II	Chief Academic Officer, Director of Federal Programs	Annual report to the BoE on number of AP certified teachers
3 3 3	Collaborate with North GA RESA to offer the Gifted Endorsement to teachers.	Start: Summer, 2017 Completion: Summer, 2019	Professional Development Funds, Title II	Chief Academic Officer, Director of Federal Programs	The Gifted Endorsement will be provided to 15 or more teachers with an annual report to the BoE
3 3 4	Offer professional development to increase the number of ESOL Endorsed Teachers through North GA RESA.	Start: Fall, 2017 Completion: Summer, 2019	Professional Development Funds Title II	Chief Academic Officer, Director of Federal Programs	Professional Development records will show increased number of teachers completing ESOL Endorsement

Goal Area 4: Operational Effectiveness

Objective: 4.1: By June 2018, the Gilmer County School System will have in place a master plan for facilities, technology, school safety, transportation, and an ESPLOST campaign.

Need: Current plans for various operational areas of the school system are varied, inconsistent, and not fully current.

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
4 1 1	Annually update facility needs by reviewing state entitlement, maintenance history of buildings and equipment, enrollment projections, building capacity, available funding, and stakeholder input to compile proposed facility needs for an ESPLOST campaign.	Start: Fall, 2016 Completion: ongoing	None	Director of Maintenance, Assistant Superintendent for Administrative Services. Facility Review Committee	Development of 5-year facility plan required by GA DoE, compilation of needs identified by surveys from staff and community stakeholders, Following the completion of the 5-year facility plan, begin the development of a 10-year facility plan, ESPLOST document for 2019, enrollment projections, and development of maintenance history of buildings and equipment handbook

4 1 2	Annually review individual school safety plans and a system-wide plan which are similar in format to ensure compliance with federal and state laws as well as board policy. Gather input from parent and teacher surveys, conduct safety inspections and transportation audits.	Start: Fall, 2016 Completion: ongoing	None	Director of Safety, District Safety Committee and School Safety Committee, Director of Transportation, Assistant Superintendent for Administrative Services	Results of surveys from faculty, staff, and stakeholders, GEMA review, monthly inspection logs
4 1 3	Update System Technology Plan to include refreshment cycle, ratios, funding sources, gap analysis, infrastructure, and professional development in available resources.	Start: Summer, 2017 Completion; ongoing	TBD annually	Director of Technology	Handbook developed identifying available equipment and software at each school and the proposed refreshment cycle
4 1 4	Annually review Transportation Plan to identify annual purchase/replacement of buses, recruitment and retention of drivers, and fully implement and utilize Bus Boss routing software to improve efficiency of bus routes.	Start: Fall, 2016 Completion: ongoing	TBD annually	Director of Transportation, Assistant Superintendent for Administrative Services	Publish, annual bus routes, develop handbook with bus history and replacement schedule. Increase the number of bus drivers employed by Fall, 2019

Objective 4.2: By June 2017, all Gilmer County policies, procedures, and rule manuals will be updated to be consistent and to comply with legal mandates.

Need: Current manuals for various operational areas of the school system are varied, inconsistent, and not fully current.

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
4 2 1	Maintain manuals for student/parent handbook, food and nutrition, finance, employee, federal programs, MTSS, Student Code of Conduct, Special Education, Athletic and maintenance. Update School Board Policies every 2 years or as recommended by legal counsel.	Start: Fall, 2016 Completion: ongoing	Annual cost of eBoard	Directors, Assistant Superintendent of Student Services, Superintendent, Athletic Director	Manuals and board policies will be developed/amended and distributed/made available to stakeholder groups as needed/required Student Code of Conduct will be made available to stakeholders as well as posted on website and in schools. Manuals requiring BoE approval will be presented to the BoE for approval by the Superintendent

Goal Area 5: Fiscal Accountability

Objective 5.1: The Gilmer County Charter School System will employ proven business best practices and procedures at all times to ensure it meets the public's highest standards for financial accountability, integrity, and trust.

Need: There is a need to maintain the highest standards for financial accountability. Our citizens expect financial management from the BoE.

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
5 1 1	Review all financial policies and procedures and update as needed	Start: Fall, 2016 Completion: ongoing	None	Assistant Superintendents, Superintendent, BoE	Board minutes will document review of policies and procedures.
5 1 2	Provide annual training for all school and system financial personnel on financial policy, updates and standardized procedures.	Start: Fall, 2016 Completion: ongoing	None	Director of Finance	Minutes of the directors' and principals' meetings will reflect training on financial policy and procedures.
5 1 3	Conduct monthly internal audits at each school	Start: Fall, 2016 Completion: ongoing	None	Director of Finance	The finance director will maintain work papers verifying the monthly internal audit was conducted.
5 1 4	Receive a clean audit opinion from the Georgia Department of Audits and Accounts annually	Start: Fall, 2016 Completion: ongoing	None	Director of Finance, Superintendent, Directors, School Administrators	As per annual audit report
5 1 5	Receive positive monitoring results from state and federal grant reviews	Start: Fall, 2016 Completion: ongoing	None	Federal and state grant directors	As per cross-functional monitoring and audit reports

Objective 5.2: The school system will have transparent alignment of the budget plan with the actual budget allocations and expenditures.

Need: There is a need to closely align budgets, expenditures, and plan priorities. There is a need to maintain revenues and fund balances that are adequate to address system priorities.

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
5 2 1	Maintain adequate fund balance	Start: Fall, 2016 Completion: ongoing	None	Director of Finance, Superintendent, BoE	The school system will maintain an unassigned fund balance of not less than 5% of the total budgeted expenditures for the subsequent fiscal year.
5 2 2	Provide monthly board reporting for revenue and expenditure tracking. Principals provide quarterly school reporting of activity accounts to BoE	Start: Fall, 2016 Completion: ongoing	None	Director of Finance, Principals	BoE minutes will reflect a periodic presentation of the budget status
5 2 3	Provide reporting and/or presentations to principals to educate them on the budget components	Start: Fall, 2016 Completion: ongoing	None	Director of Finance	The minutes of principal meetings will reflect the training provided to principals regarding budget components
5 2 4	Provide monthly presentations to faculty and staff by principals to educate them on facets of the budget	Start: Fall, 2016 Completion: ongoing	None	Principals	Principals will provide documentation to Director of Finance as to financial information delivered to faculty

#	Actions, Strategies, and Interventions	Timeline	Funding/Resources	Person(s) Responsible	Means of Evaluation:
5 2 5	Provide annual report presentation to local civic organizations that is in an understandable format and provide enough detail to understand the major expenditures of the school system	Start: Fall, 2016 Completion: ongoing	$1500	Superintendent	An annual report will be printed and distributed to community members and posted on system website
5 2 6	Continue long range planning and budget development by determining needs for 3-5 years in the future	Start: Fall, 2016 Completion: ongoing	None	Director of Finance, Superintendent, BoE	A document will be created outlining long term objectives and distributed to the BoE when budget is presented

Objective 5.3: By June, 2018, one or more new sources of revenue will be secured by the Gilmer County School System.

Need: There is a need to insure that all possible sources of revenue are identified and accessed.

#	Actions, Strategies, and Interventions	Timeline	Funding/Resources	Person(s) Responsible	Means of Evaluation:
5 3 1	Identify and apply for new grant funds	Start: Fall, 2016 Completion: ongoing	None	Superintendent	Budget will reflect additional revenue obtained from grant sources.
5 3 2	Continue to utilize partnerships with RESA and GA DoE to share resources and expertise	Start: Fall, 2016 Completion: ongoing	None	Superintendent	The directors' and principals' meeting minutes will reflect additional services/partnerships provided to school system by RESA and/or GA DoE