Gilmer County School System

Strategic Plan

2023 – 2028

Revised June 22, 2023

Gilmer County School System

Strategic Planning Team Members

2023 – 2028

Name	Position	Sub-Committee
Adams, Nancy	Family and Consumer Science Agent	Family and Community Engagement
Amos, Samantha	Director of Transportation	Operational Effectiveness
Arnold, Kelly	Assistant Principal	Operational Effectiveness
Berry, Dana	Assistant Superintendent	Co-Chair Operational Effectiveness
Bowen, Derek	Principal	Operational Effectiveness
Boyette, Tiffany	Assistant Principal	Academic Achievement
Bradshaw, Amy	Social Worker	Academic Achievement
Bradley, Kelsey	Early Intervention Teacher	Academic Achievement
Bramlett, Laura	Teacher	Academic Achievement
Bramlett, Lori	SGT Member	Family and Community Engagement
Bramlett, Michael	Gilmer Board of Education	Academic Achievement
Brock, Gina	Pre-K Teacher	Family and Community Engagement
Burnette, Stephanie	Principal	Family and Community Engagement
Bushey, Mike	CTAE Teacher	Operational Effectiveness
Call, John	Director of Technology	Operational Effectiveness
Chambers, Dan	Teacher	Operational Effectiveness
Chastain, Jessica	Director of Student Services	Co-Chair Academic Achievement
Crump, Alicia	Special Education Teacher	Operational Effectiveness
Day, Carl	Counselor	Family and Community Engagement
Everett, Brittney	SGT Member	Operational Effectiveness
Foley, Carla	CEO, College and Career	Academic Achievement
Fonteboa, Melinda	Principal	Academic Achievement
Galicia, Patty	ESOL Teacher	Family and Community Engagement
Garland, Krista	Behavior Specialist	Academic Achievement
Gearhart, Jessica	ESOL Teacher	Family and Community Engagement
Gearhart, Todd	Assistant Principal	Academic Achievement
Green, Chase	Elementary Academic Coach	Academic Achievement
Griffith, Tom	Assistant Principal	Operational Effectiveness
Grimmer, Jennifer	President, Gilmer Chamber	Family and Community Engagement
Hadden, Stacey	Gifted AP Teacher	Academic Achievement
Harper, Mandy	Paraprofessional	Family and Community Engagement
Henson, Ema	STEM Teacher	Academic Achievement
Henson, Hope	Assistant Principal	Family and Community Engagement
Hice, Daphnie	Nutrition Coordinator	Operational Effectiveness
Hinton, Heath	Teacher	Operational Effectiveness
Hyatt, Kathy	Director of the Mountain Campus, Dalton State	Academic Achievement
Jenkins, Tracy	Remedial Teacher	Academic Achievement
Johnson, Matt	Assistant Principal	Family and Community Engagement
Jones, Ashlee	Counselor	Academic Achievement
Jones, James	Director, Mountain Innovative Program	Operational Effectiveness
Juarez, Nallely	Teacher	Academic Achievement
Kiker, Hollie	Teacher	Family and Community Engagement
Kingsley, Katrina	Pre-K Director	Family and Community Engagement
Kiser, Amy	Elementary Academic Coach	Academic Achievement

Marshall, Daniel	Counselor	Family and Community Engagement
Marshall, John	Community Member	Operational Effectiveness
McCart, Robert	Instructional Technologist	Academic Achievement
Melton, Aimee	Teacher	Academic Achievement
Mitchell, Lottie	Assistant Superintendent	Co-Chair Academic Achievement
Murillo, Cristina	Interpreter/Translator	Family and Community Engagement
Murrillo, Roberto	Human Resources, Pilgrims	Family and Community Engagement
Neal, Caitlin	Communications Director, Gilmer Chamber	Family and Community Engagement
Nieves, Maria	Bookkeeper	Operational Effectiveness
Ott, Sandra (Sandy)	Executive Director, University of North Georgia Blue Ridge Campus	Academic Achievement
Parks, Michael	Gilmer Board of Education	Academic Achievement
Partin, Patricia	Nutrition Director	Family and Community Engagement
Patterson, Lindy	Director of Federal Programs	Co-Chair Family and Community Engagement
Penland, Dana	Elementary Academic Coach	Academic Achievement
Penland, Trina	Director of Finance	Co-Chair Operational Effectiveness
Pflueger, Joe	Gilmer Board of Education	Family and Community Engagement
Pike, Nicole	Director of Testing and Compliance	Co-Chair Family and Community Engagement
Pritchett, Doug	Gilmer Board of Education	Operational Effectiveness
Reynolds, Page	Accounting Manager	Operational Effectiveness
Rosenak, Molly	Teacher	Academic Achievement
Samples, Angelia	Academic Coach	Academic Achievement
Sanford, Kent	SGT Member	Academic Achievement
Shull, Christy	SGT Member	Operational Effectiveness
Smith, Jason	Community Member	Operational Effectiveness
Sosebee, Bob	Director of Maintenance	Operational Effectiveness
Speece, Allison	Teacher	Family and Community Engagement
Stover, Ashley	Assistant Principal	Operational Effectiveness
Teague, Chandra	Assistant Principal	Academic Achievement
Teague, Melisa	District Health Service Coordinator	Operational Effectiveness
Troxell, Mark	Community Member	Operational Effectiveness
Walker, Charles	Principal	Family and Community Engagement
Watkins, Ronald	Gilmer Board of Education	Operational Effectiveness
Watson, Tiffany	Parent	Academic Achievement
Wells, Wendy	Media Specialist	Family and Community Engagement
West, Kayann	Community Member	Operational Effectiveness
West, Sarah	Principal	Academic Achievement
Woody, Nikole	SGT Member	Academic Achievement
Ridley, Brian	Superintendent	

Gilmer County School System

Beliefs

We believe in an overarching culture of excellence and high expectations.

We believe that all students can achieve academic growth towards mastery through an academically challenging learning environment.

We believe that each student deserves a learning environment where they are surrounded by a team of educators who are committed to building positive relationships.

We believe that all staff members are accountable for each student's growth.

We believe that every Gilmer County Schools employee contributes to the culture of the organization and the success of each student.

We believe that a successful learning community advances mutual respect, integrity, fairness, leadership and accountability for all.

GCSS Vision
Our vision is to cultivate lifelong learners who enrich their community by challenging and empowering each student to reach their full potential in post-secondary, military or workforce.
Visión de GCSS
Nuestra visión es cultivar aprendices de por vida que enriquezcan su comunidad desafiando y capacitando a cada estudiante para alcanzar su máximo potencial en la educación superior, militar o laboral.

GCSS Mission
Our mission is to promote academic excellence and success for ALL.
Misión de GCSS
Nuestra misión es promover la excelencia académica y el éxito para TODOS.

GCSS Motto
Every Child, Every Opportunity, Every Day
GCSS Lema
Cada Niño, Cada Oportunidad, Cada Dia

Gilmer County School System

Strategic Plan

2023 - 2028

Goal Area 1: Academic Achievement

Objective 1.1: Increase the number of students demonstrating mastery of grade level standards.

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
1 1 1	Refine Professional Learning Communities (PLC) to consistently collaborate, implement and evaluate standards-based instruction and standards-based common assessments to drive instruction which ensures a guaranteed and viable curriculum. **GVPE 4.1, 4.3, 4.4, 6.4**	Start: Fall 2022 Completion: ongoing	State and Federal Funds	School and District administrators, PLC teams, PLC facilitators	PLC agenda, meeting minutes and sign in sheets (PLC, faculty meeting and trainings), walk throughs, assessment, data analysis and PLC training and minutes
1 1 2	Develop rigorous, standards-based instruction and assessments that engage, challenge and motivate all students. **GPVE 3.5, 4.3, 4.4, 6.4**	Start: Fall 2022 Completion: ongoing	State and Federal Funds	PLC teams, teachers, school administrators	Assessment data, walk throughs and TKES observations, lesson plans, pacing guides and curriculum maps
1 1 3	Implement horizontal and vertical alignment with a focus on literacy and mathematics for all levels and subgroups (Pre-K – 12) **GPVE 3.5**	Start: Fall 2022 Completion: ongoing	Local, State and Federal Funds	Curriculum director, school administrators, academic coaches, teachers (content, gifted, intervention, subgroup)	Meeting agendas, minutes and sign in sheets
1 1 4	Refine system-wide attendance protocols and training to include incentives and positive recognitions.	Start: Fall 2022 Completion: ongoing	School Funds	Director of Student Services, Social Worker, Attendance Support Team, school administrators.	Meeting agendas, minutes and sign in sheets (Attendance Support Team meetings, attendance trainings and annual attendance meetings), school incentive plans, parent contact logs and attendance data

115	Consistently implement a system-wide Multi-Tiered Systems of Support (MTSS) process. (academic, behavior and social needs). **GVPE 4.3**	Start: Fall 2022 Completion: ongoing	State, PL and Federal Funds	District administrators, school administrators, academic coaches, teachers	Meeting agendas, minutes and sign in sheets from Response to Intervention (RTI) meetings, risk indicator data, and progress monitoring
116	Refine needs-based scheduling in grades K - 12 to address remediation and enrichment needs of students. **GVPE 4.3, 4.4, 6.4**	Start: Fall 2022 Completion: ongoing	State and Federal Funds	District administrators, academic coaches	Professional learning agendas, sign in sheets, PLCs, walk throughs
117	Provide professional learning on engagement, rigor and development of assessments. **GVPE 4.1, 4.3, 4.4**	Start: Fall 2022 Completion: ongoing	State and Federal Funds	District administrators, academic coaches	Professional learning agendas, sign in sheets, PLCs, walk throughs
118	Provide professional learning on the use of instructional technology to engage students in learning and increase student achievement **GVPE 4.2**	Start: Fall 2022 Completion: ongoing	Title V	District administrators, Principals, Instructional Technologist	Professional learning agendas, sign in sheets, PLCs, walk throughs
119	Provide talent development activities to strengthen the creativity and critical thinking skills for all students. **GVPE 4.3**	Start: Fall 2022 Completion: ongoing	State and Federal Funds	STEM teachers, gifted leads, teachers	Professional learning agendas and sign in sheets, gifted identification data, lesson plans, and walkthroughs
1110	Align the district and school goals, utilizing a Balanced Score Card, with the College and Career Ready Performance Index (CCRPI) to demonstrate district, school and student success. **GVPE 7.1**	Start: Fall 2022 Completion: ongoing	None	District administrators, principals, teachers	Professional learning agendas, sign in sheets, leadership meeting agendas

Objective 1.2: Increase K – 12 college and career readiness

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
1 2 1	Implement a College and Career Academy housed at the Larry Walker Education Center. **GVPE 5.4**	Start: Fall 2022 Completion: 2024-2025	CCA Grant, Charter Funds, Perkins Grants	GCCA CEO, GCCA Board of Directors	GCCA CEO status updates on implementation, meeting agendas, minutes and sign-in sheets from the Gilmer College and Career Steering and Board of Director meetings.
1 2 2	Increase opportunities for K-12 students to explore career options. **GVPE 5.4**	Start: Fall 2022 Completion: 2024-2025	Curriculum and Instruction Funds, Charter Funds	GCCA CEO, School and district administrators	Career lessons, You Science, Meeting agendas, minutes, and sign-in sheets from community and school career activities, career fair, community speakers
1 2 3	Increase opportunities for students to participate in dual enrollment and high school AP courses offered through collaboration with post-secondary institutions (colleges and technical colleges) and provide opportunities for middle school students to participate in high school courses.	Start: Fall 2022 Completion: 2024-2025	School, State, and Federal Funds	Dual Enrollment Coordinator, counselors, GCCA CEO, GHS and CCMS administrators	Schedules, Dual Enrollment (DE)/counselor updates

Objective 1.3: Increase Early Learning Opportunities

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
1 3 1	Strengthen partnership between the Georgia Department of Early Care and Learning programs Pre-K and Head Start to improve student outcomes in Kindergarten – Third Grade. **GVPE 3.1**	Start: Fall 2022 Completion: ongoing	Bright from the Start, General Fund	Assistant Superintendent of Curriculum and Instruction, Pre-K Director, Elementary Principals	GKIDS, NWEA MAP, Acadience data

Objective 1.4: Increase Positive Culture and Climate

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
1 4 1	Continue to promote positive behavior at all schools and grade levels. **GVPE 8.2**	Start: Fall 2022 Completion: ongoing	None	Principals, Behavior Coaches, teachers	Principals will report progress to Superintendent
1 4 2	Develop a culture that encourages innovation and creativity to maximize student learning. **GVPE 8.5**	Start: Fall 2022 Completion: ongoing	Charter Funds	District administrators, principals, instructional technologist, teachers	Walk throughs, Charter Mini Grants, Excellence in Technology Recognitions

Goal Area 2: Family and Community Engagement

Objective 2.1 Increase opportunities for family and community engagement.

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
2 1 1	Provide a variety of family events with a focus on quality, relevance, and practicality.	Start: Fall 2022 Completion: ongoing	Federal Funds, School Funds	Family Engagement Partners, district and school administrators, teachers	Surveys, participation/sign-in sheets, invitations (flyers, advertisement) photos

212	Consistently implement a variety of district and school communication strategies (in the preferred language of the parent) to include parent conferences, social media platforms, websites, texts, emails, newsletters, app notifications, parent portal, etc.	Start: Fall 2022 Completion: ongoing	School Funds	Family Engagement Partners, District and School Administrators, Teachers, Interpreters	Usage reports, Parent Meeting Minutes, Communication Logs, emails, IC Communications, Social Media pages, Bobcat Bite
213	Communicate pertinent information to parents and families related to attendance protocols, academic opportunities, and post-secondary guidance.	Start: Fall 2022 Completion: ongoing	School Funds	Family Engagement Partners, District and School Administrators, Teachers, Interpreters	Parent Newsletters, Emails, Text Blasts, IC communication, Social Media pages, Bobcat Bite
214	Collaborate with a liaison to communicate school specific partnership needs to the business community. **GVPE 5.4**	Start: Fall 2022 Completion: ongoing	None	Family Engagement Partner/Chamber Liaison, District Family Engagement Coordinator	Email correspondence, meeting minutes
215	The district and schools will communicate student and school successes to families and the community by utilizing social media platforms, websites, texts, and newspaper. **GVPE 2.1**	Start: Fall 2022 Completion: ongoing	None	District and school Administrators	Survey results will indicate improved parent and community perception of communication from schools and district.
216	Implement strategies to make schools friendlier and more inviting to parents **GVPE 8.2**	Start: Fall 2022 Completion: ongoing	None	Principals, PBIS school team, teachers, front office staff, maintenance	Survey results will indicate improved parent and community perception of communication from schools and district. (STAR Rating – if returned to CCRPI)
217	Measure and report parent and community perceptions of school climate and develop school-specific actions to improve parent perceptions of the schools **GVPE 8.4**	Start: Fall 2022 Completion: ongoing	None	Principals	Survey results will indicate improved parent and community perception of communication from schools and district. (STAR Rating – if returned to CCRPI

Objective 2.2 Increase mentoring opportunities.

	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
2 2 1	Recruit additional mentors for the mentoring programs at Gilmer High School and Mountain Innovative Program.	Start: Fall 2022 Completion: ongoing	None	District REACH Coordinator, Middle/High School Counselors	REACH/CORE Meeting Minutes, Attendance at Civic Organization Agendas, GCSS Website.
2 2 2	Implement an informal mentoring program for students at the elementary and middle schools (lunch buddies, reading partners, attendance, community partners, etc.).	Start: Fall 2022 Completion: ongoing	None	District and School Administrators	Attendance Logs

Goal Area 3: Operational Effectiveness

- High Performing Workforce
  - Safety and Security
  - Operational Services
  - Fiscal Accountability

Objective 3.1: Increase in the recruitment and retention rate of certified and classified employees.

#	Actions, Strategies and host Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
3 1 1	Continue to host a minimum of two job fairs annually with one in the fall and one in the spring and refine the process to increase participation. **GVPE 6.3**	Fall (October) Spring (March/April)	Local	District Administrator, HR Assistants, Principals, Assistant Principals	Sign in sheets, retention rate documentation, recruitment rate documentation

3 1 2	Analyze survey results which will be shared with school principals to make informed decisions regarding school improvement and strategic planning.	Fall and Spring	Local and Federal Funds	Assist Superintendent of Operations, District Administrators, Principals and Assistant Principals	Survey results/report.
3 1 3	Provide training for all approved substitute teachers.	Start: Fall 2022	State	District Administration	Records on the successful completion of substitute training, utilization and retention of substitutes sent to training.
3 1 4	Require all new employees to attend a structured new hire orientation prior to their first day of employment.	Start: Fall 2022 Completion: Ongoing	None	District Administration, HR Assistants	Record of all new employees attending, input on topics covered and surveys from new employees and school level administration.
3 1 5	Refine the mentoring program and a reward program for mentor teachers, and refine the new teacher induction program. **GVPE 6.3**	Start: Fall 2022 Completion: Ongoing	Federal Grants	Assistant Superintendent and Federal Programs Director	Surveys from participating mentors and new teachers will indicate increased levels of satisfaction and retention rate for new teachers will increase.
3 1 6	Implement a complete Human Resources Management program to increase employee retention to include talent, position, compensation, benefits, recognitions, reporting and integration management. **GVPE 6.3**	Start: Summer of 2022 Completion, on-going	GCSS General	District Administration, HR Assistants, Principals, Assistant Principals	Frontline (HR digital solution) data analysis, climate surveys, board agendas & minutes, benefits review committee
3 1 7	Reduce the number of employee absences to pre-Covid industry average. **GVPE 6.4**	Start: Summer of 2022 Completion, on-going	None	Staff, Assistant Principals, Principals, District Administration	Frontline Data

#	Actions, Strategies,		Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
3 1 8	Provide professional development to build staff capacity and professional growth based on district needs. **GVPE 4.1, 6.4**		Start: Fall Completion: on-going	Federal and Professional Learning	District and School Administration, Academic Coaches	Professional Learning Logs and sign in sheets

Objective 3.2: Improve Safety & Security of our students, staff & facilities.

#	Actions, Strategies,	Timelne	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
3 2 1	Secure our schools and classrooms by ensuring that all interior and exterior doors are functional and remain locked, employee identification and access and increase employee awareness. **GVPE 8.2**	Start: August 2022 Completion: Ongoing	Grants and operating budget	All Gilmer Schools Staff	Random and regular inspection with reporting, climate surveys, data analysis on documented incidents
3 2 2	Improve student supervision.	Start: August 2022 Completion: Ongoing	None	All Gilmer Schools Staff	Reduction in disciplinary data regarding skipping and other incidents directly attributed to the lack of supervision.
3 2 3	Update fire and security technology systems with integrated systems.	Start: August 2022 Completion: Ongoing	State/Federal Grants, GCSS General	District Administration, Technology and Main/facilities Department Administrators and staff	Survey of security systems, installation of access controls where appropriate and monitoring where appropriate, upgrade completion of software systems.

Objective 3.3 Develop and implement a maintenance and facilities master plan for facilities, transportation, technology, nutrition, school safety & ESPLOST campaign.

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
3 3 1	Continue to develop and implement written procedures for operations.	Start June 2021 Completion: Ongoing	None	District/school level Administration and staff.	Written procedures documents, efficiency measures
3 3 2	Implement digital receipt, dispatch, and closure of maintenance tickets.	Start June 2021 Completion: Ongoing	GCSS General	District/school level Administration and Maintenance Staff.	Service analytic reports, district budget evaluations, agenda, minutes
3 3 3	Complete 1, 3, 5- and 10-year facilities master plans to be reviewed and updated annually, as needed.	Start Nov. 2022 Completion: Ongoing	GCSS General	District Administration, Architect, Finance, Board of Education.	Board approved financially sustainable master plan
3 3 4	Complete and track online transportation management systems.	Start Nov. 2021 Completion: Ongoing	GCSS General: Transportation	District Administration and Director of Transportation	Fully operational systems and monthly analytics
3 3 5	Implement scanning solution of students' identification badges to ensure 100% accuracy in nutrition management delivery.	Start: Summer 2023	GCSS General: Nutrition	District Admin, Director of Nutrition and school nutrition managers	Fully operational systems and monthly analytics

#	Actions, Strategies, and Interventions	Timeline	Funding/Resources	Person(s) Responsible	Means of Evaluation
3 3 6	Maintain technology and cybersecurity plan at or above industry standards.	Start: Summer 2022 Completion: Ongoing	GCSS General: Technology, eSPLOST, Grants	District Admin, Director of Technology and Techs	Annual cybersecurity and technology audits
3 3 7	Utilize consultant's guidance to initiate and complete successful adoption of eSPLOST campaign.	October 2022	GCSS General	Board, District Admin and consultants.	Successful adoption of 2023 eSPLOST

Objective 3.4: The Gilmer County School System will employ proven business best practices and procedures at all time to ensure it meets the public's highest standards for financial accountability, integrity and trust.

#	Actions, Strategies, and Interventions	Timeline	Funding/ Resources	Person(s) Responsible	Means of Evaluation:
3 4 1	Provide annual training for all school and system financial personnel on financial policy, updates and standardized procedures.	Start: Fall 2022 Completion ongoing	None	Director of Finance	Meeting minutes and agendas
3 4 2	Conduct monthly internal audits at each school.	Start: Fall 2022 Completion: ongoing	None	Director of Finance	Documentation

3 4 3	Provide monthly board reporting for revenue and expenditure tracking. Principals provide quarterly school reporting of activity accounts to BOE. **GVPE 9.2**	Start: Fall 2022 Completion: ongoing	None	Director of Finance, Principals	BOE minutes will reflect presentation and approval of monthly reports
3 4 4	Continue long range planning and budget development by determining needs for 3-5 years. **GVPE 9.2**	Start: Fall 2022 Completion - Ongoing	None	Superintendent, Director of Finance	Budget presentation and analysis of fund balance
3 4 5	Receive positive monitoring results from state and federal grant reviews.	Start: Fall 2022 Completion: ongoing	None	Federal and state grant directors	Grant reviews, cross functional monitoring and audit reports
3 4 6	Continue to utilize partnerships with RESA, GA DoE and community to share resources and expertise **GVPE 5.4**	Start: Fall 2022 Completion: ongoing	None	District Administrators	Directors' and principals' meeting agenda and minutes
3 4 7	Implement an ongoing process for systematically evaluating all expenditures to guide the development of budgets which supports strategies to increase student achievement. **GVPE 9.2**	Start: Fall 2022 Completion: ongoing	None	District Administrators	Budget expenditure reports, Directors' meeting agendas and minutes