



Strategic Plan  
2022-2023 through 2026-2027





## Strategic Plan 2023-2027

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### **Strategic Goal Areas**

#### **Bryan County Schools will...**

**Provide all students a relevant and rigorous curriculum focused on standards**

**Attract, support and retain high quality staff and provide competitive salaries/benefits for all positions**

**Provide Responsible Financial Stewardship through Effective Management of Resources**

**Improve Organizational and Operational Efficiency and Effectiveness**

**Improve effectiveness of communications by reaching all stakeholders through a variety of means and develop/market a unique and consistent brand**



## Strategic Plan 2023-2027

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<b>Strategic Goal Area 1</b>		<b>Curriculum &amp; Instruction</b>
<b>Specific Goal 1.1</b>		<b>Provide all students a relevant and rigorous curriculum focused on standards</b>
<b>Measurable Objectives 1.1.1</b>		<b>Provide fully developed instructional units for all 4 main disciplines</b>
	<b>Action Steps</b>	
1.1.1.1	Create/Sustain action teams to lead the 4 main disciplines (ELA, Math, Social Sciences, Science) in BCC curriculum development	
1.1.1.2	Incorporate a curriculum review process that supports; revise/develop curriculum maps, ensure vertical and horizontal alignment, and identify essential components of unit plans, and support teacher teams in developing unit plans that include common summative and formative assessments, tasks, differentiation, remediation, and enrichment strategies	
1.1.1.3	Continue to develop and implement a comprehensive reading and writing framework	



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<b>Strategic Goal Area 1</b>		<b>Curriculum &amp; Instruction</b>
<b>Specific Goal 1.1</b>		<b>Provide all students a relevant and rigorous curriculum focused on standards</b>
<b>Measurable Objectives 1.1.2</b>		<b>Professional learning focused on effective instruction, rich learning student experiences &amp; school success</b>
	<b>Action Steps</b>	
1.1.2.1	Provide professional learning for teachers and leaders that strengthen their knowledge and understanding of content and the use of effective instructional practices	
1.1.2.2	Provide professional learning for leaders on creating and sustaining a positive school climate focused on a culture of learning	
1.1.2.3	Provide ongoing professional learning for all co-teaching teams to ensure best co-teaching practices are implemented	



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Strategic Goal Area 1		Curriculum & Instruction
Specific Goal 1.1		Provide all students a relevant and rigorous curriculum focused on standards
Measurable Objectives 1.1.3		Plan and implement curriculum and instruction supports that address learner variability
	Action Steps	
1.1.3.1	Develop standard procedures manual for Multi-Tiered System of Support at the elementary level	
1.1.3.2	Adopt and implement Tier 2 standard protocols and interventions and implement consistent Tier 3 protocols and interventions	
1.1.3.3	Implement gifted models and acceleration procedures that support student success and enrichment	
1.1.3.4	Continue to build and implement framework of best practices in co-teaching	
1.1.3.5	Develop standard procedures manual for Multi-Tiered System of Support at the 6-8 grade band	
1.1.3.6	Develop and initiate a non-traditional education program	



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<b>Strategic Goal Area 1</b>		<b>Curriculum &amp; Instruction</b>
<b>Specific Goal 1.1</b>		<b>Provide all students a relevant and rigorous curriculum focused on standards</b>
<b>Measurable Objectives 1.1.4</b>		<b>Bryan County Schools will work to Expand Career, Technical &amp; Agriculture Education (CTAE) offerings for Students that represent future employment opportunities in Bryan County</b>
	<b>Action Steps</b>	
1.1.4.1	Establish Culinary Arts Programs at both Richmond Hill and Bryan County High School to prepare students for the growing trade and tourism industry in the greater Bryan County area	
1.1.4.2	Work to establish an ‘Employability Skills’ mindset throughout the Bryan County School System with an elementary through high school expectation	
1.1.4.3	Grow our Partnership with Savannah Technical College to offer dual enrollment opportunities in north Bryan County by establishing a campus at the Lanier Learning Center	
1.1.4.4	Explore the viability of programs that will prepare students for the manufacturing and warehousing industry associated with the Georgia Port Authority	
1.1.4.5	Expand our industry certification programs	



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<b>Strategic Goal Area 2</b>		<b>Student Services</b>
<b>Specific Goal 2.1</b>		<b>Provide all students a relevant and rigorous curriculum focused on standards</b>
<b>Measurable Objectives 2.1.1</b>		<b>Review and revise current initiatives related to staff and student wellness</b>
	<b>Action Steps</b>	
2.1.1.1	Form Action Team to review the effectiveness and personnel needs of current student wellness programs that educate the whole learner (PBIS, 7 Mindsets, etc.)	
2.1.1.2	Evaluate current program along with other available options to make a recommendation to best serve student and staff needs	
2.1.1.3	Implement Action Team recommendations	



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Strategic Goal Area 2		Student Services
Specific Goal 2.2		Improve Organizational and Operational Efficiency and Effectiveness
Measurable Objectives 2.2.1		Increase measures to promote safety of students and staff
	Action Steps	
2.2.1.1	Conduct quarterly meetings with safety contacts to include table-top exercises	
2.2.1.2	Increase relationships and discussions with law enforcement to plan for possible catastrophic events	
2.2.1.3	Increase staff training on proper procedures	
2.2.1.4	Provide an anonymous tip line	
2.2.1.5	Install an email “analyzer” to warn of possible threats or self-harm	





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Strategic Goal Area 2		Student Services
Specific Goal 2.2		Improve Organizational and Operational Efficiency and Effectiveness
Measurable Objectives 2.2.2		Provide a safe, secure, equitable, and pervasive modern digital environment <small>(enabled for growth)</small>
	Action Steps	
2.2.2.1	Increase cybersecurity measures	
2.2.2.2	Increase internet access for students when off campus	
2.2.2.3	Maintain a minimum of a 5-year outlook of current inventory vs. projected needs	
2.2.2.4	Maximize bandwidth	
2.2.2.5	Maximize E-Rate funds	



## Strategic Plan 2023-2027

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Strategic Goal Area 3		Business Services
Specific Goal 3.1		Attract, support and retain high quality staff and provide competitive salaries/benefits for all positions
Measurable Objectives 3.1.1		Improve and/or enhance recruitment strategies
	Action Steps	
3.1.1.1	Develop and implement strategies to support alternative certification options for employees	
3.1.1.2	Streamline functionality of applicant software to better support both applicants and administrators	
3.1.1.3	Streamline onboarding and contract renewals	
3.1.1.4	Research and implement new methods to identify and attract potential employees	
3.1.1.5	Research and implement incentive programs that allow us to better attract/retain employees	
3.1.1.6	Regularly review Orientation for New Employees to ensure it accommodates the employee and our students/schools as fully as possible	
3.1.1.7	Identify and implement strategies to incentivize additional jobs for employee	
3.1.1.8	Regularly review compensation and benefits offerings to remain competitive	



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Strategic Goal Area 3		Business Services
Specific Goal 3.1		Attract, support and retain high quality staff and provide competitive salaries/benefits for all positions
Measurable Objectives 3.1.2		Improve efforts to provide support, professional development and employee recognition
	Action Steps	
3.1.2.1	Improve and expand current staff recognition practices (such as Teacher of the Year, annual Retirement recognition)	
3.1.2.2	Implement districtwide staff newsletter to be distributed to all staff regularly (quarterly or each semester) and include staff spotlight as part of newsletter	
3.1.2.3	Develop and implement Aspiring Leaders program for current teachers	
3.1.2.4	Develop and implement Aspiring Teachers program for current paraprofessionals	
3.1.2.5	Implement additional opportunities to provide education to staff about long-range financial planning	
3.1.2.6	Implement annual training for HR software for school/district users	



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Strategic Goal Area 3		Business Services
Specific Goal 3.2		Provide responsible financial stewardship through effective management of resources
Measurable Objectives 3.2.1		Increase employee compensation to become the highest paying school district in the region
	Action Steps	
3.2.1.1	Perform annual compensation reviews and incrementally increase salary schedules to establish a minimum of \$15 per hour for all employees	
3.2.1.2	Evaluate options for increasing the certified pay scale to be no less than 10% above the state salary schedule	
3.2.1.3	Enhance board paid employee benefit offerings including an increase to 403B match	
3.2.1.4	Explore unique ways to support and reward highly effective staff	



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<b>Strategic Goal Area 3</b>		<b>Business Services</b>
<b>Specific Goal 3.2</b>		<b>Provide responsible financial stewardship through effective management of resources</b>
<b>Measurable Objectives 3.2.2</b>		<b>Maintain fiscal integrity and continue to ensure public trust in financial reporting, budget development, and business best practices</b>
	<b>Action Steps</b>	
3.2.2.1	Review and update accounting policies and procedures as needed to ensure continued unqualified audit opinions	
3.2.2.2	Maintain sound management practices including conservative budgeting, strong fund balance reserves, and excellent financial reporting to ensure continued high municipal bond ratings	
3.2.2.3	Continually update district website to provide fiscal transparency for citizens	



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<b>Strategic Goal Area 4</b>		<b>Operations &amp; Organizational Effectiveness</b>
<b>Specific Goal 4.1</b>		<b>Improve Organizational and Operational Efficiency and Effectiveness</b>
<b>Measurable Objectives 4.1.1</b>		<b>Plan for Future Facilities &amp; Related Funding</b>
	<b>Action Steps</b>	
4.1.1.1	Increase enrollment projections to occur quarterly	
4.1.1.2	Conduct bi-annual meetings with Bryan County and Municipalities to obtain details on new permits and developments	
4.1.1.3	Continually investigate land donations and/or purchases	
4.1.1.4	Maximize state capital outlay dollars	



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<b>Strategic Goal Area 4</b>		<b>Operations &amp; Organizational Effectiveness</b>
<b>Specific Goal 4.1</b>		<b>Improve Organizational and Operational Efficiency and Effectiveness</b>
<b>Measurable Objectives 4.1.2</b>		<b>Ensure facilities and grounds are safe and constitute high level learning environments</b>
	<b>Action Steps</b>	
4.1.2.1	Continued implementation of life cycles	
4.1.2.2	Provide custodial/grounds training and professional development	
4.1.2.3	Standardize equipment	
4.1.2.4	Conduct monthly walk throughs of all facilities and grounds	
4.1.2.5	Explore energy management concepts and initiatives	



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Strategic Goal Area 4		Operations & Organizational Effectiveness
Specific Goal 4.1		Improve Organizational and Operational Efficiency and Effectiveness
Measurable Objectives 4.1.3		Improve conditions for bus riders
	Action Steps	
4.1.3.1	Install AC on all buses	
4.1.3.2	Fully utilize Versatrans to make certain routes are as efficient as possible	
4.1.3.3	Formalize bus life cycle program	
4.1.3.4	Install up-to-date camera systems	
4.1.3.5	Install GPS for buses	





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<b>Strategic Goal Area 5</b>		<b>Communications and Branding</b>
<b>Specific Goal 5.1</b>		<b>Improve effectiveness of communications by reaching all stakeholders through a variety of means and develop/market a unique and consistent brand</b>
<b>Measurable Objectives 5.1.1</b>		<b>Repurpose the Bryan County Schools brand through consistent branding</b>
	<b>Action Steps</b>	
5.1.1.1	Create a new district logo and promote the rebranding of the district	
5.1.1.2	Create newly branded written and electronic media templates	
5.1.1.3	Create templates at the district and school level to promote consistency and brand.	



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Strategic Goal Area 5		Communications and Branding
Specific Goal 5.1		Improve effectiveness of communications by reaching all stakeholders through a variety of means and develop/market a unique and consistent brand
Measurable Objectives 5.1.2		Establish clear communication to reach all stakeholders through a variety of consistent means
	Action Steps	
5.1.2.1	Utilize a streamlined communication platform for elementary schools along with Thrillshare (all levels)	
5.1.2.2	Begin developing newsletters to be sent from the classroom, school, district, and board of education level to share information with students, parents, and the community	
5.1.2.3	Review existing webpage and create guidelines for consistent standardization across all schools, departments, and the district level with content and its location	
5.1.2.4	Identify a point of contact at each site to work with the Coordinator of Communications and Marketing to maintain the school level webpages	
5.1.2.5	Create consistency and uniformity with a calendar of events and sports at each school level that feeds into a district level calendar	
5.1.2.6	Create, at minimum, an Annual Report to share with stakeholders about the state of the district and schools	
5.1.2.7	Develop a “Did you know” series to promote the school system as a recruitment and marketing tool	
5.1.2.8	Develop an electronic process for collecting, verifying, and updating parent contact information in the student information system program	
5.1.2.9	Explore options to record board meetings and post to district webpage	