

Work Session Meeting | 06/18/2026 – 5:30 PM

Dr. Frank R. Petruzielo Educational Services Facility | 1205 Bluffs Parkway, Canton, GA 30114

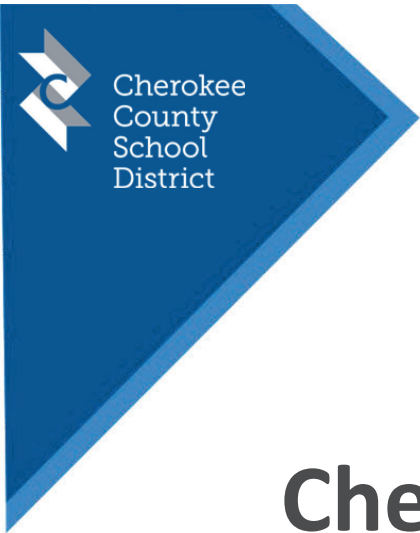
- I. **Call to Order Work Session**

- II. **Superintendent Welcome**

- III. **School Board Member Items**
 1. School Board Training, June 1, 2026 – Chair, Janet Read Welch and Vice-Chair, Patsy Jordan
 2. GSBA Delegate Meeting – Board Member, Kelly Poole
 3. Process to Fill Vacant Board Seat – Board Member, Dr. Susan Padgett-Harrison

- IV. **Superintendent Reports**
 1. Academics and Accountability:
 - a. Cherokee High School Transition Planning
Tyler Gwynn, Chief of Staff
Trey Moores, Chief Support Services Officer
 - b. Long-Range Strategic Plan
Barbara Jacoby, Chief Communications Officer
Dr. Josh Heath, Chief Academics and Accountability Officer
 - c. Long-Range Planning and Education-SPLOST
Trey Moores, Chief Support Services Officer
 2. Finance:
 - a. Monthly Finance Report
Kenneth Owen, Chief Financial Officer
 3. Capital Outlay:
 - a. Monthly Capital Outlay Report
Trey Moores, Chief Support Services Officer

- V. **Adjourn**



Cherokee High School Transition Planning

June 18, 2026

SUPPORTIVE ACCOUNTABILITY GOVERNANCE MODEL

Core Beliefs

1. All students are highly engaged in their education and capable of reaching their full learning potential.
2. Employees are trusted and supported as professionals and provided with resources to elevate student outcomes.
3. Families and our community are involved partners in student success and can expect all students to receive the best education possible.
4. Schools are positive and welcoming environments with clear expectations and accountability in all academic and operational areas.

Core Policies

Policy **BAB**: School Board Governance

Balanced Autonomy with Supportive Accountability

Cohesive System of Teaching & Learning

- Standards, Instructional Resources, Monitoring Learning Accountability & Support
- Superintendent Evaluation, Aligned School Goals, Intentional Support

Policy **IFAD**: Literacy in CCSD

Reading, Writing, & Communicating

- Phonics, Phonemic Awareness, Decoding, Fluency, Comprehension
- Spelling, Vocabulary, Print, Cursive, Keyboarding, Conventions, Grammar
- Extended Reading & Writing, Evaluate, Synthesize, Communicate

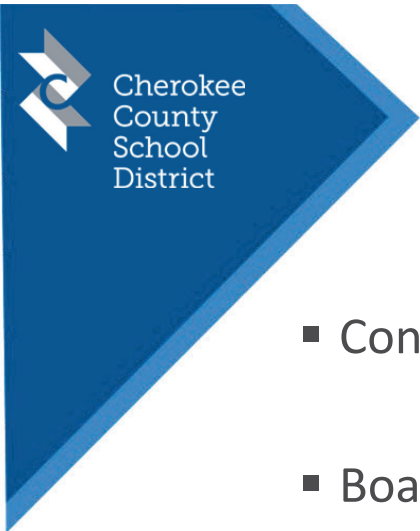
Student Achievement Goals

	READING			ENGLISH LANGUAGE ARTS			MATHEMATICS	
	Baseline (2024) / GOAL (2027)			Baseline (2024) / GOAL (2027)			Baseline (2024) / GOAL (2027)	
3 rd Grade	72% → 78%		47% → 53%		57% → 65%			
4 th Grade	65% → 71%		47% → 53%		61% → 70%			
5 th Grade	78% → 84%		56% → 62%		56% → 65%			
6 th Grade	63% → 69%		48% → 54%		44% → 50%			
7 th Grade	74% → 78%		45% → 54%		48% → 60%			
8 th Grade	75% → 81%		48% → 54%		51% → 59%			
High School	80% → 86%		56% → 62%		49% → 55%			

Key Priorities

1. Elevate the Excellence in academics and achievement for all students
2. Elevate the Excellence in effective School Board-Superintendent Governance
3. Elevate the Excellence in the district's coordination of goals, systems, and processes
4. Elevate the Excellence by embracing a pervasive high-quality school environment defined by high standards, effective supports, and consistent practices

Elevate the Excellence!

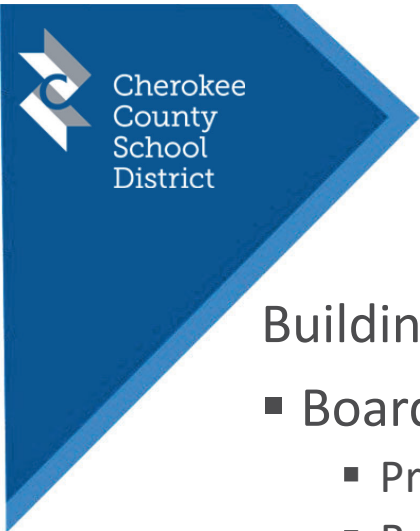


Cherokee
County
School
District

Cherokee High School Replacement Construction Update

- Construction of Cherokee HS divided into site package and building package
- Board award of site package - October 2022 to NJ Wilbanks Contractor
 - Site Package Authorized Budget \$23.5M
 - Site Package Final Cost \$22.8M
 - Site package complete as scheduled





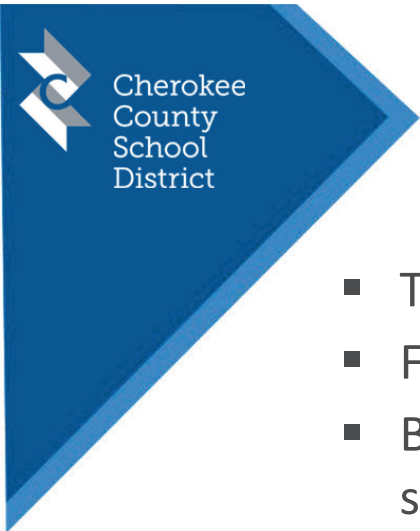
Cherokee
County
School
District

Cherokee High School Replacement Construction Update

Building Package

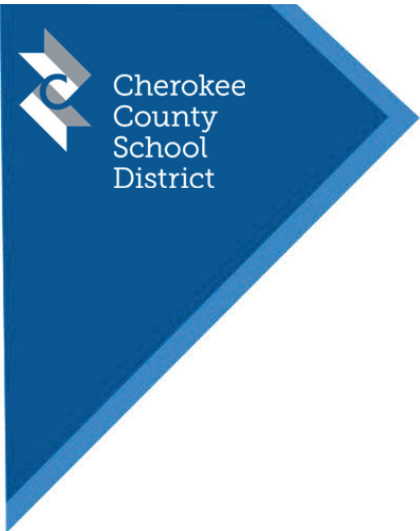
- Board award of building package – May 2023 to Carroll Daniel Construction
 - Project budget \$179,095,765 – project is currently within budget
 - Building package will be completed as scheduled
- State Capital Outlay Reimbursement
 - \$32,951,127 in total
 - \$28,383,176 received to date
 - Remaining 10% paid upon project completion – anticipated Fall 2026





Cherokee High School Replacement Construction Update

- Temporary Certificates of Occupancy (TCO) were received in March 2026
- Final CO's have been received for the entire campus
- Building package will be completed as scheduled, with occupancy by students in August
- Punch list continues
- Landscaping continues
- Technology department continues installation
- Administrative staff will begin relocation in June, with remaining staff members transferring in July
- Relocation of athletics will occur from June-July
- Current and New CHS facilities, including athletics, will be unavailable for use by outside groups and organizations beginning May 31, 2026.

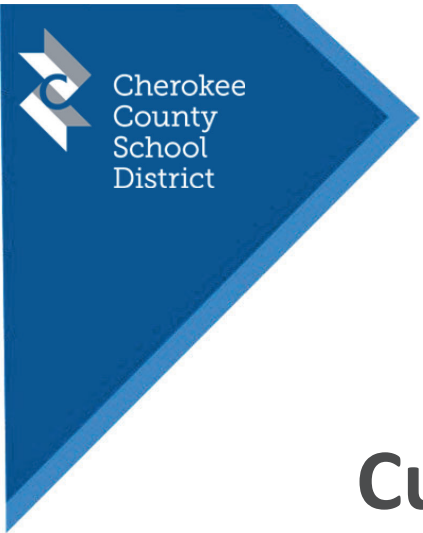


Cherokee High School Replacement Transition Timeline

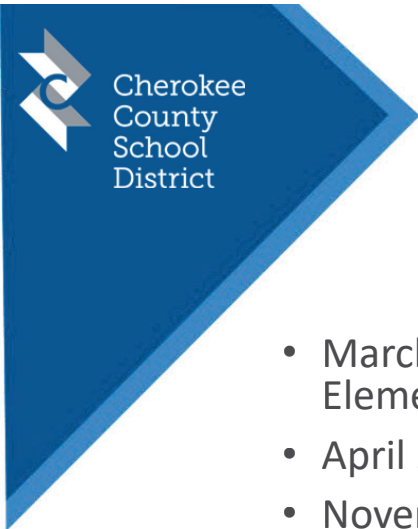
Milestone	Date
Relocate Administrative Staff	June 1– 5
Open for Parent Visitor/Office Operational	June 8
Relocate Athletics	June 1– 12
Onsite Practices/Camps	June 15
Relocate Teachers	June 8 – 26
Staff Occupancy	July 8
Student Occupancy	August 3

Relocation to CHSR



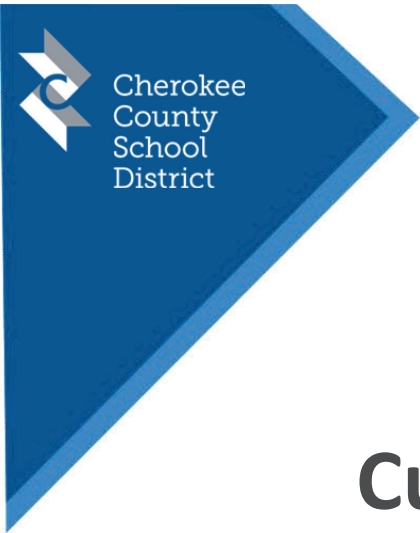


Current Cherokee High School Campus Next Steps

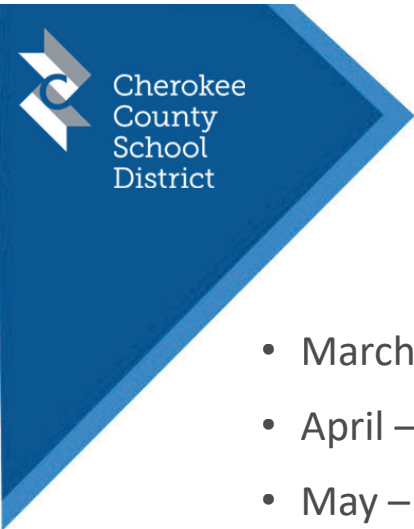


Canton Elementary School Proposed Timeline and Scope of Work

- March 2026 – School Board unanimously Authorized a resolution to reconstitute Canton Elementary School for 2028-2029
- April 2026—Design phase began
- November 2026—Education-SPLOST referendum to include cost of renovations and modifications aligned with design.
- December 2026—School board recommendation of general contractor award; notice to proceed
- September 2027—Attendance area focus group meetings
- November 2027—Principal named
- December 2027—School board votes to establish attendance zone
- January 2028 – Employee Transfer Requests Begin
- April 2028 – Ribbon Cutting and Community Open House
- June 2028—Completion of Canton ES renovations
- July 2028 – Staff Occupancy of Canton ES
- August 2028—Student occupancy of Canton ES



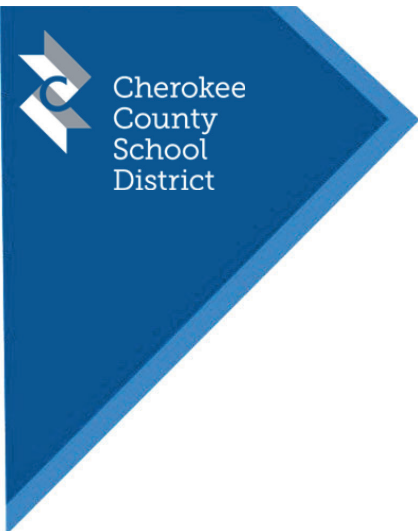
Current Cherokee High School Campus Timeline



Current Cherokee High School (Main Campus)

Proposed Surplus/Sale Timeline and Scope of Work

- March 2026 – School Board unanimously authorized a resolution to surplus CHS (Main Campus)
- April – June 2026 – Update appraisal and produce new survey
- May – July 2026 – Relocation of assets to CHS (Replacement Campus)
- August – September 2026 – Inventory of remaining assets at current CHS campus
- October 2026 – Surplus auction of assets (Round 1) on-site at current CHS for public (according to Policy DO – School Properties Disposal Procedures)
- November 2026 – Surplus auction of assets (Round 2) on-site at current CHS for public (according to Policy DO)
- January 2027 – School Board Attorney facilitates advertisement of property sale (according to Policy DO and O.C.G.A. 10-06-0085, O.C.G.A. 10-06-0088, O.C.G.A. 20-02-0520, O.C.G.A. 20-02-0600, O.C.G.A. 36-09-0002, O.C.G.A. 40-08-0110, O.C.G.A. 40-08-0116), announce deadline for sealed bids
- Spring 2027 – Proceed with sale of property



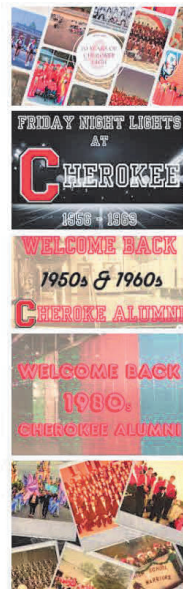
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Cherokee County School District
"Elevating the Excellence"

JOBS @ CCSD

70 Years



Once A Warrior, Always A Warrior

"We celebrate Cherokee High School's legacy and our dedication to building for our future and the continued success of our students with the construction of this new campus," Superintendent of Schools Mary Elizabeth Davis said at the topping off ceremony for the new high school. "I'm so thankful for our community's support to build a new home for our amazing Cherokee High School teachers and students for generations to come."

Celebrating Heritage

Throughout the 2025-26 school year, the Cherokee High School administration team, along with the PTA and a community group of alumni Warriors, has been diligent in marking all the "lasts" in recognition of the significance of saying goodbye to an iconic campus that touched so many lives across generations of Cherokee County residents. Members of our school board were on campus for the "last first day", handing out token "Last First Day" keychains and "Once, Always" magnets to students as they disembarked school buses or emerged from cars for what would be the school's final first bell of a traditional school year. From that moment forward, there have been milestones measured and alumni celebrated, from the last first football game of the season, to inviting all the past Homecoming Queens for the annual parade through downtown Canton, to hosting tours for alums by decade. Special events like Warrior Winterfest



School Board members at the existing Cherokee High School on the "last first day" of school, Aug. 3, 2025.

<https://www.cherokeek12.net/divisions/support-services/once-always>

Click the link below to experience a virtual tour of the new home of CHS:
[Welcome to the New Home of CHS.mp4](#)

FAQs for Reconstitution of Canton ES and Reopening for SY2028-29



Reconstituting Canton Elementary School and Reopening for SY2028-29
Frequently Asked Questions (FAQ)

On December 14, 2017, the School Board approved the temporary relocation of students at Canton Elementary School (ES) to Knox ES and R.M. Moore ES, along with plans to renovate Canton ES to transition to Cherokee HS North and serve Cherokee HS students, to relieve overcrowding. With the scheduled opening of the new Cherokee HS replacement school in August 2028 and a review of current and future district needs, on March 19, 2025, the Cherokee County School Board authorized returning Cherokee HS North to Canton ES, fulfilling its 2017 commitment to the community and preparing for future student enrollment growth in the Canton area. Canton ES is now scheduled to reopen its doors to serve as an elementary school in August 2028.

Please note: This FAQ is intended to provide general public information about the District's current planning process. Dates, timelines, attendance-area recommendations, construction schedules, staffing plans, and other details may change based on funding, procurement, construction, enrollment projections, Board action, and other applicable requirements.

What is the timeline for reopening Canton ES?

- Answer: The Canton ES current proposed timeline and Scope of Work are as follows:
- March 19, 2026 – School Board authorized a resolution to reconstitute Canton ES with a projected opening of August 2028
 - April – June 2026 – Verifying property lines and completing site work analysis
 - April 2026 – Design of Canton ES at the CHS North location begins
 - November 2026 – Education SP/OT: EA-SK-037 referendum requested on county-wide ballot to include authorizing costs necessary to renovate Canton ES
 - December 2026 – Following Procurement Protocol (GCCB – Facilities Bid Advertisements and Solicitations), the School Board will authorize a general contractor, as required by State and local regulations, along with the notice to proceed (PTAB – Architects Involved in Long-Range Planning)
 - January 2027 – Construction of Canton ES facility and campus begins while Surplus of Assets and Property of CHS Main is liquidated.
 - September 2027 – Scheduled Town Halls for community input regarding Attendance Area for Canton ES
 - November 2027 – The School District will appoint a Principal following the standard practice for leadership appointment.
 - December 2027 – After determining enrollment projections and following the Attendance Area Focus Group process, the Superintendent will make a recommendation to the School Board to establish the new attendance zone (School Board policy AD-School Attendance Area).
 - January 2028 – Allotments for teachers and support staff confirmed and employee transfer process opens for all positions.

FAQs for the Sale and Surplus of CHS



Sale and Surplus of Cherokee High School Property
Frequently Asked Questions (FAQ)

With the opening of the Cherokee High School Replacement Facility at 1500 Dr. Martin Luther King Jr. Boulevard, Canton, Georgia, anticipated in August 2026, the CCSD School Board has authorized the reconstitution of Cherokee North as Canton Elementary School and the potential sale of the current Cherokee High School main campus and adjacent athletic facilities located at 930 Marietta Highway, Canton, Georgia. Under the Board's March 19, 2025 resolution, the existing campus will be treated as surplus after the new facility is occupied, instructional operations begin there, and operations are permanently moved from the current campus. Any sale will be subject to applicable law, completion of required due diligence, and any further Board action that may be required. The sale process will be open to interested parties.

Please note: This FAQ is intended only to provide general information to the public. It is not an invitation to bid, a request for proposals, a legal notice, an offer or commitment to sell, or a statement of final sale terms. Any sale process will be governed by the formal sale documents, applicable law, and action taken by the Board.

Questions: How can I get memorabilia from the current Cherokee High School?

Answer: The District anticipates holding one or more surplus auctions for eligible items from the current Cherokee High School after items needed at the new facility have been identified and moved. Any surplus disposition will be handled in accordance with Policy DD – School Properties Disposal Procedures and any other applicable requirements. The District currently expects these public surplus opportunities to take place in Fall 2026, with possible auction dates in October and November 2026.

More information regarding dates, available items, procedures, pickup requirements, and sale terms will be announced by the District through its website and official social media platforms.

Question: What will be auctioned?

Answer: The Office of Support Services is working collaboratively with school administration to inventory all assets at the current Cherokee High School. Functional assets needed at the new facility will be transported to the new campus over the summer. Items not needed for District use may be inventoried and identified for surplus disposition in accordance with Policy DD – School Properties Disposal Procedures. Items that may be considered for auction include ceiling tiles, benches, lockers, athletic banners, and equipment.

Not all items at the campus will be available for sale or removal.

Question: What is the timeline for placing Cherokee High School (930 Marietta Highway, Canton, GA 30114) on the market?

Answer: The District currently expects the property to be advertised for sale in or around January 2027, with a potential transaction process beginning in Spring 2027. That timing may change depending on when the new high school is occupied and in use, when operations have fully moved



Developing Our Long-Range Strategic Plan

SUPPORTIVE ACCOUNTABILITY GOVERNANCE MODEL

Core Beliefs

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2. Employees are trusted and supported as professionals and provided with resources to elevate student outcomes.
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4. Schools are positive and welcoming environments with clear expectations and accountability in all academic and operational areas.

Core Policies

- Policy BAB: School Board Governance**
Balanced Autonomy with Supportive Accountability
Cohesive System of Teaching & Learning
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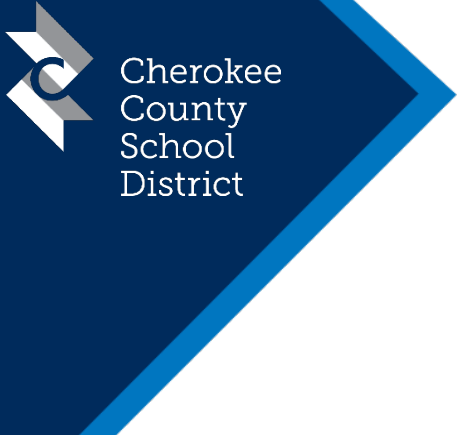
Student Achievement Goals

	READING			ENGLISH LANGUAGE ARTS			MATHEMATICS	
	Baseline (2024)	GOAL (2027)		Baseline (2024)	GOAL (2027)		Baseline (2024)	GOAL (2027)
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8 th Grade	75%	81%		48%	54%		51%	59%
High School	80%	86%		56%	62%		49%	55%

Key Priorities

1. Elevate the Excellence in academics and achievement for all students
2. Elevate the Excellence in effective School Board-Superintendent Governance
3. Elevate the Excellence in the district's coordination of goals, systems, and processes
4. Elevate the Excellence by embracing a pervasive high-quality school environment defined by high standards, effective supports, and consistent practices

Elevate the Excellence!



Our Journey from Key Priorities to Strategic Plan

2024-26 KEY PRIORITIES AND ACTION STEPS

1 Elevate the Excellence in academics and achievement for all students.

- a. Clarify and monitor
- b. Utilize the c

2024-26 KEY PRIORITIES AND ACTION STEPS

3 Elevate the Excellence in the district's coordination and alignment of goals, systems, and processes.

- a. Establish performance indicators for district support systems.
- b. Align the organization's district office to ensure resources are as close to the classroom as possible and services/supports amplify the effectiveness and balanced autonomy of schools.
- c. Develop an Accountability & Performance team that monitors progress toward goals, makes data readily available to school leaders, informs school improvement, and makes school and district performance data readily accessible on the website.
- d. Evaluate the impact of financial investments to overcome future revenue strain and aggressively position CCSD to be a competitive employer so that students continue to have access to the best professionals in public education.

4 Elevate the Excellence by embracing a pervasive high-quality school environment defined by high standards, effective supports, and consistent practices.

- a. Explore strategies to elevate student course/grade achievement, student skills, and student motivation in middle school.
- b. Develop each student's capacity to reach his or her own academic potential and develop a healthy sense of academic ownership.
- c. Review facility conditions and maintenance processes.
- d. Review furniture and equipment condition (classroom furniture, learning rugs, band equipment).

2025-26 Key Priorities and Action

ELEVATE THE EXCELLENCE 2.0

From classroom to classroom, school to school, and throughout every corner of the pervasive eagerness for CCSD to be the highest performing district in the state of students thrive, families are connected, and the community remains pr

The following priorities are designed to build on the tradition of excellence for who County School District is widely known, and they are grounded in the insights and perspectives most commonly shared by teachers, leaders, staff, students, families, and community members.

These priorities will drive our work as an organization over the next 18-months to two years. Progress will be regularly reported to our community through the School Board meetings, and success delivering on these priorities will pave the way to the future development of a long-range strategic plan.

Execute on Mission Critical Objectives:
CCSD Kronos, CCSD Employee Benefits, CCSD Sub-Finder (Red Rover), CCSD Student Information System (Synergy), and CCSD Custodians.

5-Year Strategic Plan
Elevate2032



SUPERINTENDENT'S ENTRY PLAN
Summative Analysis and 2024-25 Key Priorities Report

MARY ELIZABETH DAVIS, SUPERINTENDENT

Cherokee County School District

May 16, 2024

March 2024

May 2024 – May 2025

May 2025 – 2026
May 2026 – 2027

May 2027 – 2032
[Launch in Fall 2026]



ELEVATE 2032 TIMELINE

1

School Board

launches the process at its Whole Board Training session on February 26 with discussion of direction and priorities

FEBRUARY

2

Community Input

begins with the steering committee meeting March 2 and continues through spring with a series of input meetings in schools and community, as well as an online survey

MARCH - APRIL

3

Plan Development

steering committee and staff analyze feedback and incorporate results into a draft plan for the June School Board meeting

MAY-JUNE

4

Adoption

After incorporating School Board feedback, a final plan is presented for adoption at the July School Board meeting

JULY

5

Community Launch

The new strategic plan will be shared with the community through presentations to various groups as well as web, media and social media. Reporting on benchmarks and progress will occur quarterly.

SEPTEMBER - DECEMBER

On the road to our next strategic plan!



School Board

What should our strategic plan include?

- Action steps, SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) goals, timeline
- Budget/costs
- Balanced facilities
- Consideration of other community strategic plans

How should we measure success?

- College & Career Ready Performance Index (CCRPI) state accountability system
- Graduation rate

Who should we ask for community input?

- Students
- Teachers and employees
- Parents
- PTA
- County, city and state elected officials, civic leaders
- Industry and business leaders, Realtors



How should we gather community input?

- In-person community forums
- School board meetings
- Survey
- Activities at established events



Cherokee
County
School
District



Community Input



March 2: Strategic Plan Steering Committee

March 5-26: Parent/Partner Zone Meetings

March 10-April: Faculty and Staff Meetings

March 10-May 1: Online Community Survey

March 13-April: Community and Civic Group Meetings

March 19-April: Student Delegates, Student Advisory Council Meetings

March 26: Community Forum

April 27: Strategic Plan Steering Committee



Cherokee
County
School
District



Community Input

February 26
School
Board
Training

March 2
Strategic
Plan
Steering
Committee
Meeting

March 5-26
Parent & Partner
Zone Meetings
CHEROKEE, 3/5
CREEKVIEW, 3/6
ETOWAH, 3/9
RIVER RIDGE, 3/23
SEQUOYAH, 3/26
WOODSTOCK, 3/24

**March 10 -
May 1**
Strategic
Plan
Online
Survey

March 10 - APRIL 29
Faculty and Staff Meetings

ACTIVE Academies, 3/18
Arnold Mill ES, 4/21
Avery ES, 4/15
Ball Ground ES STEM
Academy, 4/15
Bascomb ES, 4/29
Boston ES, 3/10
Carmel ES, 4/2
Cherokee HS, 4/2
Clark Creek ES STEM
Academy, 3/11
Clayton ES, 4/16
Creekland MS, 4/2
Creekview HS, 3/10
Dean Rusk MS, 3/31
E.T. Booth MS, 4/15

March 13 - April
Community & Civic Group
Meetings
PTA ROUNDTABLE, 3/11
CANTON OPTIMISTS, 3/13
RETIRED EDUCATORS, 4/17
FAITH LEADERS, 4/24

Etowah HS, 4/1
Freedom MS, 3/25
Free Home ES, 4/15
Hasty ES Fine Arts Academy,
4/16
Hickory Flat ES, 4/15
Holly Springs ES STEM
Academy, 4/20
Indian Knoll ES, 4/15
Johnston ES, 4/22
Knox ES STEM Academy, 4/1
Liberty ES, 4/2
Little River ES, 4/2
Macedonia ES, 4/16
Mill Creek MS, 4/3
Mountain Road ES, 3/19

March 19-26
Student Meetings
STUDENT DELEGATES, 3/19
ES ADVISORY BOARD, 3/30
MS ADVISORY BOARD, 3/23
HS ADVISORY BOARD, 3/26

Oak Grove ES STEAM
Academy, 4/1
R.M. Moore ES STEM
Academy, 4/16
Ralph Bunche Center, 3/24
River Ridge HS, 3/11
Sequoyah HS, 3/25
Sixes ES, 4/1
Teasley MS, 3/10
Tippens EC, 3/18
Woodstock ES, 3/10
Woodstock HS, 4/13
Woodstock MS, 4/15
CCSD Transportation, 3/23 -
3/27
CCSD Academics &

March 26
Strategic Plan
Community Forum

April 27
Strategic Plan
Steering Committee
Meeting

Accountability, 4/15
CCSD Communications, 4/1
CCSD Financial Management,
3/10 and 3/24
CCSD Human Resources,
3/20
CCSD Safety & Security, 3/23
CCSD School Leadership &
Operations, 3/23
CCSD Support Services, 3/24
CCSD Technology &
Information Services, 3/26
CCSD Teachers of the Year
Roundtable, 3/4

June 1
School
Board
Training

June 4
Strategic Plan Steering
Committee Meeting

June 18
School
Board
Meeting:
Adoption of
Strategic
Plan
Framework



Cherokee
County
School
District



Community Input

Strategic Plan Steering Committee, March 2





Cherokee
County
School
District



Community Input

Faculty and Staff
Meetings,
March - April





Cherokee
County
School
District



Community Input

Parent/Partner Zone Meetings, March 5-26



☑ CHEROKEE, 3/5

☑ CREEKVIEW, 3/6

☑ ETOWAH, 3/9

☑ RIVER RIDGE, 3/23

☑ SEQUOYAH, 3/26

☑ WOODSTOCK, 3/24



Cherokee
County
School
District



Community Input

**Student Delegates,
Advisory Council
Meetings,
March - April**





Cherokee
County
School
District



Community Input

Community Forum
and Civic Groups,
March - April





Cherokee
County
School
District



Community Input

Strategic Plan Steering Committee, April 27





Cherokee
County
School
District



Plan Development

School Board Vision and Strategic Plan Framework Development, June 1





Plan Development: Vision Setting

Vision Statement

will engage in education, have advanced technology, more opportunities for upperclassmen, and better extracurricular activities in 5 years!

In 5 years, we will plan to be successful in all schools, grow in every subject academically on state testings, have nice environments and stride to be a top county in Georgia.

(Maybe the USA!)

Our vision for the Cherokee County future 5-year plan is having strong communities that ~~are~~ are kind, safe, and caring for the school, ^{built on a spirit of,} community service; everybody's voice is heard, opportunities are endless, and the environment of education is fun.

 CCSD 

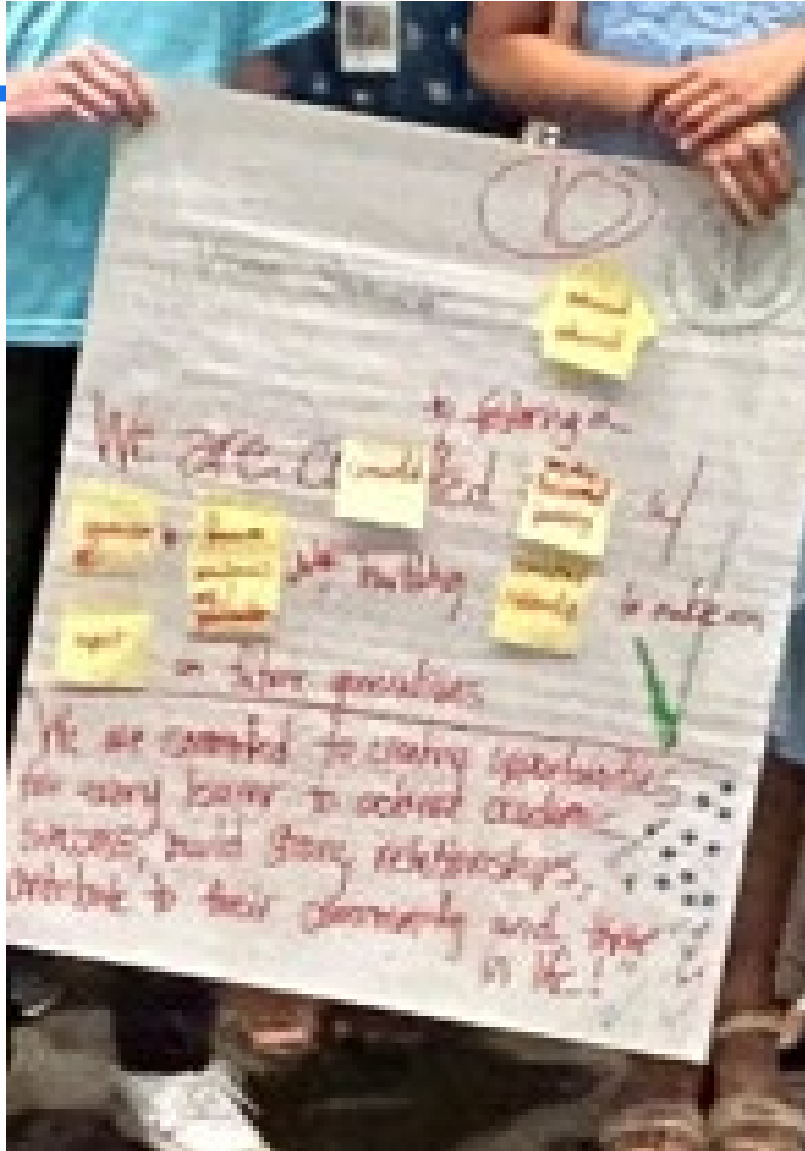
The Cherokee County school district wants to be known for good teachers and good education that will make a good impact past high school.

Cherokee County Schools have a vision to develop relationships and understand students need's



Plan Development: Vision Setting





Vision

Creating opportunities for every learner to achieve academic success, build strong relationships, contribute to the community, and thrive in life.

Creating Opportunities for Every Learner to Achieve



Plan Development

Strategic Plan Steering Committee, June 4





Plan Development

Steering Committee of 120 participants: February – June, 2026

Community Input from 4,187 participants: February – May, 2026

9,000+ individual contributions collected and analyzed: May 15 – 27, 2026

Draft Strategic Plan Framework Developed: May 28, 2026

School Board Member Review and Adjustments: June 1, 2026

Strategic Plan Steering Committee: June 4, 2026

Final District Leadership Review: June 10, 2026

School Board Meeting – First Read: June 18, 2026

School Board Meeting – Adoption: July 23, 2026



Plan Development

Proposed Strategic Plan Framework and Vision

Vision

Creating opportunities for every learner to achieve academic success, build strong relationships, contribute to the community, and thrive in life.

Strategic Initiatives

- 1 – Academic Performance and Workforce Readiness
- 2 – Professional Excellence
- 3 – Safe and Supported Schools
- 4 – Financial and Operational Accountability

Local Accountability for Student Achievement

Following the adoption of the Strategic Plan, the School Board Goals for Math, English Language Arts (ELA), and Reading will be supplemented with metrics of success determined through community feedback and school board adoption.



Plan Development

Draft Strategic Plan

Strategic Initiative 1

Academic Performance and Workforce Readiness

Commitment 1

Enhance academics through expanding advanced learning opportunities and early literacy intervention.

-advanced math classes (or accelerated) at elementary level

more foundational skills connected to reading comprehension

Additional AP classes offered, possible IB curriculum

- More emphasis on Reading - stand alone reading instruction
Separate from ELA

intervention support for students reading below grade level

Does this framework capture what we heard?
Is anything missing?
Yes, maybe specifically address subgroups (SWD, ESOL) and extracurricular (athletics, fine arts etc.)
Expand advanced content for all courses in ES



Plan Development

Draft Strategic Plan

Strategic Initiative 1

Academic Performance and Workforce Readiness

Commitment 2

Build a K-12 System of Career and Workforce Readiness

SPIRAL
CTAE
INSTRUCTION
IN MS

CREATE A CTAE
PATHWAY IN MIDDLE
SCHOOL

How to use AI
+ technology appropriately

Better equipment,
better support for
CTAE activities

- increase more opportunities for students that are not college bound.
- personal finance course

Anything Missing?

secondary education: military 1:1

zone alignment of Career MS → HS

21st century prof plan

More CTAE opportunities, and funding.

Anything Missing?

- updated staff communication methods + community
- personal finance class for students



Plan Development

Draft Strategic Plan

Strategic Initiative 2 Professional Excellence

Commitment 1

Recruit, support, and retain an effective and high-quality workforce.

offering more
job-embedded, practical
professional development

recognizing and
celebrating staff
achievements more
intentionally

• money / competitive
salary w/
neighboring districts
we are currently
out performing

- pay / step raises

strengthen monitoring and
onboarding programs,
explore workload and
scheduling solutions to
avoid burnout

+ Meaningful PDs that
teachers can implement
in classrooms.

• Competitive pay to
continue bringing in good
teacher (who can close
gaps.)

Does this framework capture what we heard?
Is anything missing?

Should we explicitly address PD opportunities (content-specific)
+ teacher support?



Plan Development

Draft Strategic Plan

Strategic Initiative 2

Professional Excellence

Commitment 2

Enhance leadership development across job families.

CCSD should pursue opportunities to strengthen leadership development at the school level and increase collaboration between schools to share best practices. Expanding systems for consistent expectations, data-driven decision-making, and ongoing climate feedback will help maintain positive, accountable environments.

- CCSD invest in leadership development & coaching

• Opportunities to move up to leadership or transfer

Teacher leadership pathways.

- Grow leadership pathways

Cards, interview/resume

- More Leadership opps @ all levels.

Does this framework prepare students?



Plan Development

Draft Strategic Plan

Strategic Initiative 3

Safe and Supported Schools

Commitment 1

Advance school safety while ensuring a welcoming environment for students, families, and staff.

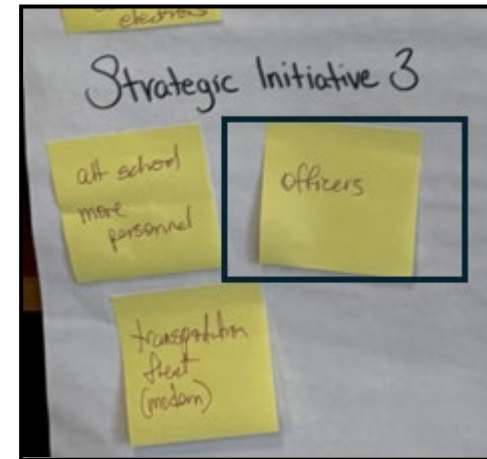
Continue to increase presence of officers in our schools.
Continue to focus on safety first.

Creating a welcoming environment for parents to communicate in their child's academic career.

• increasing our security and making sure students and staff are safe.

• Consistency with school-wide events

Does this framework prepare students to meet our community's expectations?
Increase school police presence to every school





Plan Development

Draft Strategic Plan

Strategic Initiative 3

Safe and Supported Schools

Commitment 2
Support for student behaviors.

Behavior Support
with clear steps
for both teachers +
Students

more behavior
support/consistent
behavior support +
consequences

increase recognition
systems

- behavior accountability
+ relevant consequences

* assessing Behavior supports
at all levels and
divisions (buses)



Plan Development

Draft Strategic Plan

Strategic Initiative 3 Safe and Supported Schools

Commitment 3

Enhance customer service, communication, and parent engagement.

Platform for
Communication
Simplified.

Streamline communication tools
* to many places to check:
Canvas
Outlook
Parent VUP
Parent SG.

1 communication
platform

customer service
to staff & parents

More unified approach
to parent portals
~~or~~ for
Communication/grades
Educate on importance
of involvement

- Combine communication
tools into one or
two options.

Increased opportunities
for family involvement

Pay attention
to details to
evaluate
customer
service



Plan Development

Draft Strategic Plan

Strategic Initiative 4

Financial and Operational Accountability

Commitment 1

Advance operational efficiency, strategic resource alignment, and resource life-cycle management.

We want to be known
for ~~as~~ a fiscally responsible
district that purchases
smart, leveraging buying
power to get the
most out of ~~of~~ our
budget

- budgeting for
specialized
programs

Additional
opportunities
are based on
budget, planning
and growth.

• More resources (supports
for ELs & SWDs) and
enrichment for honors

- ~~Provide~~ Fiscally responsible placing money on students
so they have best academics and opportunities
to explore pathways and student activities

- how do we maintain adequate funding with a growing amount of
tax exempt individuals



Plan Development

Draft Strategic Plan

Strategic Initiative 4

Financial and Operational Accountability

Commitment 2

Maintain and improve facilities and assets in schools, classrooms, performing arts, and athletics.

- Refresh older/
outdated buildings.

- updated ~~classrooms~~
facilities
- updated furniture/rugs
- Classroom Storage

prioritizing safe & modern
school facilities

updated furniture
for classrooms to
support 21st century
learning.

· Clean up + Renovate
older properties

Refresh and
Revive Buildings!



Plan Development

Draft Strategic Plan

Local Accountability

Measuring Success of Student Learning and Growth

Following the adoption of the Strategic Plan, the School Board Goals for Math, ELA, and Reading will be supplemented with metrics of success determined through community feedback and school board adoption.

How should we measure success?

- GRADUATION RATE
- EOG/EOC SCORES
- PARTICIPATION RATES IN CAREER READINESS PATHWAYS
- CLIMATE SURVEYS

How should we measure success?

- Continued surveys of all stakeholders
- Star climate rating
- Public reporting of completion of "to do's" and "needs"
- Student achievement data

How should we measure success?

- Continued community survey to gauge growth.
- Moving from the 8th highest performing district to the 1st !!
- Climate Ratings
- Review All Data & identify trends to develop strategic action plans for improvement

How should we measure success?

- Life + Career Skill Inventory
 - Progression by school level
- CCRPI + School Climate Rating



Strategic Plan Framework Adoption

Proposed – Strategic Plan Framework 2032

Updated Vision: CCSD is committed to creating opportunities for every learner to achieve academic success, build strong relationships, contribute to the community, and thrive in life.

Strategic Initiative 1: Academic Performance and Workforce Readiness

Commitment 1: Enhance academics through expanding advanced learning opportunities and early literacy intervention.

Tactic a: Introduce advanced classes in elementary school and middle school.

Tactic b: Design a school setting for intensive reading education.

Tactic c: Increase AP opportunities in high school and AP-readiness opportunities in middle school.

Tactic d: Develop academic planning guides and advisement aligned to college and workforce preparation.

Tactic e: Advance instructional strategies, academic models and aligned resources to improve student achievement for each student group.

Commitment 2: Build a K-12 System of Career and Workforce Readiness

Tactic a: Brand a Cherokee-specific K-12 Career and Workforce Readiness Program aligned to local and regional workforce demands.

Tactic b: Develop K-12 Career and Workforce Readiness standards (academic standards) that address Career Awareness, Military and Public Service, Financial Literacy, Personal Finance, Post-Secondary Awareness, Civic Literacy, Technology and AI Skills, Life Skills, Community, Service, and Workforce Skills (typing/keyboarding, oral communication, technical literacy, interview and resume skills).

Tactic c: Establish a Career and Workforce Academy at each high school, Connections class at each middle school, and Specials class at each elementary school.

Tactic d: Create a Career and Workforce Readiness Report Card for students.

Strategic Initiative 2: Professional Excellence

Commitment 1: Recruit, support, and retain an effective and high-quality workforce.

Tactic a: Address compensation gap.

Tactic b: Review allotment structure for teachers and support staff.

Tactic c: Develop job-specific on-boarding; and sustained on-going training, support, and collaborative opportunities for each job category.

Tactic d: Advance recognition programs.

Commitment 2: Enhance leadership development across job families.

Tactic a: Design leadership development and training opportunities for teachers and support staff.

Tactic b: Expand customized leadership competencies for CCSD.

Strategic Initiative 3: Safe and Supported Schools

Commitment 1: Advance school safety while ensuring a welcoming environment for students, families, and staff.

Tactic a: Improve school police presence across schools.

Tactic b: Evaluate and routinely update safety measures across school campuses.

Tactic c: Establish clarity and consistency for parents to attend school-day events and enhance parent involvement opportunities at all levels.

Commitment 2: Support for student behaviors

Tactic a: Develop elementary school behavior intervention support, ISS programming, and—when necessary—alternative settings reflective of developmentally appropriate behavior expectations.

Tactic b: Maintain high standards and clear consequences for student behavior, personal cell phone use, and dress code in middle and high school.

Commitment 3: Enhance customer service, communication, and parent engagement.

Tactic a: Develop and deploy district-wide customer service training.

Tactic b: Design and deploy updated parent communication methods.

Tactic c: Develop additional academic engagement opportunities and academic communication tools.

Strategic Initiative 4: Financial and Operational Accountability

Commitment 1: Advance operational efficiency, strategic resource alignment, and resource life-cycle management.

Tactic a: Continue to align budgets directly with student outcomes and district goals.

Tactic b: Enhance long term financial planning that addresses revenue uncertainty and update budget communication tools to display enhanced alignment of resources to strategic plan goals.

Commitment 2: Maintain and improve facilities and assets in schools, classrooms, performing arts, and athletics.

Tactic a: Identify schools most in need of replacement: Etowah HS, Hickory Flat ES, and Oak Grove ES on each current campus.

Tactic b: Group schools by condition for renovation, modification, and asset (furniture) replacement.

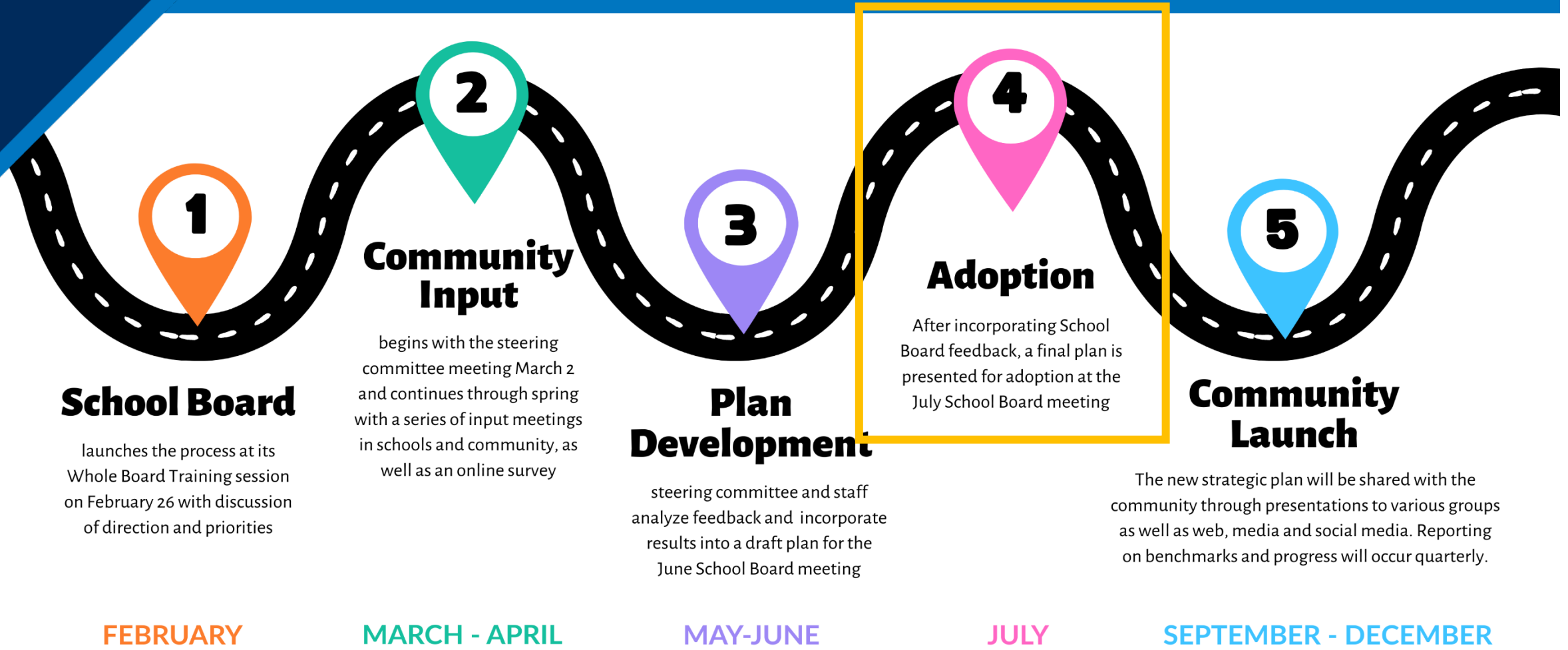
Tactic c: Enhance life cycle planning for technology, fine arts, athletics, and academic assets.

Draft – Local Accountability Model 2032

Following the adoption of the Strategic Plan, the School Board Goals for Math, ELA, and Reading will be supplemented with metrics of success determined through community feedback and school board adoption.



ELEVATE 2032 TIMELINE



On the road to our next strategic plan!

Proposed – Strategic Plan Framework 2032

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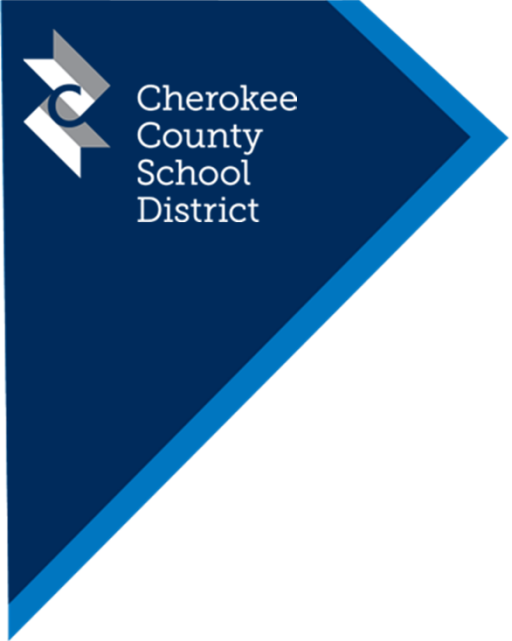
Tactic b: Group schools by condition for renovation, modification, and asset (furniture) replacement.

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Draft – Local Accountability Model 2032

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**Long-Range Planning and
Education-SPLOST
June 2026**

SUPPORTIVE ACCOUNTABILITY GOVERNANCE MODEL

Core Beliefs

1. All students are highly engaged in their education and capable of reaching their full learning potential.
2. Employees are trusted and supported as professionals and provided with resources to elevate student outcomes.
3. Families and our community are involved partners in student success and can expect all students to receive the best education possible.
4. Schools are positive and welcoming environments with clear expectations and accountability in all academic and operational areas.

Core Policies

Policy BAB: School Board Governance

Balanced Autonomy with Supportive Accountability

Cohesive System of Teaching & Learning

- Standards, Instructional Resources, Monitoring Learning
- Accountability & Support
- Superintendent Evaluation, Aligned School Goals, Intentional Support

Policy IFAD: Literacy in CCSD

Reading, Writing, & Communicating

- Phonics, Phonemic Awareness, Decoding, Fluency, Comprehension
- Spelling, Vocabulary, Print, Cursive, Keyboarding, Conventions, Grammar
- Extended Reading & Writing, Evaluate, Synthesize, Communicate

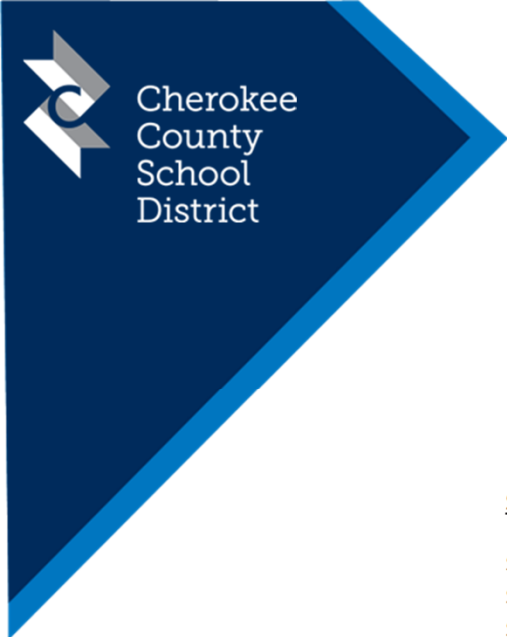
Student Achievement Goals

	READING			ENGLISH LANGUAGE ARTS			MATHEMATICS	
	Baseline (2024)	GOAL (2027)		Baseline (2024)	GOAL (2027)		Baseline (2024)	GOAL (2027)
3 rd Grade	72%	78%		47%	53%		57%	65%
4 th Grade	65%	71%		47%	53%		61%	70%
5 th Grade	78%	84%		56%	62%		56%	65%
6 th Grade	63%	69%		48%	54%		44%	50%
7 th Grade	74%	78%		45%	54%		48%	60%
8 th Grade	75%	81%		48%	54%		51%	59%
High School	80%	86%		56%	62%		49%	55%

Key Priorities

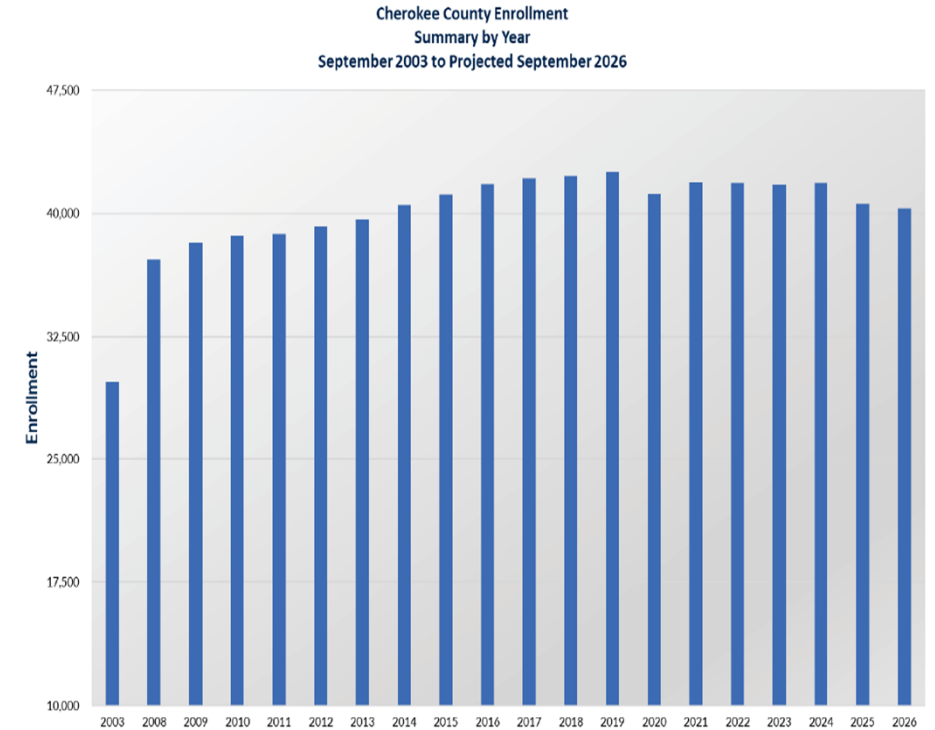
1. Elevate the Excellence in academics and achievement for all students
2. Elevate the Excellence in effective School Board-Superintendent Governance
3. Elevate the Excellence in the district's coordination of goals, systems, and processes
4. Elevate the Excellence by embracing a pervasive high-quality school environment defined by high standards, effective supports, and consistent practices

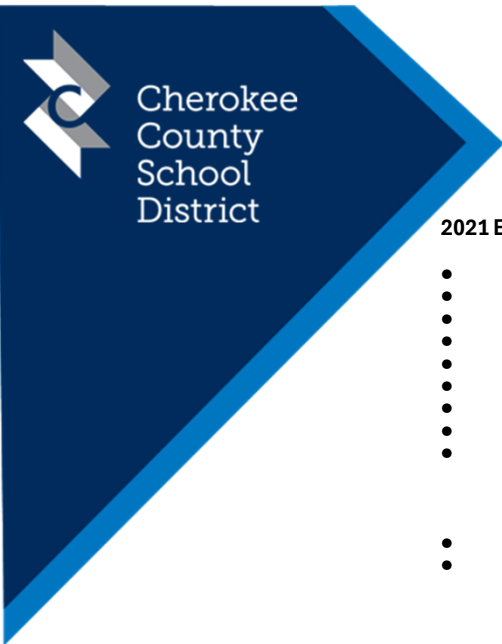
Elevate the Excellence!



**CHEROKEE COUNTY SCHOOL DISTRICT
ENROLLMENT SUMMARY BY YEAR
SEPTEMBER 2003 - PROJECTED SEPTEMBER 2026
FISCAL YEAR 2026-27 BUDGET**

<u>School Year</u>	<u>1st Month Enrollment</u>	<u>Increase</u>	<u>% Increase</u>
September 2003	29,752	1,349	4.7%
September 2008	37,199	923	2.5%
September 2009	38,225	1,026	2.8%
September 2010	38,636	411	1.1%
September 2011	38,761	125	0.3%
September 2012	39,205	444	1.1%
September 2013	39,644	439	1.1%
September 2014	40,517	873	2.2%
September 2015	41,169	652	1.6%
September 2016	41,769	600	1.5%
September 2017	42,148	379	0.9%
September 2018	42,277	129	0.3%
September 2019	42,511	234	0.6%
September 2020	41,223	-1,288	-3.0%
September 2021	41,901	678	1.6%
September 2022	41,856	-45	-0.1%
September 2023	41,720	-136	-0.3%
September 2024	41,870	150	0.4%
September 2025	40,583	-1,287	-3.1%
Projected September 2026	40,302	-281	-0.7%





Education-SPLOST HISTORY

2021 Ed SPLOST

- Classroom addition at Creekland Middle School, 2025
- Classroom addition at Creekview High School, 2025
- Auxiliary Gymnasium at Creekview High School, 2025
- Driveway expansion at Teasley Middle School, 2025
- Replacement Cherokee High School, 2026
- Classroom addition at Woodstock High School, 2026
- Auxiliary gymnasium at River Ridge High School, 2026
- Auxiliary gymnasium and athletic facility improvements at Sequoyah High School, 2027
- Miscellaneous renovations/replacements (including, but not limited to, safety and security enhancements; Replacement of heating and air-conditioning systems; Replacement/upgrades of plumbing systems; Modifications to roofing and sewage systems; Upgrades of electrical systems; Replacement and repair of flooring)
- New school bus purchases to replace aging fleet
- Technology equipment and system enhancements

2016 Ed SPLOST

- Classroom addition at Mill Creek Middle School, 2020
- Classroom addition at Woodstock Middle School, 2021
- Auxiliary gym for PE classes at Woodstock High School, 2021
- Replace grass in all high school stadiums with artificial turf in order enhance safety for student-athletes and efficiency of usage and upkeep, and free up \$110,000 a year spent on maintenance to instead be spent in classrooms, 2018
- Bus Shop I New Fuel Island, 2021
- Creekview HS Agriscience Lab, 2020
- Sequoyah HS Healthcare Science Lab, 2020
- Etowah HS Athletic Facility improvements, 2021
- Miscellaneous renovations/replacements (including, but not limited to, safety and security enhancements as recommended by the Superintendent's Ad Hoc Safety and Security Committee; Replacement of heating and air-conditioning systems; Replacement/upgrades of plumbing systems; Modifications to roofing and sewage systems; Upgrades of electrical systems; Replacement and repair of flooring)
- Land purchases necessary for new/replacement school projects

2011 Ed SPLOST

- Sewer lines for Hickory Flat schools, 2012
- Parent entrance for Holly Springs Elementary School, 2013
- Sequoyah High School Classroom Modification, 2013
- New/replacement Teasley Middle School, 2014
- New softball field and replacement field house at Cherokee High School, 2014
- New/replacement Dean Rusk Middle School, 2016
- Parent entrance for Carmel Elementary School, 2014
- New/replacement administrative building, 2017
- Parent entrance for Boston Elementary School, TBD
- Miscellaneous renovations/replacements (including, but not limited to, safety and security enhancements as recommended by the Superintendent's Ad Hoc Safety and Security Committee; Resurfacing of athletic tracks District-wide; Life safety modifications; Replacement of heating and air-conditioning systems; Replacement/upgrades of plumbing systems; Modifications to roofing and sewage systems; Upgrades of electrical systems; Replacement and repair of flooring)
- Land purchases necessary for new/replacement school projects

2006 Ed SPLOST

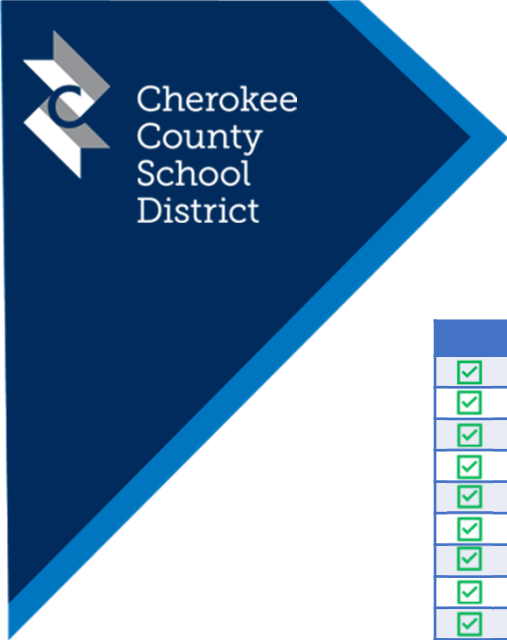
- New/Replacement E.T. Booth Middle School, 2013
- New Clark Creek Elementary School, 2012
- New/Replacement Ball Ground Elementary School, 2012
- New Indian Knoll Elementary School, 2011
- New River Ridge High School, 2010
- Etowah High Classroom Addition and New Gymnasium, 2010
- Macedonia Elementary Classroom Addition and Gymnasium Renovation, 2010
- R.M. Moore Elementary Classroom Addition, 2010
- New Food Service/Warehouse Building and Freezer Renovation, 2010
- New Mill Creek Middle School, 2009
- New Education Services Annex, 2009
- New Twin Forks Fuel Island, 2009
- Miscellaneous renovations/replacements (including, but not limited to: Life safety modifications; Replacement of heating and air-conditioning systems; Installation of energy management systems; Replacement/upgrades of plumbing systems; Modifications to roofing and sewage systems; Upgrades of electrical and radio systems; Replacement and repair of flooring; Purchase of new/replacement portable classrooms)
- Land purchases necessary for new/replacement school projects

2001 Ed SPLOST

- New Joseph Knox Elementary School, 2008
- New/Replacement Canton Elementary School, 2008
- New Avery Elementary School, 2007
- New/Replacement Little River Elementary School, 2007
- New Creekview High School, 2006
- New Freedom Middle School, 2005
- New Hasty Elementary School, 2005
- New Creekland Middle School, 2004
- New/Replacement Woodstock Elementary School, 2004
- Historic Canton High School Renovation, 2004
- New Liberty Elementary School, 2002
- Cherokee High School Renovation/New Gymnasium Addition, 2002
- Hickory Flat Elementary Gymnasium Addition, 2002
- Sequoyah High School Band Room Addition, 2002
- Mountain Road Elementary School Classroom Addition, 2002
- Bus Shop Training Facility and Addition, 2002
- Etowah High School Renovation, 2001
- Chapman Elementary School Renovation, 2001
- Miscellaneous renovations/replacements (including, but not limited to: New bus road for E.T. Booth Middle; New entrance, bus loop and parking area for Etowah-E.T. Booth-Chapman campus; Renovations to Etowah and Woodstock High football fields; Renovations to all high school tracks; Renovations to Cherokee and Sequoyah High tennis courts; Reconfiguration of Johnston Elementary entrance and driveway; Purchase of new/replacement portable classrooms)
- Land purchases necessary for new/replacement school projects

1997 Ed SPLOST

- New Holly Springs Elementary School, 1999
- New Carmel Elementary School, 2000



Education-SPLOST 2026 Summary Schedule

Current Facility Analysis		Start Date	Finish Date
<input checked="" type="checkbox"/>	Five-Year Facilities Plan Executive Summary	May 2024	March 2025
<input checked="" type="checkbox"/>	GaDOE Five-Year Facilities Plan Acceptance	May 2024	March 2025
<input checked="" type="checkbox"/>	3 rd Party Instructional Resource Material Audit	August 2024	January 2025
<input checked="" type="checkbox"/>	Safety & Security Facility Review	September 2024	March 2026
<input checked="" type="checkbox"/>	Existing Furniture Inventory Audit (ES)	November 2024	November 2024
<input checked="" type="checkbox"/>	Long Range Enrollment Projection Assessment	November 2024	February 2026
<input checked="" type="checkbox"/>	Design Specifications and Asset Management Manual	December 2024	February 2026
<input checked="" type="checkbox"/>	3 rd Party Building Envelope Analysis	January 2025	July 2025
<input checked="" type="checkbox"/>	Compilation of Proposed Projects	April 2025	April 2026
<input checked="" type="checkbox"/>	Facility Condition Analysis	April 2025	July 2025
<input checked="" type="checkbox"/>	Architectural Services RFP	May 2025	March 2026
<input checked="" type="checkbox"/>	Existing Furniture Inventory Audit (CHS CTAE, CvHS, WHS)	July 2025	July 2025
<input checked="" type="checkbox"/>	Space Utilization Review/Classroom Capacity Evaluation	August 2025	December 2025
<input checked="" type="checkbox"/>	Existing Furniture Inventory Audit (MS, EHS, RRHS, SHS)	November 2025	November 2025
<input checked="" type="checkbox"/>	Evaluation of Current Cherokee High School	August 2025	March 2026

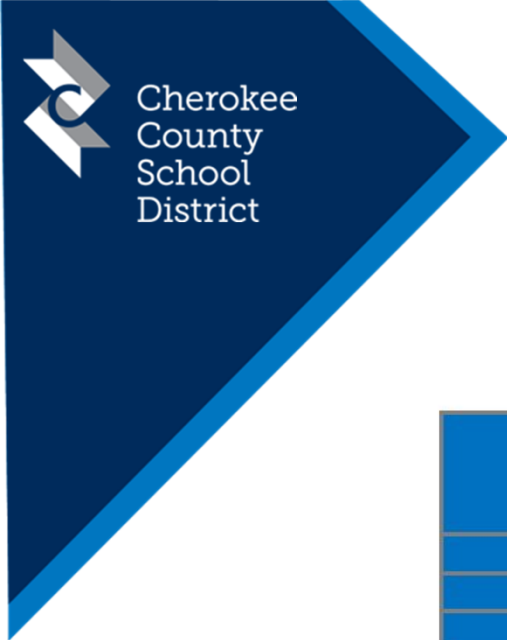
District Strategic Plan Timeline		Start Date	Finish Date
<input checked="" type="checkbox"/>	Seek input from School Board concerning strategic planning process	02.26.2026	02.26.2026
<input checked="" type="checkbox"/>	Development of Strategic Plan through community/school input	March 2026	April 2026
<input checked="" type="checkbox"/>	School Board discussion of Strategic Plan & Five-Year Facility Plan	April 2026	June 2026
<input type="checkbox"/>	School Board Adoption of Strategic Plan	07.23.2026	07.23.2026

Next Steps		Start Date	Finish Date
<input checked="" type="checkbox"/>	Whole Board Training and discussion of Strategic Plan and EDUCATION-SPLOST	02.26.2026	02.26.2026
<input checked="" type="checkbox"/>	Whole Board Training and discussion of Strategic Plan and EDUCATION-SPLOST Project List	June 2026	June 2026
<input type="checkbox"/>	School Board adoption of Call for Election Resolution – EDUCATION-SPLOST 2026	07.23.2026	07.23.2026
<input type="checkbox"/>	Sharing of Strategic Plan/Five-Year Facility Plan with community & schools	August 2026	October 2026
<input type="checkbox"/>	Public approval of Project List through Ballot Initiative	11.03.2026	11.03.2026

Not Started

In Progress

Complete and Ongoing



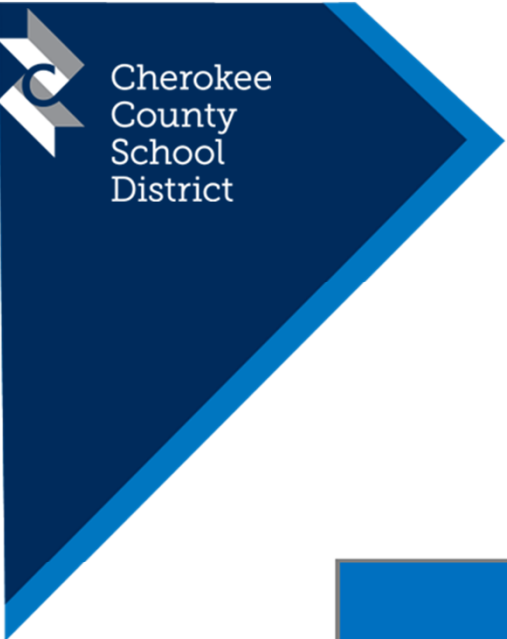
Cherokee
County
School
District

Long Range Student Enrollment Projections

10 Year Enrollment Projections

	Current Resident Students	Projected Resident Students										
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
PK	465	465	465	465	465	465	465	465	465	465	465	465
K	2,546	2,595	2,582	2,599	2,617	2,635	2,653	2,671	2,688	2,706	2,724	
1	2,785	2,588	2,683	2,702	2,721	2,739	2,758	2,776	2,795	2,813	2,832	
2	2,831	2,862	2,738	2,757	2,776	2,795	2,814	2,832	2,851	2,870	2,889	
3	2,989	2,881	2,936	2,807	2,827	2,846	2,865	2,884	2,904	2,923	2,942	
4	3,100	3,024	2,964	2,996	2,863	2,883	2,903	2,922	2,942	2,961	2,981	
5	3,038	3,191	3,132	3,044	3,082	2,942	2,962	2,982	3,002	3,022	3,042	
6	3,003	3,099	3,253	3,203	3,111	3,153	3,011	3,031	3,052	3,072	3,092	
7	3,202	3,053	3,168	3,313	3,264	3,172	3,214	3,066	3,086	3,107	3,127	
8	3,178	3,228	3,082	3,192	3,338	3,290	3,194	3,237	3,091	3,111	3,132	
9	3,241	3,322	3,559	3,406	3,526	3,698	3,652	3,536	3,584	3,428	3,451	
10	3,184	3,226	3,199	3,248	3,104	3,214	3,368	3,321	3,215	3,262	3,115	
11	3,034	3,180	2,749	2,959	3,004	2,875	2,977	3,114	3,066	2,974	3,016	
12	3,147	3,098	2,759	2,577	2,777	2,819	2,693	2,795	2,914	2,874	2,787	
Centers	466	470	465	465	465	465	465	465	465	465	465	
Out of County	186	Incl. In Grades	185	185	185	185	185	185	185	185	185	
Total Enrollment	40,395	40,282	39,918	39,919	40,125	40,175	40,177	40,282	40,303	40,238	40,244	

SPLOST Collections Begin

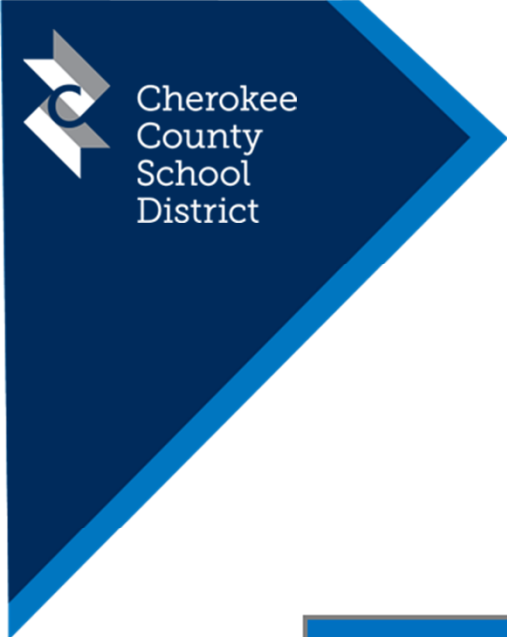


Long Range Student Enrollment Projections

10 Year Enrollment (Elementary) Projections

Elementary Totals and Capacity

	Current Resident Students	Projected Resident Students									
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
K	2,546	2,595	2,582	2,599	2,617	2,635	2,653	2,671	2,688	2,706	2,724
1	2,785	2,588	2,683	2,702	2,721	2,739	2,758	2,776	2,795	2,813	2,832
2	2,831	2,862	2,738	2,757	2,776	2,795	2,814	2,832	2,851	2,870	2,889
3	2,989	2,881	2,936	2,807	2,827	2,846	2,865	2,884	2,904	2,923	2,942
4	3,100	3,024	2,964	2,996	2,863	2,883	2,903	2,922	2,942	2,961	2,981
5	3,038	3,191	3,132	3,044	3,082	2,942	2,962	2,982	3,002	3,022	3,042
Total Enrollment	17,289	17,141	17,035	16,905	16,885	16,839	16,954	17,068	17,182	17,296	17,410
Facility Capacity	23,369	23,369	23,369	23,369	23,369	23,369	23,369	23,369	23,369	23,369	23,369
% Capacity	73.98%	73.35%	72.89%	72.34%	72.25%	72.06%	72.55%	73.04%	73.52%	74.01%	74.50%

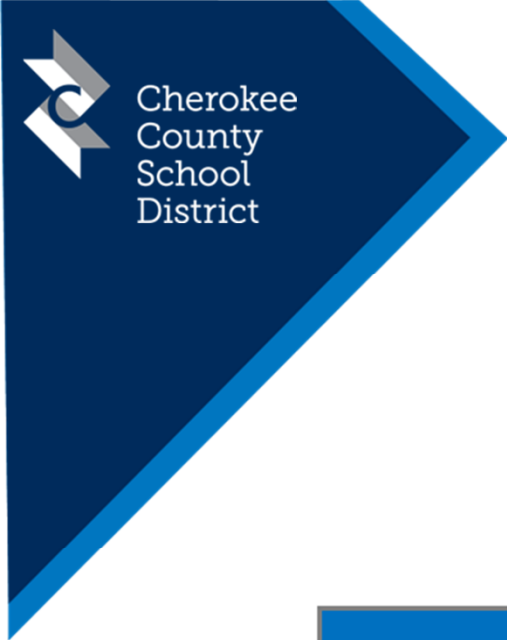


Long Range Student Enrollment Projections

10 Year Enrollment (Middle) Projections

Middle School Totals and Capacity

	Current Resident Students	Projected Resident Students									
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
6	3,003	3,099	3,253	3,203	3,111	3,153	3,011	3,031	3,052	3,072	3,092
7	3,202	3,053	3,168	3,313	3,264	3,172	3,214	3,066	3,086	3,107	3,127
8	3,178	3,228	3,082	3,192	3,338	3,290	3,194	3,237	3,091	3,111	3,132
Total Enrollment	9,383	9,380	9,502	9,708	9,714	9,614	9,419	9,334	9,228	9,290	9,351
Facility Capacity	10,286	10,286	10,286	10,286	10,286	10,286	10,286	10,286	10,286	10,286	10,286
% Capacity	91.22%	91.19%	92.38%	94.38%	94.43%	93.47%	91.57%	90.74%	89.72%	90.31%	90.91%



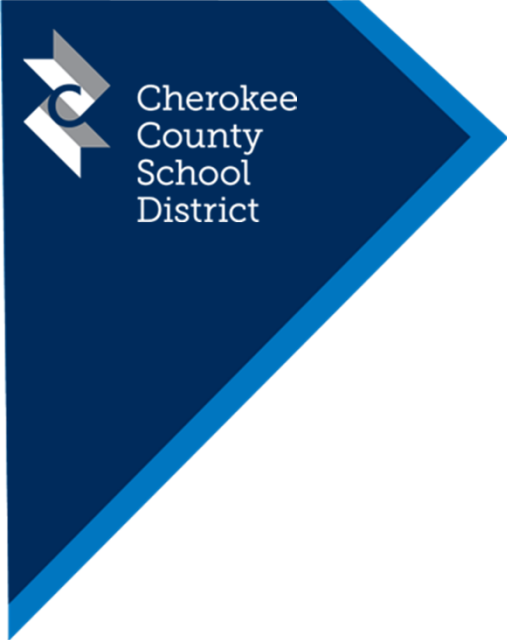
Cherokee
County
School
District

Long Range Student Enrollment Projections

10 Year Enrollment (High) Projections

High School Totals and Capacity

	Current Resident Students	Projected Resident Students									
		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
9	3,241	3,322	3,559	3,406	3,526	3,698	3,652	3,536	3,584	3,428	3,451
10	3,184	3,226	3,199	3,248	3,104	3,214	3,368	3,321	3,215	3,262	3,115
11	3,034	3,180	2,749	2,959	3,004	2,875	2,977	3,114	3,066	2,974	3,016
12	3,147	3,098	2,759	2,577	2,777	2,819	2,693	2,795	2,914	2,874	2,787
Total Enrollment	12,606	12,826	12,266	12,191	12,412	12,606	12,690	12,765	12,778	12,538	12,369
Facility Capacity	14,730	14,425	14,425	14,425	14,425	14,425	14,425	14,425	14,425	14,425	14,425
% Capacity	85.58%	88.92%	85.04%	84.51%	86.04%	87.39%	87.97%	88.49%	88.58%	86.92%	85.75%



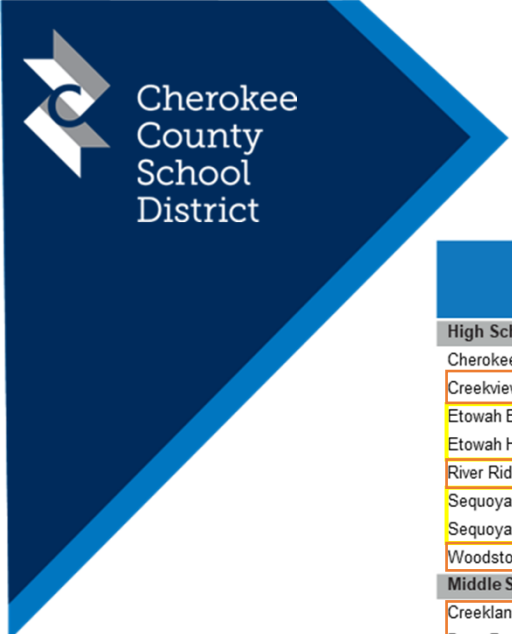
5-Year Local Facility Plan

Total Need



Priority	Application Funding FY	Facility Name	Code	Support		Additions		New		Renovations		Modifications	Eligible Need	Local
				Type	\$	Units	\$	Units	\$	Units	\$			
1	2027 2008	Canton Elementary School Facility	0109		\$0	0	\$0	0	\$0	40	\$677,600	\$1,704,085	\$2,381,685	\$9,140,821
2	2027 1997	R. M. Moore Elementary Facility	0198		\$0	0	\$0	0	\$0	0	\$0	\$740,762	\$740,762	\$1,376,396
3	TBD 2002	Liberty Elementary Facility	0203	M	\$53,280	2	\$177,600	0	\$0	64	\$1,084,160	\$2,126,486	\$3,441,526	\$7,431,384
4	TBD 2000	Carmel Elementary Facility	0101	M	\$53,280	2	\$177,600	0	\$0	70	\$1,185,800	\$2,061,695	\$3,478,375	\$7,583,828
5	TBD 1999	Holly Springs Elementary Facility	0199		\$0	0	\$0	0	\$0	48	\$813,120	\$2,054,133	\$2,867,253	\$6,618,279
6	TBD 1996	Arnold Mill Elementary Facility	0397		\$0	0	\$0	0	\$0	48	\$813,120	\$2,187,940	\$3,001,060	\$7,505,863
7	TBD 1976	Etowah High Facility	0176	M	\$273,138	8	\$896,436	0	\$0	129	\$2,185,260	\$4,990,194	\$8,345,028	\$20,217,049
8	TBD 1990	Sequoyah High Facility	0191		\$0	0	\$0	0	\$0	98	\$1,660,120	\$4,993,307	\$6,653,427	\$15,151,299
9	TBD 2006	Creekview High Facility	0106	M	\$159,840	2	\$532,800	0	\$0	97	\$1,609,300	\$5,414,215	\$7,716,155	\$16,038,787
10	TBD 1996	Woodstock Middle Facility	0297	M	\$79,920	3	\$266,400	0	\$0	51	\$863,940	\$2,308,922	\$3,519,182	\$8,322,510
11	TBD 1995	Bascomb Elementary Facility	0196		\$0	0	\$0	0	\$0	52	\$880,880	\$2,082,730	\$2,963,610	\$8,937,176
12	TBD 1996	Woodstock High Facility	1605	M	\$53,280	2	\$177,600	0	\$0	98	\$1,643,180	\$4,206,657	\$6,080,717	\$14,017,127
13	TBD 1994	Hickory Flat Elementary Facility	3052	M	\$26,640	1	\$88,800	0	\$0	60	\$1,016,400	\$1,825,011	\$2,956,851	\$7,597,429
14	TBD 2005	Freedom Middle Facility	0205		\$0	0	\$0	0	\$0	65	\$1,101,100	\$3,096,777	\$4,197,877	\$8,854,370
15	TBD 1992	Sixes Elementary Facility	0193		\$0	0	\$0	0	\$0	39	\$660,660	\$1,654,992	\$2,315,652	\$5,536,166
16	TBD 1958	Oak Grove Elementary Facility	2054		\$0	0	\$0	0	\$0	32	\$542,080	\$1,435,458	\$1,977,538	\$5,146,264
17	TBD 1980	Johnston Elementary Facility	0182		\$0	0	\$0	0	\$0	33	\$559,020	\$1,429,402	\$1,988,422	\$5,697,387
18	TBD 2008	Little River Elementary Facility	0308	M	\$26,640	1	\$88,800	0	\$0	83	\$1,406,020	\$1,767,242	\$3,288,702	\$8,845,329
19	TBD 1989	Mountain Road Elementary Facility	0190		\$0	0	\$0	0	\$0	20	\$338,800	\$1,441,922	\$1,780,722	\$4,835,521
20	TBD 2004	Woodstock Elementary Facility	0104		\$0	0	\$0	0	\$0	73	\$1,236,620	\$2,208,454	\$3,445,074	\$5,281,675
21	TBD 2007	Avery Elementary Facility	0108	M	\$26,640	1	\$88,800	0	\$0	58	\$982,520	\$1,374,679	\$2,472,639	\$6,380,574
22	TBD 2008	Knox Elementary Facility	0209		\$0	0	\$0	0	\$0	42	\$711,480	\$1,365,461	\$2,076,941	\$6,555,006
23	TBD 1998	Macedonia Elementary Facility	5052		\$0	0	\$0	0	\$0	49	\$830,060	\$1,419,856	\$2,249,916	\$4,903,032
24	TBD 1998	Clayton Elementary Facility	1052		\$0	0	\$0	0	\$0	14	\$237,160	\$936,091	\$1,173,251	\$3,225,719
25	TBD 1988	Boston Elementary Facility	0189		\$0	0	\$0	0	\$0	37	\$626,780	\$1,608,963	\$2,235,743	\$5,300,446
26	TBD 2004	Creekland Middle Facility	0305	M	\$79,920	3	\$266,400	0	\$0	71	\$1,202,740	\$3,045,086	\$4,594,146	\$7,866,382
27	TBD 2005	William G. Hasty, Sr. Elementary Facility	0105		\$0	0	\$0	0	\$0	61	\$1,033,340	\$2,221,058	\$3,254,398	\$5,951,375
28	TBD 2012	Clark Creek Elementary Facility	0112		\$0	0	\$0	0	\$0	70	\$1,185,800	\$1,234,375	\$2,420,175	\$4,342,408
29	TBD 2012	Ball Ground Elementary Facility	0212		\$0	0	\$0	0	\$0	24	\$406,560	\$1,208,354	\$1,614,914	\$6,542,376
30	TBD 2011	Indian Knoll Elementary	0210		\$0	0	\$0	0	\$0	52	\$880,880	\$1,387,379	\$2,268,259	\$4,563,096
31	TBD 2016	Dean Rusk Middle Facility	0217		\$0	0	\$0	0	\$0	89	\$1,507,660	\$2,478,283	\$3,985,943	\$6,773,726
32	TBD 2013	Boothe Middle Facility	0114	M	\$79,920	3	\$266,400	0	\$0	93	\$1,575,420	\$1,994,274	\$3,916,014	\$7,000,559
33	TBD 2013	Teasley Middle Facility	0117	M	\$33,833	1	\$88,800	0	\$0	77	\$1,304,380	\$2,024,291	\$3,451,304	\$6,572,324
34	TBD 2009	Mill Creek Middle School	0110		\$0	0	\$0	0	\$0	89	\$1,168,860	\$1,792,204	\$2,961,064	\$5,128,760
35	TBD 2010	River Ridge High Facility	0211		\$0	0	\$0	0	\$0	95	\$1,609,300	\$2,882,278	\$4,491,578	\$10,345,243
36	TBD 2026	Cherokee High School Replacement Facility	0612		\$0	0	\$0	0	\$0	0	\$0	\$0	\$0	\$0
37	NA 2025	Free Home Elementary Facility	0613		\$0	0	\$0	0	\$0	0	\$0	\$0	\$0	\$8,000,000
Priority	Total of all projects				\$946,331	29	\$3,116,436	0	\$0	2121	\$35,540,120	\$76,703,016	\$116,305,903	\$273,585,686

* Use the following code to identify support items:	Total improvement costs eligible for earning entitlement	\$116,305,903
C = Kitchen	Total improvement costs ineligible for earning entitlement	\$273,585,686
D = Cafeteria	Total other local costs that are not part of the State Capital Outlay program	\$0
G = Administration		
M = RR/Circulation		



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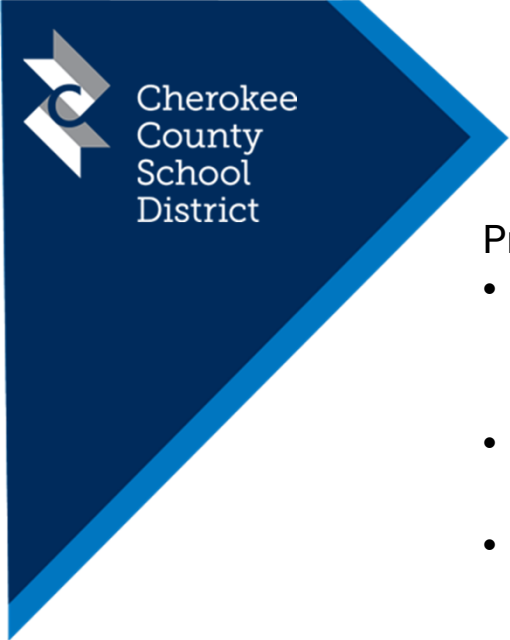
FACILITY	ESPLOST7A	ESPLOST7B	ESPLOST8	Future E-SFLOS T	TOTAL COST
High Schools	\$21,810,967	\$2,871,713	\$10,557,504	\$17,988,902	\$53,229,086
Cherokee High School	\$6,964,602	\$2,849,843	\$3,937	\$423,598	\$10,241,981
Creekview High School	\$0	\$0	\$504,715	\$5,521,326	\$6,026,040
Etowah East Campus	\$2,284,315	\$0	\$0	\$0	\$2,284,315
Etowah High School	\$5,180,205	\$0	\$0	\$2,180,058	\$7,360,263
River Ridge High School	\$0	\$0	\$512,590	\$9,029,181	\$9,541,771
Sequoyah East High School	\$2,567,669	\$0	\$0	\$0	\$2,567,669
Sequoyah High School	\$4,814,175	\$21,870	\$301,659	\$0	\$5,137,704
Woodstock High School	\$0	\$0	\$9,234,604	\$834,738	\$10,069,342
Middle Schools	\$0	\$11,043,335	\$8,262,310	\$20,783,818	\$40,089,463
Creeklane Middle School	\$0	\$0	\$91,202	\$4,977,913	\$5,069,115
Dean Rusk Middle School	\$0	\$2,469,557	\$0	\$3,284,893	\$5,754,450
E.T. Booth Middle School	\$0	\$295,303	\$2,011,023	\$3,535,752	\$5,842,078
Freedom Middle School	\$0	\$2,438,884	\$0	\$2,341,976	\$4,780,860
Mill Creek Middle School	\$0	\$3,395,718	\$0	\$1,495,451	\$4,891,169
Teasley Middle School	\$0	\$2,443,874	\$0	\$3,300,138	\$5,744,011
Woodstock Middle School	\$0	\$0	\$6,160,085	\$1,847,695	\$8,007,780
Elementary Schools	\$45,016,806	\$5,159,915	\$9,912,499	\$36,331,269	\$96,420,490
Arnold Mill Elementary School	\$4,759,560	\$0	\$0	\$0	\$4,759,560
Avery Elementary School	\$0	\$518,173	\$0	\$5,328,794	\$5,846,967
Ball Ground Elementary School	\$0	\$954,370	\$658,284	\$2,604,711	\$4,217,366
Bascomb Elementary School	\$4,164,858	\$0	\$0	\$0	\$4,164,858
Boston Elementary School	\$3,851,220	\$0	\$0	\$0	\$3,851,220
Canton Elementary School	\$1,486,161	\$0	\$0	\$2,506,663	\$3,992,825
Carmel Elementary School	\$4,298,535	\$0	\$0	\$0	\$4,298,535
Clark Creek Elementary School	\$0	\$1,798,444	\$39,366	\$3,791,754	\$5,629,563
Clayton Elementary School	\$1,599,383	\$0	\$0	\$81,518	\$1,680,901
Hasty Elementary School	\$239,577	\$0	\$0	\$4,298,005	\$4,537,582
Hickory Flat Elementary School	\$1,820,954	\$601,163	\$1,050,521	\$21,258	\$3,493,895
Holly Springs Elementary School	\$4,114,167	\$0	\$0	\$0	\$4,114,167
Indian Knoll Elementary School	\$1,313,784	\$0	\$3,437,750	\$0	\$4,751,534
Johnston Elementary School	\$0	\$54,019	\$404,969	\$3,326,975	\$3,785,963
Joseph Knox Elementary School	\$0	\$1,233,747	\$0	\$3,918,975	\$5,152,722
Liberty Elementary School	\$4,315,110	\$0	\$0	\$0	\$4,315,110
Little River Elementary School	\$2,017,405	\$0	\$0	\$3,217,268	\$5,234,673
Macedonia Elementary School	\$1,529,681	\$0	\$55,187	\$1,116,882	\$2,701,750
Mountain Road Elementary School	\$2,643,279	\$0	\$78,534	\$2,039,134	\$4,760,948

DISTRICT-WIDE SUMMARY REPORT BY FACILITY

Cost estimates are in 2024 dollars and include soft costs. Inflation values are based on priority assigned.



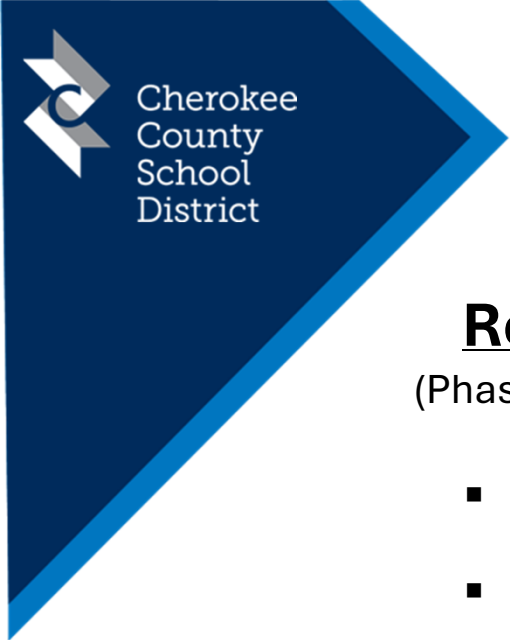
FACILITY	ESPLOST7A	ESPLOST7B	ESPLOST8	Future E-SFLOS T	TOTAL COST
Oak Grove Elementary School	\$2,638,573	\$0	\$0	\$0	\$2,638,573
R.M. Moore Elementary School	\$4,224,557	\$0	\$0	\$0	\$4,224,557
Sixes Elementary School	\$0	\$0	\$208,496	\$4,079,332	\$4,287,827
Woodstock Elementary School	\$0	\$0	\$3,979,394	\$0	\$3,979,394
Alternative / Special Programs	\$1,421,702	\$615,604	\$52,907	\$3,753,989	\$5,844,202
ACTIVE Academies	\$0	\$214,302	\$0	\$3,704,429	\$3,918,731
Ralph Bunche Center	\$639,828	\$76,632	\$0	\$49,560	\$766,020
Tippens Education Center	\$781,874	\$324,670	\$52,907	\$0	\$1,159,451
Support Facilities	\$10,125	\$0	\$672,651	\$6,751,415	\$7,434,191
Central Warehouse / School Property Department	\$0	\$0	\$0	\$2,003,120	\$2,003,120
Cherokee County Educational Services Annex	\$10,125	\$0	\$51,688	\$1,220,562	\$1,282,376
Petruzielo Educational Services Facility	\$0	\$0	\$0	\$49,425	\$49,425
School Nutrition	\$0	\$0	\$0	\$407,130	\$407,130
Support Services	\$0	\$0	\$0	\$1,859,633	\$1,859,633
Transportation - Holly Springs	\$0	\$0	\$575,529	\$384,926	\$960,455
Transportation - Woodstock	\$0	\$0	\$45,434	\$826,618	\$872,052
Grand (Total)	\$68,259,600	\$19,690,568	\$29,457,871	\$85,609,392	\$203,017,431



School Board Member Feedback

Projects to Consider

- High Schools
 - Etowah HS (investigate including 9th grade academy)
 - Sequoyah HS
- Middle Schools
 - Woodstock MS
- Elementary Schools
 - Bascomb ES
 - Boston ES
 - Canton ES
 - Hickory Flat ES
 - Oak Grove ES
 - RM Moore ES
 - Woodstock ES
 - Johnston ES – April
 - Sixes ES – April
- Miscellaneous
 - Athletic Turf at existing high schools
 - Bus Replacement
 - Safety and Security
 - Technology
 - Tippens Education Center



Recommended Construction Projects

Replacement Schools

(Phased Demolition and Rebuild Onsite)

- Etowah HS
- Hickory Flat ES
- Oak Grove ES

Campus Improvements

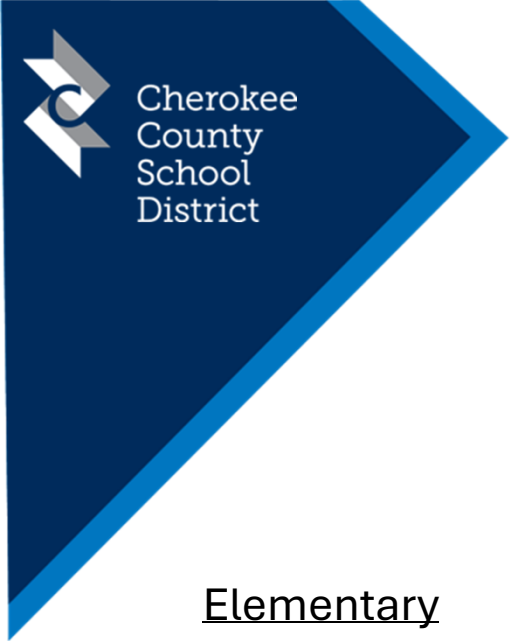
(Construction Projects)

- Creekview HS Bus Access Drive and Parking
- Sequoyah Classroom Addition (RMA)

Renovations, Modifications, and Asset (Furniture) Replacement

(RM)

- Arnold Mill ES (RM)
- Bascomb ES (RM)
- Canton ES (RM)
- Carmel ES (RM)
- Holly Springs ES (RM)
- RM Moore ES (RM)
- Woodstock ES (RM)
- Tippens Education Center (RM)



Campus Improvements - Maintenance Projects

Building Automation System Upgrades, Flooring, Plumbing and Fixture Replacements, Generator Replacements, HVAC/RTU/Plant Replacements, Keying/Lock Replacements, Intercom Upgrades, Painting, Roofing

Elementary

- Avery ES
- Ball Ground ES
- Boston ES
- Clark Creek ES
- Clayton ES
- Hasty ES
- Johnston ES
- Knox ES
- Liberty ES
- Little River ES
- Macedonia ES
- Mountain Road ES
- Sixes ES

Middle Schools

- Creekland
- Dean Rusk
- ET Booth
- Freedom
- Mill Creek
- Teasley
- Woodstock

High Schools

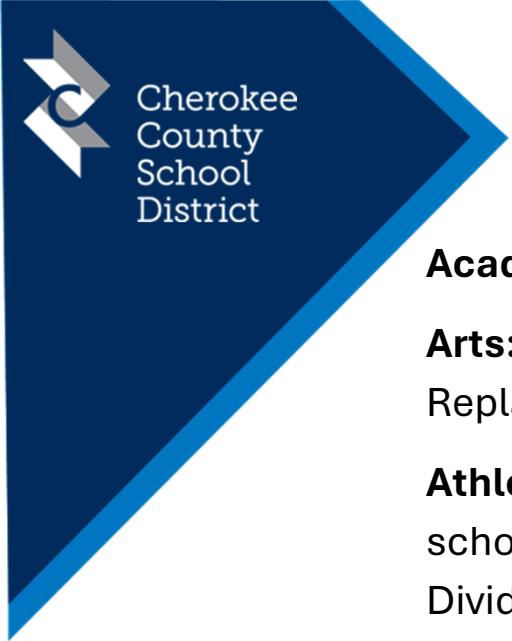
- Creekview
- River Ridge
- Woodstock

Centers

- Active Academy
- Johnston Preschool

District

- Bus Shops I & II
- ESF
- School Nutrition
- Support Services
- Technology
- Warehouse



Additional Projects

Academics: Comprehensive Print Instructional Resources

Arts: Kiln Replacements (ES/MS), Auditorium RMA (HS), Soundproofing Music Rooms, Marching Band Tower Replacements (HS)

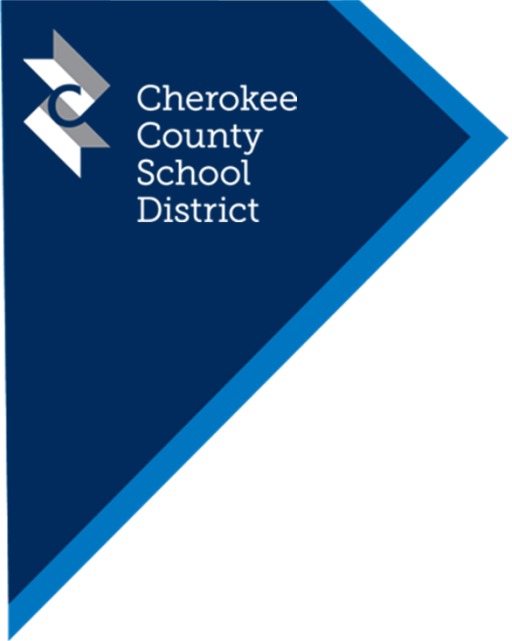
Athletics: Turf Replacement: Football Fields (5 schools), Turf Install: Baseball, Softball, Practice Fields (5 schools, 15 fields), Outdoor Scoreboards (HS), Gymnasium Scoreboards (ES, MS, HS), Auxiliary Gym Divider Curtains (HS)

Career and Workforce Readiness: Dedicated space at each HS for high-demand, skill-based training classrooms and labs; Expanded program offerings for agricultural science, healthcare science, construction, welding, and automotive services; Classroom conversion at each ES and MS for Career and Workforce Readiness specials/connections class

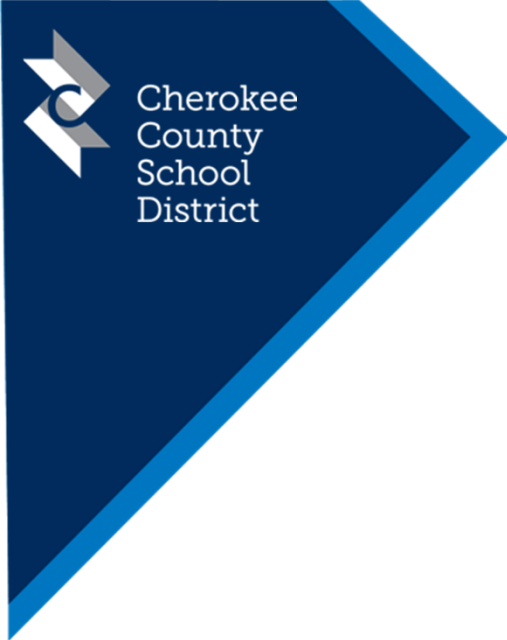
School Safety and Security: School Police vehicle replacements, Access Control-Fencing and Vestibules, Emergency Radios and Repeaters, Security Cameras, Emerging Security Technology

Technology Upgrades: Student and Staff Devices and Peripheral Equipment, School Computer Lab Devices, School Building and District Facility Technology Infrastructure Improvements (Firewalls, Switches, Cabinet Cabling and Racking, UPS/PDU Upgrades for Monitoring, Wireless Access Points, Cellular Extensions), Enterprise Productivity Suites

Transportation Improvements: School Bus replacements, Facilities Fleet Replacement, Shop Equipment Replacement (Wheel Lifts, Bulk Oil and DEF Tanks, Shop Trucks, Forklifts)



Education-SPLOST 2026 Timeline of Activities



Education-SPLOST 2026 Project Summary Schedule

	Project	Project Design Start Date	Proposed Project Completion Date	Proposed Occupancy
Year 2027	Canton ES Repurpose	04.02.2026	06.01.2028	2028-29
	Creekview HS Bus Access Drive and Parking	06.15.2026	07.22.2027	2027-28
	Etowah HS Replacement ²	06.01.2027	05.30.2032	2032-33
	Maintenance Projects A ¹			
	System-wide Facility Maintenance A			
	Transportation A ³			
Year 2028	Oak Grove Replacement	01.10.2028	05.30.2031	2031-32
	RM Moore ES RMA	02.15.2028	06.28.2030	2030-31
	Turf Baseball, Practice, Softball (RRHS, WHS)	01.10.2028	06.29.2029	2029-30
	Woodstock ES RMA	04.19.2028	06.30.2030	2030-31
	Woodstock HS Auditorium RMA	01.17.2028	07.28.2028	2028-29
	Maintenance Projects B ¹			
	System-wide Facility Maintenance B			
	Transportation B ³			
Year 2029	Carmel ES RMA	01.08.2029	06.27.2031	2031-32
	Creekview HS Auditorium RMA	01.15.2029	07.27.2029	2029-30
	Sequoyah HS Addition w/ RMA ²	04.02.2029	06.27.2032	2032-33
	Tippens RMA	07.16.2029	06.27.2031	2031-32
	Turf Baseball, Football, Practice, Softball, Track Resurface(CvHS)	04.16.2029	07.26.2030	2030-31
	Maintenance Projects C ¹			
	System-wide Facility Maintenance C			
	Transportation C ³			
Year 2030	Hickory Flat ES Replacement	04.15.2030	06.30.2034	2034-35
	Holly Springs ES RMA	01.07.2030	06.25.2032	2032-33
	River Ridge HS Auditorium RMA	01.14.2030	07.26.2030	2030-31
	Turf Football (RRHS, WHS), Track Resurface (RRHS)	02.10.2030	07.25.2031	2031-32
	Maintenance Projects D ¹			
	System-wide Facility Maintenance D			
Year 2031	Arnold Mill ES RMA	02.14.2031	07.24.2033	2033-34
	Bascomb ES RMA	01.13.2031	06.24.2033	2033-34
	Maintenance Projects E ¹			
	System-wide Facility Maintenance E			
	Transportation E ³			
Additional School System Enhancements				
<input checked="" type="checkbox"/> Academics (Instructional Resources; Growth & Replacement Classroom Equipment) <input checked="" type="checkbox"/> Arts (Kiln Replacement (ES/MS); Soundproofing Music Rooms (ES); Marching Band Towers (HS); Auditorium RMA (HS) (AV/Lighting, Seating, Painting, Flooring, Curtains) <input checked="" type="checkbox"/> Athletics (Divider Curtains (HS Aux Gym); Gymnasium Scoreboards (HS); Scoreboards (HS) <input checked="" type="checkbox"/> Career Work Force Readiness (dedicated HS space for high demand skills based training classrooms/labs; Expanded program offerings for agriculture science, healthcare science, construction, welding, and automotive services, ES/MS career and work force readiness classes) <input checked="" type="checkbox"/> Safety & Security (School Police Fleet Replacement; Safety and Security Equipment) <input checked="" type="checkbox"/> Technology (Staff Devices; Student Devices, School and District Technology Infrastructure, Enterprise Licensing)				
<small>NOTE: The projects and related timelines contained within this plan are dependent upon various economic and other conditions (e.g., ED SPLOST revenue levels, the continuation of current state funding and current construction costs). Includes BAS, Fire Alarm, Flooring, Generator, HVAC, Intercom, Painting, Plumbing, Roofing, Misc. Does not include general repairs and maintenance. Turf projects and track resurface to be included as part of overall project. ² Line item to include white fleet replacement plan³</small>				



Cherokee
County
School
District

Monthly Financial Report

Work Session | 06.18.26



Mary Elizabeth Davis, PhD
Superintendent of Schools

CHEROKEE COUNTY BOARD OF EDUCATION
Mary Elizabeth Davis PhD, Superintendent
Kenneth Owen, Chief Financial Officer

FINANCIAL REPORT
MAY 2026

General Fund

For the month ending May 31, 2026, the eleventh month of the 2025-26 Fiscal Year, the School District's Operating Account (General Fund) has received \$552,999,153 in revenue (year-to-date) consisting of state funds of \$244,069,675 (85% of budget), \$304,014,759 local revenues (93% of budget), and other funds of \$4,914,719 (168% of budget). All operating expenditures of \$517,243,170 (84% of budget) are within the Board of Education's approved 2025-26 budget.

Building Fund/Ed-SPLOST Collections

The Capital Outlay Fund balance of \$173,293,226 as of May 31, 2026 reflects Special Purpose Local Option Sales Tax for Education (Ed-SPLOST) collections, proceeds of bond sales for capital outlay purposes, and transfers from the General Fund less bond refundings, bond issuance costs, transfers of Ed-SPLOST to the Debt Service Fund and capital outlay expenses paid.

Cherokee County School District received \$5,858,751 for sales tax collections in May 2026, for the month of April 2026, the 43rd month of 60 monthly sales tax collections for the 2022-2027 SPLOST. Collections received were above projections for the month by \$1,138,028 and above cumulative projections by \$38,198,207.

Ed-SPLOST collections are accumulated within the Building Fund to be used for specified capital outlay purchases (limited pay-as-you-go) and transferred to the Debt Service Fund at the appropriate time to meet annual bond obligations (January and July). Excess Ed-SPLOST collections above projections are used to meet critical capital outlay needs and/or transferred to the Debt Service Fund as a safeguard against future negative economic conditions, assuring the School District can meet future bond payments.

Debt Service Fund

The Debt Service Fund balance as May 31, 2026 is \$43,670,724 representing funds accumulated from Ed-SPLOST collections, collections from the 1.5 mills of property tax approved by the School Board, interest earned from investments and Invested Sinking Fund earnings. The Invested Sinking Fund is attached to the Series 2010B Bond issuance and is structured to fully pay the annual debt service on the Series 2010B bonds through August 2028. Annual Debt Service payments are made in February and August of each year, according to the Debt Service Schedule published annually in the Cherokee County School District Budget Book.

Federal/State/Competitive Grants and School Nutrition Funds

The School Nutrition Fund Balance as of May 31, 2026 is \$15,100,473 and represents the difference between revenues from all sources and all expenditures. This amount is held in reserve to cover potential funding shortfalls or unexpected expenses.

Federal, State and Competitive grant funds are annually awarded to the School District based on funding formulas (Federal Title Programs) and/or program applications (State and competitive grants). As funds are expended, reimbursements are sought from the various programs. Local funds are not intended to cover shortfalls within grant programs nor are grants intended to carry a fund balance.

**CHEROKEE COUNTY SCHOOL DISTRICT
FINANCIAL REPORT
AS OF MAY 31, 2026**

BALANCE SHEET	GENERAL FUND	DEBT SERVICE FUND	BUILDING FUND	FED FUNDS/ SCHOOL NUTRITION	TOTAL
ASSETS					
Cash and Cash Equivalents	\$ 193,397,000	\$ 6,580,250	\$ 173,322,715	\$ 10,712,411	\$ 384,012,376
Investments	-	35,581,849	-	-	35,581,849
Receivables	979,323	1,508,625	-	5,208,410	7,696,358
Inventories	1,379,256	-	-	1,296,777	2,676,033
TOTAL ASSETS	\$ 195,755,579	\$ 43,670,724	\$ 173,322,715	\$ 17,217,598	\$ 429,966,616
LIABILITIES					
Accounts Payable	\$ 292,933	\$ -	\$ 29,489	\$ 732,880	\$ 1,055,302
Salaries and Benefits Payable	19,816,282	-	-	1,384,245	21,200,527
FUND BALANCE	175,646,364	43,670,724	173,293,226	15,100,473	407,710,787
TOTAL LIABILITIES AND FUND BALANCE	\$ 195,755,579	\$ 43,670,724	\$ 173,322,715	\$ 17,217,598	\$ 429,966,616
REVENUE AND EXPENSE					
REVENUE	\$ 552,999,153	\$ 26,844,219	\$ 64,691,769	\$ 41,741,994	\$ 686,277,135
EXPENDITURES	517,243,170	60,203,571	104,938,420	44,967,588	727,352,749
EXCESS REVENUE OVER EXPENDITURES	35,755,983	(33,359,352)	(40,246,651)	(3,225,594)	(41,075,614)
OTHER FINANCING SOURCES (USES)	(783,228)	26,258,758	79,509,685	585,616	105,570,831
BEGINNING FUND BALANCE	140,673,609	50,771,318	134,030,192	17,740,451	343,215,570
ENDING FUND BALANCE	\$ 175,646,364	\$ 43,670,724	\$ 173,293,226	\$ 15,100,473	\$ 407,710,787

**CHEROKEE COUNTY SCHOOL DISTRICT
GENERAL FUND COMPARISON OF BUDGET TO ACTUAL
JULY 1, 2025 - MAY 31, 2026**

	2025-2026			
	APPROVED BUDGET	YEAR TO DATE	ENCUMBRANCES	AVAILABLE BUDGET
REVENUE				
Local Revenue	\$ 326,596,116	\$ 304,014,759		\$ 22,581,357
State Revenue	286,744,640	244,069,675		42,674,965
Federal Revenue	217,661	330,649		(112,988)
Investment Earnings	2,715,621	4,584,070		(1,868,449)
TOTAL REVENUE	616,274,038	552,999,153		63,274,885
EXPENDITURES				
Instructional Services	424,777,151	335,844,200	\$ 1,547,922	87,385,029
Pupil Services	30,220,016	36,846,167	13,338	(6,639,489)
Improvement of Instructional Services	24,235,795	21,920,992	75,026	2,239,777
Instructional Staff Training	847,197	685,020	10,606	151,571
Educational Media Services	6,671,727	5,447,211	1,614	1,222,902
General Administration	4,245,046	3,943,862	-	301,184
School Administration	38,130,899	35,121,149	22,768	2,986,982
Support Services-Business	4,427,851	4,656,255	225,880	(454,284)
Maintenance & Operation of Plant Services	36,607,577	32,298,966	231,554	4,077,057
School Safety and Security	4,271,369	5,795,936	77,671	(1,602,238)
Student Transportation Services	32,788,836	28,038,104	1,243,163	3,507,569
Support Services-Central	7,626,101	6,645,308	2,382	978,411
School Nutrition Program	213,618	-	-	213,618
TOTAL EXPENDITURES	615,063,183	517,243,170	3,451,924	94,368,089
OTHER FINANCING SOURCES (USES)				
Proceeds from Sale of Assets	492,803	1,016,388		(523,585)
Accounts Transfers Out	(2,694,833)	(1,799,616)		(895,217)
TOTAL OTHER FIN SOURCES (USES)	(2,202,030)	(783,228)		(1,418,802)
NET CHANGE FUND BALANCES	\$ (991,175)	\$ 34,972,755	\$ (3,451,924)	\$ (32,512,006)

**CHEROKEE COUNTY SCHOOL DISTRICT
DEBT SERVICE FUND COMPARISON OF BUDGET TO ACTUAL
JULY 1, 2025 - MAY 31, 2026**

	2025-2026		
	APPROVED BUDGET	YEAR TO DATE	AVAILABLE BUDGET
REVENUE			
Local Revenue	\$ 25,086,767	\$ 25,223,785	\$ (137,018)
Investment Earnings	1,606,513	1,368,997	237,516
Miscellaneous Revenue	2,548,750	251,437	2,297,313
TOTAL REVENUE	29,242,030	26,844,219	2,397,811
EXPENDITURES			
Debt Service	60,860,650	60,203,571	657,079
TOTAL EXPENDITURES	60,860,650	60,203,571	657,079
OTHER FINANCING SOURCES (USES)			
Accounts Transfers In	26,258,758	26,258,758	-
TOTAL OTHER FIN SOURCES (USES)	26,258,758	26,258,758	-
NET CHANGE FUND BALANCES	\$ (5,359,862)	\$ (7,100,594)	\$ 1,740,732

**CHEROKEE COUNTY SCHOOL DISTRICT
BUILDING FUND COMPARISON OF BUDGET TO ACTUAL
JULY 1, 2025 - MAY 31, 2026**

	2025-2026			
	APPROVED BUDGET	YEAR TO DATE	ENCUMBRANCES	AVAILABLE BUDGET
REVENUE				
Local Revenue	\$ 59,572,740	\$ 59,576,404		\$ (3,664)
State Revenue	3,153,686	-		3,153,686
Investment Earnings	4,495,548	5,115,365		(619,817)
TOTAL REVENUE	67,221,974	64,691,769		2,530,205
EXPENDITURES				
Instructional Services	39,241,914	23,488,855	4,845,556	10,907,503
Support Services-Business	467,676	870,252	-	(402,576)
Facilities Acquisition and Construction Svs.	136,336,456	80,579,313	2,793,694	52,963,449
TOTAL EXPENDITURES	176,046,046	104,938,420	7,639,250	63,468,376
OTHER FINANCING SOURCES (USES)				
Bond Issuance	90,000,000	126,470,000		(36,470,000)
Premiums on Bonds Sold	7,830,000	19,681,623		(11,851,623)
Deposit with Escrow Agent	-	(40,383,180)		40,383,180
Accounts Transfers In	-	-		-
Accounts Transfers Out	(26,258,758)	(26,258,758)		-
TOTAL OTHER FIN SOURCES (USES)	71,571,242	79,509,685		(7,938,443)
NET CHANGE FUND BALANCES	\$ (37,252,830)	\$ 39,263,034	\$ (7,639,250)	\$ (68,876,614)

**CHEROKEE COUNTY SCHOOL DISTRICT
FEDERAL FUNDS AND SCHOOL NUTRITION COMPARISON OF BUDGET TO ACTUAL
JULY 1, 2025 - MAY 31, 2026**

	2025-2026			
	APPROVED BUDGET	YEAR TO DATE	ENCUMBRANCES	AVAILABLE BUDGET
REVENUE				
Local Revenue	\$ 8,519,957	\$ 7,864,782		\$ 655,175
State Revenue	1,912,725	2,020,782		(108,057)
Federal Revenue	31,593,978	31,414,670		179,308
Investment Earnings	650,240	441,760		208,480
TOTAL REVENUE	42,676,900	41,741,994		934,906
EXPENDITURES				
Instructional Services	10,966,490	11,129,529	\$ 12,408	(175,447)
Pupil Services	5,447,173	5,638,428	48,505	(239,760)
Improvement of Instructional Services	783,910	532,356	-	251,554
Instructional Staff Training	2,025,555	1,274,795	37,885	712,875
Maintenance & Operation of Plant Services	-	-	-	-
Student Transportation Services	522,735	417,679	28	105,028
Support Services-Central	179,051	167,547	-	11,504
School Nutrition Program	24,843,008	25,807,254	1,163,563	(2,127,809)
TOTAL EXPENDITURES	44,767,922	44,967,588	1,262,389	(1,462,055)
OTHER FINANCING SOURCES (USES)				
Accounts Transfers In	2,091,022	585,616		1,505,406
TOTAL OTHER FIN SOURCES (USES)	2,091,022	585,616		1,505,406
NET CHANGE FUND BALANCES	\$ -	\$ (2,639,978)	\$ (1,262,389)	\$ 3,902,367

CHEROKEE COUNTY SCHOOL DISTRICT
SPECIAL PURPOSE LOCAL OPTION SALES TAX (2022-2027)
COMPARISON OF COLLECTIONS
THROUGH MAY 31, 2026

REPORTING MONTH	60 MONTH COLLECTION MONTH	PERIOD	PROJECTED COLLECTIONS	ACTUAL COLLECTIONS	DIFFERENCE ACTUAL AND PROJECTED COLLECTIONS
November 2022	October 2022	1	\$ 4,636,009	\$ 5,328,786	\$ 692,777
December 2022	November 2022	2	4,807,242	5,405,654	598,412
January 2023	December 2022	3	5,104,524	6,617,076	1,512,552
February 2023	January 2023	4	4,824,820	4,852,679	27,859
March 2023	February 2023	5	4,062,238	4,697,475	635,237
April 2023	March 2023	6	4,325,376	5,419,587	1,094,211
May 2023	April 2023	7	4,448,443	5,296,122	847,679
June 2023	May 2023	8	4,604,100	5,494,145	890,045
July 2023	June 2023	9	4,818,522	5,509,360	690,838
August 2023	July 2023	10	4,787,586	5,922,789	1,135,203
September 2023	August 2023	11	4,848,609	5,339,709	491,100
October 2023	September 2023	12	4,619,404	5,276,069	656,665
November 2023	October 2023	13	4,766,013	5,652,592	886,579
December 2023	November 2023	14	4,899,541	5,628,151	728,610
January 2024	December 2023	15	5,403,573	6,715,254	1,311,681
February 2024	January 2024	16	4,921,317	5,110,321	189,004
March 2024	February 2024	17	4,143,483	5,309,129	1,165,646
April 2024	March 2024	18	4,411,884	5,502,215	1,090,331
May 2024	April 2024	19	4,537,412	5,471,342	933,930
June 2024	May 2024	20	4,696,182	5,810,715	1,114,533
July 2024	June 2024	21	4,914,893	5,612,665	697,772
August 2024	July 2024	22	4,883,338	5,864,797	981,459
September 2024	August 2024	23	4,945,582	5,789,651	844,069
October 2024	September 2024	24	4,711,792	5,345,738	633,946
November 2024	October 2024	25	4,861,333	5,514,947	653,614
December 2024	November 2024	26	4,997,532	5,796,564	799,032
January 2025	December 2024	27	5,511,645	6,812,555	1,300,910
February 2025	January 2025	28	5,019,743	5,147,797	128,054
March 2025	February 2025	29	4,226,353	5,157,129	930,776
April 2025	March 2025	30	4,500,122	5,678,527	1,178,405
May 2025	April 2025	31	4,628,160	5,902,762	1,274,602
June 2025	May 2025	32	4,790,105	5,887,018	1,096,913
July 2025	June 2025	33	5,013,191	5,867,483	854,292
August 2025	July 2025	34	4,981,005	6,125,326	1,144,321
September 2025	August 2025	35	5,044,493	6,159,431	1,114,938
October 2025	September 2025	36	4,806,027	5,688,641	882,614
November 2025	October 2025	37	4,958,560	5,817,903	859,343
December 2025	November 2025	38	5,097,482	6,088,901	991,419
January 2026	December 2025	39	5,621,878	7,122,430	1,500,552
February 2026	January 2026	40	5,120,138	5,376,144	256,006
March 2026	February 2026	41	4,310,880	5,192,766	881,886
April 2026	March 2026	42	4,590,124	5,952,486	1,362,362
May 2026	April 2026	43	4,720,723	5,858,751	1,138,028
			<u>\$ 205,921,375</u>	<u>\$ 244,119,581</u>	<u>\$ 38,198,207</u>

2022-2027 Ed-SPLOST Projected Collections

	2022	2023	2024	2025	2026	2027	TOTAL
January	-	4,824,820	4,921,317	5,019,743	5,120,138	5,222,541	25,108,558
February	-	4,062,238	4,143,483	4,226,353	4,310,880	4,397,097	21,140,052
March	-	4,325,376	4,411,884	4,500,122	4,590,124	4,681,927	22,509,432
April	-	4,448,443	4,537,412	4,628,160	4,720,723	4,815,138	23,149,876
May	-	4,604,100	4,696,182	4,790,105	4,885,907	4,983,625	23,959,919
June	-	4,818,522	4,914,893	5,013,191	5,113,455	5,215,724	25,075,784
July	-	4,787,586	4,883,338	4,981,005	5,080,625	5,182,237	24,914,790
August	-	4,848,609	4,945,582	5,044,493	5,145,383	5,248,291	25,232,358
September	-	4,619,404	4,711,792	4,806,027	4,902,148	5,000,191	24,039,561
October	4,636,009	4,766,013	4,861,333	4,958,560	5,057,731	-	24,279,647
November	4,807,242	4,899,541	4,997,532	5,097,482	5,199,432	-	25,001,229
December	5,104,524	5,403,573	5,511,645	5,621,878	5,734,315	-	27,375,934
TOTALS	\$ 14,547,775	\$ 56,408,226	\$ 57,536,391	\$ 58,687,118	\$ 59,860,861	\$ 44,746,770	\$ 291,787,141



Projects in Construction

Cherokee HS Replacement

Replacement Facility

Carroll Daniel Construction

Substantial Completion: 02.2026

Anticipated Occupancy: 08.2026

- Project is nearing completion of punch list items.
- Installation of technology hardware is progressing.
- The administration and front office staff relocated on June 1st. The transfer of the remaining school items is underway and will continue throughout June.
- Project is on schedule for student occupancy on August 3rd.



Capital Outlay Report

Work Session | 06.18.2026



River Ridge HS

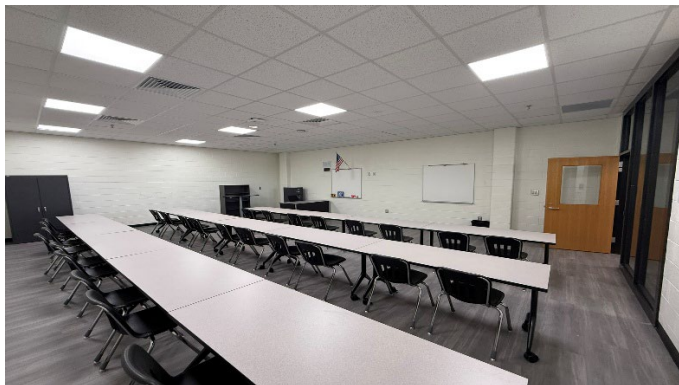
Auxiliary Gymnasium

SmithBuilt Construction Group

Substantial Completion: 06.2026

Anticipated Occupancy: 08.2026

- ADA and life safety inspections are underway.
- Project is nearing completion of punch list items.
- County and state inspections are underway.
- Furniture has been delivered and installed.
- Project is on schedule for student occupancy on August 3rd.





Sequoyah HS

Auxiliary Gym and Facility Improvements

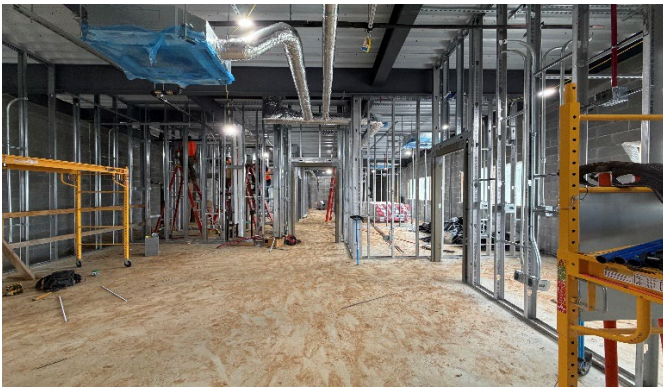
(Press Box & Field House)

Carroll Daniel Construction

Substantial Completion: 11.2026

Anticipated Occupancy: 01.2027

- Construction activities for the auxiliary gym continue, with the placement of exterior wall panels and bricks, along with the interior finishes of painting, gym floor, and bleacher installation.
- Construction activities at the home concession are ongoing, with the installation of the interior walls and overhead mechanical, plumbing, and electrical service progressing.
- At the visitor's concessions, exterior painting and brick placement are underway, while interior finishes such as painting and installation of fixtures are ongoing.
- Construction activities at the home field house continue, with the placement of interior block walls and the installation of overhead mechanical and electrical systems underway.
- Interior renovations in the existing fieldhouse are ongoing, including ceiling demolition and underground slab preparation.





Projects in Development

Boston ES Parent Drive

Drive Improvements
Breedlove Land Planning

Anticipated Construction RFP Issuance: 10.2026
Anticipated Board Action: 11.2026
Anticipated Construction: 12.2026
Anticipated Occupancy: 07.2027

- The Owner Architect agreement has been executed.
- The project kick-off meeting was conducted on May 11th.
- Preparation of the survey is in progress.
- It is anticipated that the project will be issued for RFP in October '26.

Canton ES RMA

Modifications Renovation Cherokee North
PBK Architects

Anticipated Construction RFP Issuance Phase I: 10.2026
Anticipated Board Action Phase I: 12.2026
Anticipated Construction RFP Issuance Phase II: 08.2027
Anticipated Board Action Phase II: 10.2027
Anticipated Occupancy: 08.2028

- Schematic design for the project is complete.
- The property survey is nearing completion.
- Bi-weekly design meetings continue with the design team and Support Services staff.
- Phase I will be issued for RFP in October '26.

Twin Fork Modifications

Addition of Restrooms
GMC Architects

Anticipated Construction RFP Issuance: 08.2026
Anticipated Board Action: 10.2026
Anticipated Construction: 11.2026
Anticipated Occupancy: 07.2027

- The Owner Architect agreement has been executed.
- The kick-off meeting was conducted on May 28th.
- Preparation of the boundary survey is underway.
- Schematic design for the project has commenced.
- The project will be issued for RFP in August '26.

Proposed – Strategic Plan Framework 2032

Updated Vision: CCSD is committed to creating opportunities for every learner to achieve academic success, build strong relationships, contribute to the community, and thrive in life.

Strategic Initiative 1: Academic Performance and Workforce Readiness

Commitment 1: Enhance academics through expanding advanced learning opportunities and early literacy intervention.

Tactic a: Introduce advanced classes in elementary school and middle school.

Tactic b: Design a school setting for intensive reading education.

Tactic c: Increase AP opportunities in high school and AP-readiness opportunities in middle school.

Tactic d: Develop academic planning guides and advisement aligned to college and workforce preparation.

Tactic e: Advance instructional strategies, academic models and aligned resources to improve student achievement for each student group.

Commitment 2: Build a K-12 System of Career and Workforce Readiness

Tactic a: Brand a Cherokee-specific K-12 Career and Workforce Readiness Program aligned to local and regional workforce demands.

Tactic b: Develop K-12 Career and Workforce Readiness standards (academic standards) that address Career Awareness, Military and Public Service, Financial Literacy, Personal Finance, Post-Secondary Awareness, Civic Literacy, Technology and AI Skills, Life Skills, Community, Service, and Workforce Skills (typing/keyboarding, oral communication, technical literacy, interview and resume skills).

Tactic c: Establish a Career and Workforce Academy at each high school, Connections class at each middle school, and Specials class at each elementary school.

Tactic d: Create a Career and Workforce Readiness Report Card for students.

Strategic Initiative 2: Professional Excellence

Commitment 1: Recruit, support, and retain an effective and high-quality workforce.

Tactic a: Address compensation gap.

Tactic b: Review allotment structure for teachers and support staff.

Tactic c: Develop job-specific on-boarding; and sustained on-going training, support, and collaborative opportunities for each job category.

Tactic d: Advance recognition programs.

Commitment 2: Enhance leadership development across job families.

Tactic a: Design leadership development and training opportunities for teachers and support staff.

Tactic b: Expand customized leadership competencies for CCSD.

Strategic Initiative 3: Safe and Supported Schools

Commitment 1: Advance school safety while ensuring a welcoming environment for students, families, and staff.

Tactic a: Improve school police presence across schools.

Tactic b: Evaluate and routinely update safety measures across school campuses.

Tactic c: Establish clarity and consistency for parents to attend school-day events and enhance parent involvement opportunities at all levels.

Commitment 2: Support for student behaviors

Tactic a: Develop elementary school behavior intervention support, ISS programming, and—when necessary—alternative settings reflective of developmentally appropriate behavior expectations.

Tactic b: Maintain high standards and clear consequences for student behavior, personal cell phone use, and dress code in middle and high school.

Commitment 3: Enhance customer service, communication, and parent engagement.

Tactic a: Develop and deploy district-wide customer service training.

Tactic b: Design and deploy updated parent communication methods.

Tactic c: Develop additional academic engagement opportunities and academic communication tools.

Strategic Initiative 4: Financial and Operational Accountability

Commitment 1: Advance operational efficiency, strategic resource alignment, and resource life-cycle management.

Tactic a: Continue to align budgets directly with student outcomes and district goals.

Tactic b: Enhance long term financial planning that addresses revenue uncertainty and update budget communication tools to display enhanced alignment of resources to strategic plan goals.

Commitment 2: Maintain and improve facilities and assets in schools, classrooms, performing arts, and athletics.

Tactic a: Identify schools most in need of replacement: Etowah HS, Hickory Flat ES, and Oak Grove ES on each current campus.

Tactic b: Group schools by condition for renovation, modification, and asset (furniture) replacement.

Tactic c: Enhance life cycle planning for technology, fine arts, athletics, and academic assets.

Draft – Local Accountability Model 2032

Following the adoption of the Strategic Plan, the School Board Goals for Math, ELA, and Reading will be supplemented with metrics of success determined through community feedback and school board adoption.