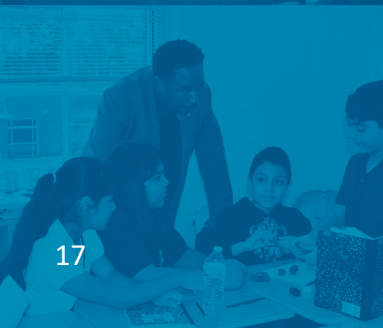




# PRIORITIES





As superintendent of the District, I rely on employee collaboration and hold them accountable for their work. In this 90-day report, you will see the progress our District has made in the past 90 days.

Our team follows the RACI model - Responsible, Accountable, Consulted, and Informed - to ensure that everyone knows their role and responsibilities in achieving our SMART goals, which should be Specific, Measurable, Achievable, Relevant, and Time-Bound. The RACI model is critical to our success as it promotes effective communication, accountability, and shared responsibility.

Every 30 days, all DCSD divisions and departments present to Cabinet priorities during a workshop to ensure the checks and balances are in place to attain our goals successfully. While silos can hinder collaboration, our RACI workshops are a transparent process so that our Cabinet and District leaders are fully invested and responsible for leading and implementing District priorities, holding their team accountable for their success, consulting when decisions need to be made, and ultimately informed through transparent communication.

Thank you to all of our stakeholders for reviewing this report and for partnering with the District to ensure academic achievement.





**DIVISION OF CURRICULUM  
AND INSTRUCTION**

*Stacy Stepney*



**TENET:** Relevant and Rigorous Course of Study

Access to structured literacy strategies in support of tier I instruction that are rigorous and improve learning for all learners

**PROGRAM:** Curriculum Management Process

**TARGETED AUDIENCE:** Coordinators, Teachers, Academic Coaches, and Professional Learning Facilitators

**PLAN:** DCSD Literacy Team will provide literacy training

**IMPLEMENTATION:** DCSD ELA Team will train teacher cadre members on structured literacy strategies, and Tier I resource implementation. Cadre training dates are 10/12, 10/17, 1/9 and 1/24. Cadre members will assist the DCSD ELA team with implementing professional learning to all K-12 ELA and reading teachers. Training dates are 10/27, 11/7, 2/10, and 3/8. In support of the Georgia Early Literacy Act, the ELA team will also coordinate LETRS training for K-2 teachers and facilitate Rollins Center Grant modules for elementary principals.

**IMPACT:** Teachers will understand how to implement key structured literacy standards in support of planning and teaching aligned lessons. Kindergarten – 2nd grade teachers and elementary leaders will participate in training in response to the Georgia Early Learning Act.

**GOAL(S):**

- By November 2023, 100% of schools will receive explicit Tier I resource training for K-2 and Gr. 3-5 teachers
- By January 2024, the DCSD ELA Team will train 100% of master cadre team members in structured literacy strategy training
- By May 2024, the ELA team will facilitate four Rollins Centers structured literacy modules for 100% of elementary principals through lunch and learn cohorts
- By May 2024, the ELA team will coordinate the completion of LETRS professional learning K-2 teachers to include 153 licenses for Horizon teachers in support of the HB538 Georgia Early Learning Act
- By June 2024, the District will complete 100% structured literacy strategy training for general education, special education, gifted, and ESOL teachers

**TIMELINE:** September 1, 2023 – June 30, 2024

**RESPONSIBLE:** Stacy Stepney

**ACCOUNTABLE:** Dr. Lenisera Barnes-Bodison and Dr. Kimberlynn Weston

**CONSULTED:** Lynn Angus Ramos and Woodsen Plummer

**INFORMED:** Michelle Dillard, Area Superintendents, Principals, and Teachers

**STATUS:** In Progress



**TENET:** Relevant and Rigorous Course of Study

Access to grade-level, K-12 mathematics aligned tasks for Tier I instruction that are rigorous and improve learning for all learners

**PROGRAM:** Curriculum Management Process

**TARGETED AUDIENCE:** Coordinators, Teachers, Academic Coaches, and Professional Learning Facilitators

**PLAN:** DCSD Math Team will provide unit-by-unit mathematics training and coordinate Tier I resource training.

**IMPLEMENTATION:** DCSD Math Team will train teacher cadre members on the new math standards through curriculum units. Cadre training dates are 8/31, 9/27, 11/2, 12/6, and 1/10. Cadre members will assist the DCSD Math team with implementing professional learning to all K-12 mathematics teachers. Training dates are 9/9, 10/14, 11/7, 1/27, and 3/8.

**IMPACT:** Teachers will understand the new K-12 mathematics standards before they prepare, plan, implement, and teach aligned lessons. Teachers will monitor and assess student understanding of the new K-12 mathematics standards through student work and assessments.

**GOAL(S):**

- By January 2024, the DCSD Math Team will train 100% of master cadre team members in unit-by-unit training
- By June 2024, the District will complete 100% unit-by-unit training for general education, special education, gifted, and ESOL teachers according to the curriculum-at-a-glance (pacing) for each course

**TIMELINE:** July 1, 2023 – June 30, 2024

**RESPONSIBLE:** Stacy Stepney

**ACCOUNTABLE:** Dr. Lenisera Barnes-Bodison, Dr. Kimberlynn Weston

**CONSULTED:** Michelle Bateman and Tiffany Dillard

**INFORMED:** Michelle Dillard, Area Superintendents, Principals, and Teachers

**STATUS:** In Progress





**TENET:** Relevant and Rigorous Course of Study  
Adoption and purchase of Instructional Resources

**PROGRAM:** Curriculum Resources

**TARGETED AUDIENCE:** Coordinators and Teachers

**PLAN:** Adhere to the guidelines and expectations for the review and purchase of content area instructional resources

**IMPLEMENTATION:** The Instructional Materials Coordinator will work with content area coordinators to review instructional resources from vendors, both print and digital, that meet selection policy criteria and select instructional resources that meet the needs of the district's students and are aligned with the district's curriculum and the state's standards of excellence for the applicable content area(s).

**IMPACT:** The review and adoption of instructional resources play an important role in supporting effective teaching and successful academic learning. Instructional resources supplement the content of a lesson, help students learn new concepts, provide practice opportunities, and allow for connections to real-world applications.

**GOAL(S):**

- By August 30, 2023, Pre-Approval ESSER form will be completed, signed, and received from GaDOE
- By September 15, 2023, develop timeline with Finance for RFQ Process
- By June 2024, following the selection policy and using the district's curriculum and the state's standards of excellence as a guide, content area instructional resources will be selected and approved by the Board for purchase to support teaching and learning

**TIMELINE:** July 1, 2023 – June 30, 2024

**RESPONSIBLE:** Stacy Stepney

**ACCOUNTABLE:** Dr. Lenisera Barnes-Bodison, Dr. Kimberlynn Weston, Lummie Baker, Ronald Adams, and Dr. Evelyn Hall

**CONSULTED:** EL Coordinators, EIP Coordinators, and Content Coordinators

**INFORMED:** Michelle Dillard, Area Superintendents, Principals, and Teachers

**STATUS:** In Progress



**TENET:** Relevant and Rigorous Course of Study

Improve instruction of English learners through SIOP training

**PROGRAM:** Sheltered Instruction Observation Protocol (SIOP) Training

**TARGETED AUDIENCE:** Teachers of English learners, Academic Coaches, MTSS Specialists, and School Administrators

**PLAN:** The EL Department will provide SIOP training to 6 cohorts and follow-up support (ESOL learning walks, surveys, lesson plan review, and lesson plan feedback), targeting participants from the list of highly populated EL schools. Highly populated EL schools are defined as schools serving more than 200 English learners. This PL introduces the 8 components and 32 features of the SIOP instructional framework.

**IMPLEMENTATION:**

- Two Day Face-to-Face Workshop 9/21/23 (Thurs.) – 9/22/23 (Fri.)
- Two Day Face-to-Face Workshop 10/19/23 (Thurs.) – 10/20/23 (Fri.)
- Two Day Face-to-Face Workshop 11/2/23 (Thurs.) – 11/3/23 (Fri.)
- Two Day Face-to-Face Workshop 1/25/24 (Thurs.) – 1/26/24 (Fri.)
- Two Day Face-to-Face Workshop 2/8/24 (Thurs.) – 2/8/24 (Fri.)
- Two Day Face-to-Face Workshop 3/7/24 (Tues.) – 3/8/24 (Wed.)

EL Department personnel will facilitate the training and follow-up activities.

**IMPACT:** Participants will learn, plan, and implement evidence-based teaching and learning strategies from at least one SIOP component that allow English learners to acquire academic knowledge as they develop English language proficiency as measured by ACCESS.

**GOAL(S):**

- Six cohorts of teachers will be trained on the Sheltered Instruction Observation Protocol (SIOP) framework by June 2024
- Increase the number of SIOP trained teachers at highly populated EL schools by 5% by June 2024

**TIMELINE:** September 2023 - June 2024

**RESPONSIBLE:** Stacy Stepney

**ACCOUNTABLE:** Dr. Lenisera Barnes-Bodison and Dr. Dr. Evelyn Hall

**CONSULTED:** EL Coordinators

**INFORMED:** Michelle Dillard, Area Superintendents, Principals, and Teachers

**STATUS:** In Progress



**TENET:** Motion Towards Equity

Monitor English language proficiency growth

**PROGRAM:** Instructional Language Plans (ILPs) for English Learners

**TARGETED AUDIENCE:** ESOL Teachers at Highly Populated EL Schools

**PLAN:** The English Learners Department will monitor ESOL teachers' creation of Instructional Language Plans (ILPs) at highly populated EL school based on student English language proficiency data. Highly populated EL schools are defined as schools serving more than 200 English learners. The EL Department will train the teachers on the Strategies component in the ELlevation platform.

**IMPLEMENTATION:** Monthly checks by EL Coordinators to verify that ILPs were created for highly populated EL schools' ELs and that teachers are utilizing the strategies and monitoring student progress. EL Department Learning walks will be implemented to monitor the effective use of strategies.

**IMPACT:** English learners at highly populated EL Schools will make progress on their individual language **GOAL(S):** and students with two consecutive years of ACCESS data will make positive band-to-band movement on the 2024 ACCESS test. The number of ELs who exit ESOL will increase by 0.2% on the 2024 ACCESS.

**GOAL(S):**

- ESOL teachers at highly populated EL Schools\* will create Instructional Language Plans on the online platform for 100% of active ELs by December 1, 2023
- 100% of highly populated EL schools\* ESOL teachers will be trained on the Strategies module in ELlevation by June 30, 2024

**TIMELINE:** August 2023 – June 2024

**RESPONSIBLE:** Stacy Stepney

**ACCOUNTABLE:** Dr. Lenisera Barnes-Bodison and Dr. Evelyn Hall

**CONSULTED:** EL Coordinators

**INFORMED:** Michelle Dillard, Area Superintendents, Principals, and Teachers

**STATUS:** In Progress





**TENET:** Relevant and Rigorous Course of Study

Partner with colleges and universities, metro businesses, and industry partners to build and enhance our middle and high school CTAE programs

**PROGRAM:** College and Career Readiness Labs

**TARGETED AUDIENCE:** Middle School CTAE Teachers

**PLAN:** CTAE and Counseling Coordinators will begin reviewing resources in September 2023.

The team will provide an opportunity for middle school CTAE teachers and middle school counselors to review and provide feedback on resources. Upon review of feedback from middle school teachers and counselors, the team will select a resource to recommend for district-wide use.

**IMPLEMENTATION:** The CTAE Director will work with CTAE Coordinators and the Coordinator of School Counseling and Mentoring to review software resources that provide college and career planning support. This team will review resources currently being used and new resources to select a tool that can be used district wide to support the college and career development of middle school students.

**IMPACT:** Students will be provided exposure post-secondary and career guidance that will prepare them for high skill, high demand, and high wage careers.

**GOAL(S):** By August 2024, 100% of middle and high school CTAE programs will have access to college and career readiness instructional resources that provide exposure to high-demand, high-skill, and high-wage career pathways for diverse student populations.

**TIMELINE:** September 1, 2023 – June 30, 2024

**RESPONSIBLE:** Stacy Stepney

**ACCOUNTABLE:** Dr. Lenisera Barnes-Bodison and Doryiane Gunter

**CONSULTED:** CTAE Coordinators

**INFORMED:** Michelle Dillard, Area Superintendents, and Principals

**STATUS:** In Progress

**INFORMED:** Michelle Dillard, Area Superintendents, Principals, and Teachers

**STATUS:** In Progress



**TENET:** Attract and Retain High Quality Staff

Retain special education teachers with 0-3 years of experience

**PROGRAM:** GLRS New Teacher Induction Cohort

**PLAN:** Metro East GLRS will provide monthly professional learning, side-by-side coaching\support and virtual reality experiences to new special education teachers.

**IMPLEMENTATION:** GLRS Program Coach will provide monthly training after school hours to select new special education teachers from Horizon Schools and GNETS. Instructional sessions will focus on high leverage practices. The GLRS Coach will follow up sessions with onsite coaching and support for participating teachers. Participants will have the opportunity to practice strategies in the virtual AVATAR lab. Attendance, lesson plans, and classroom observations/coaching logs will provide evidence of levels of implementation and fidelity of implementation.

**IMPACT:** As a result of improved teacher practice and increased teacher support, students with disabilities will be provided with greater access to the general curriculum.

**GOAL(S):** By August 28, 2023, Metro East GLRS will begin the implementation of the GADOE New Teacher Induction Program in Horizon Schools and GNETS, providing instruction, support, and coaching to a minimum of 20 new special education teachers (0-3 years) in order to ensure a retention rate of 90% as measured by the number of participants returning to DCSD for the FY25 school year.

**TIMELINE:** August 2023 - May 2024

**RESPONSIBLE:** Stacy Stepney

**ACCOUNTABLE:** Michele Summerlin and Terri Jenkins

**CONSULTED:** Melinda Maddox and Dr. Triscilla Weaver

**INFORMED:** Georgia Department of Education, GLRS Network, Michelle Dillard, and Horizon School Principals

**STATUS:** In Progress





**TENET:** Learning Environments that Support Student Success

Monitoring the fidelity of MTSS

**PROGRAM:** MTSS

**TARGETED AUDIENCE:** Area Superintendents, Principals, and MTSS Specialists

**PLAN:** MTSS District Coordinators will support schools to improve MTSS Implementation fidelity including improved MTSS engagement (percentage of enrollment served), improved MTSS documentation (Intervention delivery, progress monitoring, artifacts, etc...), improved engagement of Social Emotional Behavioral (SEB) intervention.

**IMPLEMENTATION:** Interval data will be self-reported by each school approximately every 12 weeks. Data is processed and reported out district wide and per Area with suggested GOAL(S):/action steps.

**IMPACT:** School improvement including accelerated learning, enhanced culture and climate, improved graduation rate, reduced drop-out rate

**GOAL(S):**

- Improve MTSS Documentation fidelity for both Tier 2 (currently at 71.6%) and Tier 3 (currently at 69.2%) to 85% by the final SY24 interval data report (May 17, 2024)
- Improve MTSS Engagement to align with GADOE recommended thresholds. The goal for Tier 2 will be to improve from 11.9% to 15% of enrollment (includes, Tier 2 intervention, EIP). For Tier 3, we are currently at 4.5% and the goal is to maintain engagement of 3-5% served by Tier 3 SST by the final interval data report (May 17, 2024)
- Improve the percentage of enrollment served by Social Emotional Behavioral (SEB) intervention at Tiers 2 & 3 combined to a goal of 10% from 2.4% of enrollment by the final data report (May 17, 2024)

**TIMELINE:** November 3, 2023, February 9, 2024, and May 17, 2024

**RESPONSIBLE:** Stacy Stepney

**ACCOUNTABLE:** Kanessa Fain and Scott McManus

**CONSULTED:** MTSS Specialists

**INFORMED:** Michelle Dillard, Area Superintendents, and Principals

**STATUS:** In Progress





**TENET:** Improved Instructional Core

Provide additional academic, behavioral, social, and emotional support to targeted students

**PROGRAM:** Academic Skills Center

**TARGETED AUDIENCE:** Horizon Schools/MTSS Specialists

**PLAN:** DCSD will launch Academic Skills Centers in Horizon schools January 2024.

**IMPLEMENTATION:** Achieve the implementation of Academic Skills Centers in all Horizon Elementary/ Middle schools to support a targeted group of students, identified by a DCSD academic threshold as well as adverse behavioral data. Students will be pulled 5 times per week for small group instruction provided by tutors/interventionist for 30 minutes.

**IMPACT:** Students served in the Academic Skills Center will achieve a higher level of academic growth in the areas of Reading/ELA, Math, and Executive Functioning skills.

**GOAL(S):** ASC students will increase MAP skill proficiency by 3% and decrease discipline referrals/suspensions by 3% by Spring 2024.

**TIMELINE:** Spring (May) 2024

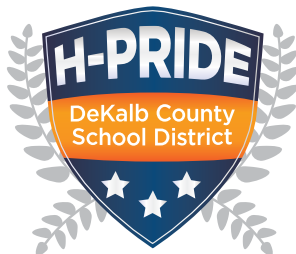
**RESPONSIBLE:** Stacy Stepney

**ACCOUNTABLE:** Dr. Sean Tartt

**CONSULTED:** Michelle Dillard, Mitchell, Dr. Tekeshia Ward-Smith, and Dr. Triscilla Weaver

**INFORMED:** Rhonda Mapp, Scott McManus, Kanessa Fain, MTSS Specialists, and Principals

**STATUS:** In Progress



*Humanization means to treat everybody kind.*

Ian Colbert- 3rd Grade  
Barack H. Obama Elementary  
Magnet School of Technology





**TENET:** Motions Towards Equity

To identify funding sources for the GNETS Program for FY25

**PROGRAM:** Georgia Network for Educational and Therapeutic Supports (GNETS)

**TARGETED AUDIENCE:** DeKalb County School District Stakeholders

**PLAN:** For FY25, the State has proposed all GNETS programs transition to a Quality Based Education (QBE) formula. This tentative proposal will impact the State Budget for GNETS which includes staff salaries and benefits.

**IMPLEMENTATION:** The GNETS director will attend monthly State GNETS Director’s Meetings, GNETS/GA-DOE Stakeholder Meetings, and GLRS/GNETS Collaborative Meetings. The Director will document meetings monthly and provide updates regarding the progress of the State’s funding status. Documentation will include meeting notes, agendas and stakeholder communication.

**IMPACT:** For the FY 25 school year, the State is considering all GNETS programs to transition to the QBE Funding formula. This will impact the salaries and benefits for staff funded by the State Grant and the continuum of special education services being offered in our district for students served in DeKalb, Rockdale and City of Decatur Schools.

**GOAL(S):** To identify funding sources to address possible deficits for funds from the State to support the GNETS Program for DeKalb-Rockdale

**TIMELINE:** August 2023 – May 2024

**RESPONSIBLE:** Stacy Stepney

**ACCOUNTABLE:** Michele Summerlin and Lila Brown

**CONSULTED:** Georgia Department of Education and GNETS

**INFORMED:** Dr. Devon Q. Horton, Bryon Schueneman, Michelle Dillard, and Principals

**STATUS:** In Progress





**TENET:** Motions Towards Equity

To increase equity in science education

**PROGRAM:** Georgia Aquarium Partnership

**TARGETED AUDIENCE:** Science (Elementary, Middle and High)

**PLAN:** To increase equity in science education across the district in student exposure to hands-on, student-centered, relevant, real world, and inquiry-based learning experiences that are aligned to the Georgia Standards of Excellence in Science. DeKalb County School District will collaborate with Georgia Aquarium, Incorporated to address inequities in science education and promote increasing career and post-secondary opportunities in the fields of Science, Technology, Engineering and Math.

**IMPLEMENTATION:** The district will identify and/or develop programming to accelerate learning and bridge gaps in students' knowledge and understanding of science and other core content areas. The district will review current district programming and opportunities being provided in schools to identify current gaps and inequities in science education that will guide the development of the Georgia Aquarium partnership.

**IMPACT:** More students will have access to experiential and relevant learning opportunities that expand their background knowledge in science and other core content areas to support their capacity in accessing grade level content during the academic year. More students will have the opportunity to explore careers and develop skills required to be successful in Science, Technology, Engineering and Math.

**GOAL(S):** By December 2024, all schools will have access to experiential, relevant learning opportunities in science through the implementation of the Georgia Aquarium Partnership.

**TIMELINE:** September 1, 2023 – December 30, 2024

**RESPONSIBLE:** Stacy Stepney

**ACCOUNTABLE:** Janetta Greenwood

**CONSULTED:** Dr. Lenisera Barnes-Bodison, Dr. Kimberlynn Weston, Doryiane Gunter, Science Coordinators, STEM Coordinator, Fernbank Program Coordinator

**INFORMED:** Dr. Yolanda Williamson, Michelle Dillard, Area Superintendents, Principals, and Teachers

**STATUS:** In Progress





**TENET:** Relevant and Rigorous Course of Study

To provide students in Horizon schools with executive functioning skills.

**PROGRAM:** AVID

**TARGETED AUDIENCE:** Elementary, Middle and High Schools

**PLAN:** To implement AVID in elementary, middle, and high schools who express an interest.

**IMPLEMENTATION:** The initial AVID implementation will target Horizon schools. Teachers will engage in on-going professional development. Students will have a dedicated time embedded in their schedules that is dedicated to AVID.

**IMPACT:** Students will receive additional academic, social, and emotional support that will help students experience higher levels of success with rigorous courses.

**GOAL(S):**

- By July 2024, AVID will be introduced at the elementary, middle, and high school tiers
- By August 2024, at least 4 Horizon schools each tier will be identified
- By July 2024, AVID principals will engage in initial professional development

**TIMELINE:** November 2023 - July 2024

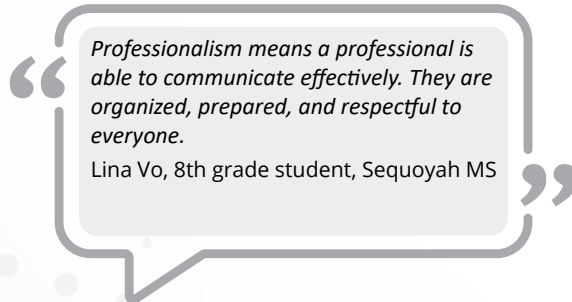
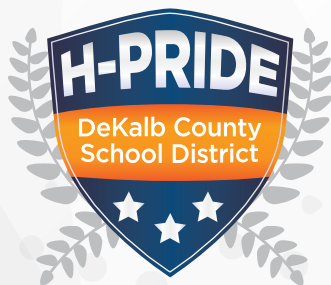
**RESPONSIBLE:** Stacy Stepney

**ACCOUNTABLE:** Dr. Sean Tartt

**CONSULTED:** Dr. Kishia Towns, Michelle Dillard, and Area Superintendents

**INFORMED:** Elementary, Middle and High School Principals

**STATUS:** In Progress





**TENET:** Improved Instructional Core

To provide students at grade level the opportunity to demonstrate readiness to matriculate to the next grade level

**PROGRAM:** Student Success Skills Showcase

**TARGETED AUDIENCE:** Elementary, Middle and High Schools

**PLAN:** The Student Success Skills Showcase will allow students on each grade level to demonstrate evidence of growth and readiness to matriculate to the next grade level. The Student Success Skills Showcase will focus on math and reading skills while also preparing them to be good communicators, presenters, problem solvers, and collaborators.

**IMPLEMENTATION:** The Student Success Skills showcase defense will be target grades 5, 8, and 12 for the presentation defense. We will create a district platform for students to upload two documents as evidence under the 3 to 4 skill areas. Student defenses will be scheduled by each school's administration during December through May. The panel members for the defense will be determined by the local school and include the principal, district administration, and community members.

**IMPACT:** Students will learn how to showcase evidence of growth and readiness of grade level standards and be accountable for their progress.

**GOAL(S):**

- All students will be exposed to the Student Skills Success Showcase
- All 5th, 8th, and 12th grade students will participate in the Student Skills Success Showcase defense
- All student defense panels will have a community stakeholder on the panel

**TIMELINE:** July 2024 - May 2025

**RESPONSIBLE:** Stacy Stepney

**ACCOUNTABLE:** Dr. Sean Tartt

**CONSULTED:** Michelle Dillard, Dr. Kishia Towns, and Area Superintendents

**INFORMED:** Elementary, Middle and High School Principals

**STATUS:** Initial Planning



**TENET:** Relevant and Rigorous Course of Study

Increase options for students to obtain course credits in grades 6-12

**PROGRAM:** FLEX Academy Virtual Learning

**TARGETED AUDIENCE:** Middle and High Schools

**PLAN:** FLEX Academy will provide online learning options for students in grades 6-12. Options will include acceleration for student grades 6-8, addition of AP courses to FLEX Academy, and an evening school option for overaged and EL students who need courses in addition to or instead of classes scheduled during regular school hours.

**IMPLEMENTATION:**

The FLEX Academy team will oversee the marketing, training, scheduling, and implementation of additional opportunities for students to enroll in online courses leading to graduation. FLEX will create secondary enrollment opportunities in Infinite Campus for middle school and beyond the day students.

**IMPACT:** Students will have multiple pathways to complete graduation requirements including, but not limited to, traditional enrollments.

**GOAL(S):**

Serve 500 students during the 2023-24 school year

- Current FLEX Academy Enrollment – 110
- Enroll 200 students in FLEX Restore Credit Recovery (Registration deadline October 3, 2023)
- Launch FLEX Evening school (January 2024)

**TIMELINE:** September 2023 - June 2024

**RESPONSIBLE:** Stacy Stepney

**ACCOUNTABLE:** Larry Wright and Monica Cates

**CONSULTED:** Dr. Lenisera Barnes-Bodison

**INFORMED:** Michelle Dillard, Area Superintendents, Middle and High School Principals, and Head Counselors

**STATUS:** In Progress



**TENET:** Attract and Retain High Quality Staff

With the proper instruction and support, DCSD can retain special education teachers with 0-3 years of experience

**PROGRAM:** Special Education Teacher Academy (SETA)

**TARGETED AUDIENCE:** Special Education Teachers (0-3) years

**PLAN:** The Department of Special Education will provide monthly professional learning, job embedded support and technical assistance to new special education teachers.

**IMPLEMENTATION:** Special Education Coordinators, liaisons and DCSD partners will provide monthly training after school hours for 40 new special education teachers with 0-3 years for experience. Instructional sessions will focus on the Individuals with Disabilities Education Act (IDEA) expectations for the implementation of Specially Designed Instruction, Co-Teaching Best Practices, High Leverage Practices for Special Educators and instructional software program implementation.

**Implementation Dates:**

- September 21, 2023, October 19, 2023, November 16, 2023, December 14, 2023, January 11, 2024, February 8, 2024, March 14, 2024, April 11, 2024

**IMPACT:** As a result of improved teacher practice and increased teacher support, students with disabilities will be provided greater access to the general curriculum.

**GOAL(S):**

- By June 2024, two hundred teachers will be trained on the instructional best practices for supporting students with disabilities
- 80% of special education teachers in attendance at each monthly session will score 90% or better on post-test assessment demonstrating knowledge and understanding of content addressed during the session

**TIMELINE:** September 2023 - July 2024

**RESPONSIBLE:** Stacy Stepney

**ACCOUNTABLE:** Michele Summerlin, Kiana King, Crystal Roberts, and Erin Broyard-Baptiste

**CONSULTED:** Instructional Liaisons

**INFORMED:** Michelle Dillard, Area Superintendents, Principals, and Teachers

**STATUS:** In Progress



**TENET:** Improved Instructional Core

To provide intentional, targeted support to address learning gaps

**PROGRAM:** Summer Learning Programs

**TARGETED AUDIENCE:** Elementary, Middle, and High Schools

**PLAN:** To provide intentional, targeted support to address learning gaps and provide meaningful summer learning experiences

**IMPLEMENTATION:** Local schools will offer summer learning programs and enrichment camps focusing on foundational skills, language acquisition, acceleration, credit attainment, STEM/STEAM, and student interests.

**IMPACT:** Students will receive academic, social, and emotional support to help them grow and achieve success.

**GOAL(S):**

- By August 31, 2023, the Summer Learning Program Committee (SLPC) will identify and discuss strengths, weaknesses, opportunities, and threats to improve the summer learning experiences
- By October 31, 2023, the SLPC will analyze and review the survey data from summer participants
- By October 31, 2023, the SLPC will propose “rate of pay” changes for consideration
- By January 2024, the Summer Learning Program Committee will meet weekly to prepare for the 2024 summer learning programs

**TIMELINE:** August 2023 - July 2024

**RESPONSIBLE:** Stacy Stepney

**ACCOUNTABLE:** Dr. Lenisera Barnes-Bodison, Michele Summerlin

**CONSULTED:** Senior Cabinet, Area Superintendents, Dr. Myisha Warren, and Larry Wright

**INFORMED:** Elementary, Middle and High School Principals

**STATUS:** In Progress



**TENET:** Improved Instructional Core

To provide intentional, targeted support to address learning gaps

**PROGRAM:** Curriculum and Instruction Audit

**TARGETED AUDIENCE:** DCSD Stakeholders

**PLAN:** To provide a fully aligned written, taught, learned and assessed curriculum for all grade levels and content areas

**IMPLEMENTATION:** The curriculum audit is a “systems” approach to educational improvement because it considers the interrelationships of all components and the impact on the overall quality of the organization. The audit will focus on teaching, curriculum, learning and any aspect of the system that enhances or hinders its design and/or delivery.

**IMPACT:** The DeKalb County School District will determine if the school district has a rigorous written curriculum for all grade levels and courses, sufficient resources, and internal capacity to develop assessments and evaluate results to adjust, improve, or abandon ineffective instructional practices or programs (e.g., Montessori, Theme, Magnet, International Baccalaureate, Advanced Placement, 3DE Junior Achievement, Early Learning Center).

**GOAL(S):** By June 2024, DCSD will develop an action plan to address the findings of the curriculum audit.

**TIMELINE:** October 2023 – June 2024

**RESPONSIBLE:** Stacy Stepney

**ACCOUNTABLE:** Dr. Lenisera Barnes-Bodison Michele Summerlin

**CONSULTED:** Senior Cabinet

**INFORMED:** Area Superintendents, Principals, and Teachers

**STATUS:** In Progress







**DIVISION OF ACCOUNTBILITY &  
CONTINUOUS IMPROVEMENT**

*Dr. Markisha Mitchell*



**TENET:** Motion Towards Equity

**PROGRAM:** SAT/ACT Day for High School Juniors

**TARGETED AUDIENCE:** High school juniors and families

**IMPLEMENTATION:**

- Meet monthly with district level team to plan
- Meet with district stakeholders (families, student leaders and school leaders) to educate and obtain input regarding ACT/SAT preference. Date TBD
- Obtain quote for assessment for all school juniors, training, and assessment prep for students. Date TBD. Schedule and communicate prep dates, facilitator training, and assessment date
- All high school juniors will have the opportunity to take the SAT/ACT assessment during the school day at no cost February of SY24-25

**IMPACT:**

- All high school juniors will have access and exposure to the ACT/SAT assessment. This provides an equitable opportunity for all juniors to take the assessment at no cost to families
- Level the playing field for marginalized students to have exposure to college assessments

**GOALS:** By end of February '24 all high school juniors will have had the opportunity to participate in SAT/ACT prep courses and take the chosen assessment. Stakeholders will contribute to the determination of the assessment by Summer '24

**TIMELINE:** End of February '24-25

**RESPONSIBLE:** Dr. Markisha Mitchell

**ACCOUNTABLE:** Michelle Dillard, Stacy Stepney, Dr. Kishia Towns, Dr. Norman Sauce, Dr. Felicia Rhone

**CONSULTED:** IT, C&I, ACT vendor, SAT vendor

**INFORMED:** Dr. Devon Q. Horton

**STATUS:** Planning



**TENET:** Establish Expected Targets Driven by Results

**PROGRAM:** Freshmen on Track (FOT) Data Collection and Analysis

**TARGETED AUDIENCE:** High school freshmen, high school leaders, families, Board of Education, community

**IMPLEMENTATION:**

- Run a query to support the development of a dashboard that tracks freshmen on track data. Data will include MAP assessments, Milestones, grades, attendance, behavior and PSAT for the following sub groups: ESOL, Race/Ethnicity, Gender, and SpEd
- Data will be presented to the community at large, school leaders, and school support personnel at regular intervals
- Implement research-based interventions and strategies of support to ensure freshman are on track to graduate from high school

**IMPACT:**

- Freshman on track data will enable school leaders and district leadership to focus on areas of opportunity to improve high school graduation rates through early intervention and tracking
- Increased graduation rates and reduced dropout rates
- Focus on internal and external supports for freshman students

**GOALS:** By mid-September, a FOT dashboard will be developed using Milestones, MAP and grades in order to determine areas of opportunity to support freshman cohort graduation rates. Analysis of the dashboard will produce an action plan

**TIMELINE:** Dashboard data, along with action plans will be presented to the school board, community and school leaders at regular intervals

**RESPONSIBLE:** Dr. Markisha Mitchell

**ACCOUNTABLE:** Dr. Rebecca Braaten

**CONSULTED:** RDE Staff, James Rauch, Bill Dwyer

**INFORMED:** Dr. Devon Q. Horton, Michelle Dillard, Dr. Triscilla Weaver, Dr. Norman Sauce, Stacy Stepney, Monika Davis, Dr. Kishia Towns

**STATUS:** Planning



**TENET:** Commitment to Accountability  
**PROGRAM:** Implement Reality Checks for All Schools

**TARGETED AUDIENCE:** Area superintendents and school leaders

**IMPLEMENTATION:**

- Meet twice each school year with areas superintendents to analyze achievement, attendance, behavior and culture/climate data and projected graduation rates (for HS) for all students and sub groups
- Meetings will be facilitated by the Research, Data and Evaluation team, Michelle Dillard and Dr. Mitchell
- Deliverables will include an action plan including support to be provided to schools.
- After the reality check, participants will meet with their respective school leaders to share outcomes of the meeting
- Horizon Schools will meet individually

**IMPACT:** Reinforce a laser focus on data analysis, action planning and accountability at various levels of the organization. School leaders will be able to use the data analysis to revisit and revise existing goals/ action plans to meet the needs of students

**GOALS:** All Area Superintendents will participate in a Fall and Spring Reality Check by May 2024. Outcomes of Reality Checks will be communicated with school leaders in a timely manner (TBD)

**TIMELINE:** November 2023 and April 2024.

**RESPONSIBLE:** Dr. Markisha Mitchell

**ACCOUNTABLE:** Dr. Markisha Mitchell, Michelle Dillard, Stacy Stepney

**CONSULTED:** RDE Staff, Cabinet

**INFORMED:** Dr. Devon Q. Horton

**STATUS:** Planning





**TENET:** Sound Fiscal Stewardship

**PROGRAM:** Program Evaluation for School Level Purchased Services

**TARGETED AUDIENCE:** School leaders, educators and students

**IMPLEMENTATION:**

- We will draft a request for proposal (RFP) to solicit bids for a program evaluation model that best fits our needs
- After bids are evaluated and one is selected and approved by the Board of Education, we will begin the process of evaluating programs, services, applications, and contractors purchased with Title and grant funds
- Ultimately, we will use the results of the program evaluation to narrow the list of available programs to those with the highest ROI, alignment to strategic goals, student growth/achievement goals and are fiscally responsible

**IMPACT:**

- Schools will have a comprehensive list of research based, district aligned resources.
- We will be able to trace “impact” to specific actions

**GOALS:** All programs, contractors, computer applications will be vetted by a board approved vendor by February of 2024

**TIMELINE:** February 2024 (Depending on the vendor)

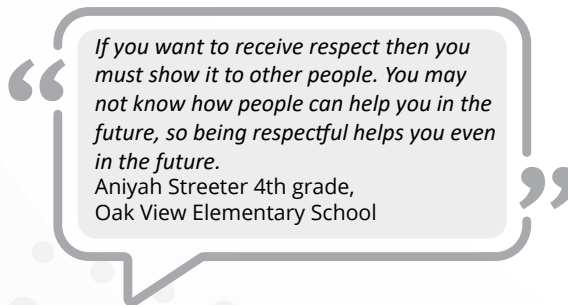
**RESPONSIBLE:** Dr. Markisha Mitchell

**ACCOUNTABLE:** Dr. Markisha Mitchell, Monika Davis, Michelle Dillard, Stacy Stepney

**CONSULTED:** Federal Programs leaders, School leaders, GaDOE

**INFORMED:** Dr. Devon Q. Horton

**STATUS:** Planning



*If you want to receive respect then you must show it to other people. You may not know how people can help you in the future, so being respectful helps you even in the future.*

Aniyah Streeter 4th grade,  
Oak View Elementary School



**TENET:** Establish Expected Targets Driven by Results

**PROGRAM:** EduClimber Implementation

**TARGETED AUDIENCE:** School leaders, educators and students

**IMPLEMENTATION:**

- Work with Renaissance Learning to develop a professional learning plan for all stakeholder groups
- Schedule Professional Learning for stakeholder groups
- Follow up PL with support materials that will assist participants with navigating the eduClimber platform
- Provide an opportunity for stakeholders to share feedback regarding their PL experience

**IMPACT:**

- District leaders, School leaders and teachers can easily access multi-year student view of academic, attendance, social-emotional, behavior, and program status data to improve learning; screen for at risk students; and identify students in need of interventions.
- Students are afforded real time academic, attendance, and behavior support as relevant data is readily available to school leaders.

**GOAL:** Initial Professional Development will occur for all stakeholder groups by end of SY 24-25. Each year, stakeholder group will receive professional development on new features and tools of the eduClimber platform.

**TIMELINE:**

- SY 22-23, the following employee groups were trained: Area office, principals, assistant principals, MTSS specialists, content coordinators, area coordinators
- SY 23-24, the following employee groups will be trained: Area office, principals, assistant principals, academic coaches, MTSS specialists, school psychologists, counselors, and LTSEs
- SY 24-25, a comprehensive review of district and school leaders that have not been trained will take place to ensure those necessary groups are trained. Teachers will be trained

**RESPONSIBLE:** Dr. Markisha Mitchell

**ACCOUNTABLE:** Ms. Allison Scott, Dr. Rebecca Braaten

**CONSULTED:** C&I leaders, Federal Programs leaders

**INFORMED:** Dr. Devon Q. Horton, Dr. Myisha Warren, Michelle Dillard

**STATUS:** Planning





**TENET:** Improved Instructional Core

**PROGRAM:** Alignment of in-district and out-of-district personnel support with CCRPI identified areas of improvement

**TARGETED AUDIENCE:** Area superintendents, school leaders, educators and students.

**IMPLEMENTATION:**

- Conduct a diagnostic of the existing support structure (roles/responsibilities/accountability), professional learning, continuous improvement model, resource allocation, curricular implementation, etc.
- Identify areas of opportunity for improvement based upon CCRPI, MAP and benchmark assessments
- Develop a comprehensive blueprint for sustainable movement of schools from the Horizon List

**IMPACT:**

- Students will receive high quality instruction, equitable access to resources for SEL and academic growth and achievement.
- Horizon educators and school leaders will receive differentiated support and professional learning.
- School leaders will receive sustainable strategies for student growth and achievement.
- All personnel resource support for schools will be aligned, monitored and measured based upon current triangulated data outcomes.

**GOAL:** By summer 2024 all Horizon schools will make sustainable progress in designated areas and be removed from the Horizon School list (Excluding Tier IV) based upon the GA Milestones assessment

**TIMELINE:** Summer 2024; Receipt of GA Milestones Scores

**RESPONSIBLE:** Dr. Markisha Mitchell, Stacy Stepney, Michelle Dillard

**ACCOUNTABLE:** Dr. Myisha Warren, Dr. Triscilla Weaver, Dr. Sherry Johnson

**CONSULTED:** Area Superintendents

**INFORMED:** Dr. Devon Q. Horton

**STATUS:** Planning



**TENET:** Commitment to Accountability

**PROGRAM:** Establish systemic practices for graduation cohort monitoring

**TARGETED AUDIENCE:** High school students, high school leaders, school support staff, and families

**IMPLEMENTATION:**

- Create districtwide standard operating procedures for tracking and monitoring withdrawn students in all high school cohorts
- Revise existing Graduation Cohort Monitoring template to include a responsibility column, a documentation section, and add the new required data clerk monthly verification tasks
- Gather and compile information from head counselors and data clerks from all high schools to determine current task assignments across the district
- Provide Excel training to data clerks to increase proficiency with cohort-related tasks.

**IMPACT:**

- Operation Graduation teams will monitor grades, attendance, and discipline to determine off-track students in each cohort
- Establish district-wide expectations for tracking withdrawn students, facilitating monthly graduation meetings, required meeting attendees, meeting frequency, and meeting documentation.
- Increase efficiency of record keeping and monitoring at-risk students to increase graduation rates

**GOALS:** All high schools will implement district graduation cohort protocol with fidelity to increase 2024 graduation rates.

**TIMELINE:** By December 2023, finalize the Graduation Cohort Protocol, coordinate the rollout with Michelle Dillard, Dr. Triscilla Weaver, and Dr. Norman Sauce, and meet with the high school principals to launch the expected district standard operating procedures.

**RESPONSIBLE:** Dr. Markisha Mitchell

**ACCOUNTABLE:** Michelle Dillard, Dr. Triscilla Weaver, Dr. Rebecca Braaten and Dr. Norman Sauce

**CONSULTED:** Dr. Towns

**INFORMED:** Dr. Devon Q. Horton

**STATUS:** In Progress



**DIVISION OF EQUITY AND  
STUDENT EMPOWERMENT**

*Dr. Kishia K. Towns*



**TENET:** Learning Environment that Support Student Success

Shared understanding of the interconnectedness of SEL

**PROGRAM:** Social Emotion Learning (SEL)

**TARGET AUDIENCE:** Students

**IMPLEMENTATION:**

- Counselors will train teachers in SEL platform
- Develop a delivery schedule to implement SEL within the school day
- Provide updates regarding SEL to parents via school newsletters/communication bulletins
- Review and analyze pertinent SEL data and provide current reports to ensure satisfaction and engagement

**IMPACT:**

- Develop self-awareness, self-control, and interpersonal skills that are vital for school, work, and life success
- Teach students how to gain confidence, set goals, make better decisions, collaborate with others in work and play, and navigate the world more effectively

**GOAL(S):**

- Ensure K-8 implementation of the Social Emotional Learning (SEL) Curriculum in at least 50% of all elementary and middle school students to develop self-awareness, self-control, and interpersonal skills that are vital for school, work, and life success by May 2024

**TIMELINE:** May 24, 2024

**RESPONSIBLE:** Dr. Kishia K. Towns

**ACCOUNTABLE:** Dr. Shannon Crosslin, Shelly Bishop

**CONSULTED:** Stacy Stepney

**INFORMED:** Dr. Devon Q. Horton

**STATUS:** In Progress



**TENET:** Learning Environment that Support Student Success Safe and orderly schools and classroom environment

**PROGRAM:** Positive Behavioral Interventions & Supports (PBIS)

**TARGETED AUDIENCE:** Students and Staff

**IMPLEMENTATION:**

- Recruit additional Positive Behavioral Interventions and Supports (PBIS) specialist and coaches to monitor and support the implementation of PBIS in each region
- Standardize application and onboarding process for potential schools
- Enroll additional schools to implement Positive Behavioral Interventions and Supports (PBIS) in each region
- Communicate with District leaders, school staff, parents, and community stakeholders to educate and inform them of PBIS activities and outcomes and encourage partnerships on behalf of all students

**IMPACT:**

- Develop positive school culture
- Teach students appropriate behavior
- Decrease office discipline referrals
- Decrease incidents of bullying
- Improve school safety and climate

**GOAL(S):**

- Establish a positive, safe school climate, and culture in all schools by increasing the number of schools implementing PBIS by 5% by May 2024

**TIMELINE:** May 24, 2024

**RESPONSIBLE:** Dr. Kishia K. Towns

**ACCOUNTABLE:** Dr. Darnell Logan

**CONSULTED:** Dr. Tekshia Ward-Smith, Sonya Taylor

**INFORMED:** Dr. Devon Q. Horton

**STATUS:** In Progress



**TENET:** Improved Instructional Core Ensure ALL curricular resources are aligned to rigorous, college and career standards

**PROGRAM:** Post-Secondary Push Plan

**TARGETED AUDIENCE:** Students

**IMPLEMENTATION:**

- Identify cross-divisional committee to create a Post-Secondary Push Plan
- Freshman On Track Program
- Create milestone checks for 9th grade students – dashboard
- Monitor 9th grade students failing grades and attendance per semester
- Create partnerships to support local-level intervention and incentive tools
- Create transition programs to support student success
- Half-Cap Program to recognize rising juniors who are on-track for graduation
- Provide support and resources for 9th and 10th grade students to be on-track for graduation
- Go Forward! Do Something! Be Somebody! (GDB) ACT/SAT campaign for juniors
- ACT/SAT School Day Test Prep
- Post-Secondary Push Plan Cohorts (GPA, ACT/SAT scores, class rank)
- Post-secondary access and awareness

**IMPACT:**

- Increase student graduation rate and success in their chosen post-secondary path

**GOAL(S):**

- Develop a Post-Secondary Push Plan by June 2024 to ensure all students successfully graduate from high school and post-secondary ready

**TIMELINE:** June 2024

**RESPONSIBLE:** Dr. Kishia K. Towns

**ACCOUNTABLE:** Executive Director, Student Advancement

**CONSULTED:** Stacy Stepney, Dr. Markisha Mitchell

**INFORMED:** Dr. Devon Q. Horton

**STATUS:** In Progress





**TENET:** Learning Environments that Supports Student Success  
Effective recruitment, attendance, and discipline policies

**PROGRAM:** PreK-12 Attendance Intervention Program

**TARGETED AUDIENCE:** Parents and Students

**IMPLEMENTATION:**

- Implement a system of tiered supports for students at-risk for truancy
- Recruit Attendance Liaison Specialists (7) to monitor the implementation of the attendance protocol for each area and complete an attendance protocol needs assessment in some buildings to provide recommendations to the division administrators
- Work with Federal Programs to purchase EveryDay Labs, an evidence-based attendance intervention program to deliver early intervention alerts to families
- Develop a districtwide plan including prevention measures to ensure that Tier 1 and Tier 2 interventions are in place to reduce the number of students who are chronically absent
- Create School Attendance Teams (SAT)
- Map attendance data to determine internal and external factors contributing to chronic absences and address barriers
- Collaborate and coordinate with parents, community service providers, court support services, and state agencies to develop positive and culturally relevant messaging about the importance of attendance

**IMPACT:**

- Increase the number of days students are attending school daily

**GOAL(S):**

- Organize a systemic response (Everyday Labs) to address student attendance while increasing the district average attendance rate by 2% by May 24, 2024

**TIMELINE:** May 24, 2024

**RESPONSIBLE:** Dr. Kishia K. Towns

**ACCOUNTABLE:** Denise Revels, Shelly Bishop

**CONSULTED:** Dr. Markisha Mitchell

**INFORMED:** Dr. Devon Q. Horton

**STATUS:** In Progress



**TENET:** Motion Towards Equity

Establish and Coordinate Community Wrap Around Services

**PROGRAM:** Comprehensive Health and Wellness Services

**TARGETED AUDIENCE:** Students

**IMPLEMENTATION:**

- Utilize the existing School Based Mental Health Grant to train school psychologists and select social workers on the PREPaRE School Crisis Prevention and Intervention Training Curriculum
- Engage in partnerships with local agencies with the capacity to provide school-based mental health services to schools based on expressed need.
- Collaborate with Vision to Learn and the Lions Lighthouse to provide eye exams and eyeglasses to students in identified schools
- Collaborate with the GADOE (Georgia Department of Education) to open two additional school-based health clinics over the next three years (2023-2026) in accordance with the grant awarded to DCSD (DeKalb County School District)
- Develop a District-wide Vaping Awareness and Prevention Campaign

**IMPACT:**

- Help students acquire functional health knowledge, and strengthens attitudes, beliefs, and practice skills needed to adopt and maintain healthy behaviors throughout their lives

**GOAL(S):**

- Develop a targeted districtwide Health and Wellness Program to enhance the physical, mental, and social well-being of students to improve student achievement, attendance, and overall engagement by increasing partnerships by May 2024

**TIMELINE:** May 24, 2024

**RESPONSIBLE:** Dr. Kishia K. Towns

**ACCOUNTABLE:** Denise Revels, Kimberly Franklin, JoAnn Harris

**CONSULTED:** Erick Hofstetter, Byron Schueneman

**INFORMED:** Dr. Devon Q. Horton

**STATUS:** In Progress

**M** **TENET:** Motion Towards Equity  
Establish and Coordinate Community Wrap Around Services  
**PROGRAM:** School Based Health Clinic

**TARGETED AUDIENCE:** Students

**IMPLEMENTATION:**

- Hire clinic employees
- Complete RFP process
- Identify vendors
- Complete construction
- Staff clinic
- Deliver medical services

**IMPACT:**

- All students enrolled in identified schools will have access to medical care

**GOAL(S):**

- Increase healthcare options for students that currently lack adequate and affordable healthcare

**TIMELINE:** May 24, 2026

**RESPONSIBLE:** Dr. Kishia K. Towns

**ACCOUNTABLE:** Denise Revels, JoAnn Harris

**CONSULTED:** Erick Hofstetter

**INFORMED:** Dr. Devon Q. Horton

**STATUS:** In Progress





**TENET:** Learning Environment that Support Student Success  
Safe And Orderly Schools and Classroom Environment

**PROGRAM:** IN-SCHOOL SUSPENSION (ISS)

**TARGETED AUDIENCE:** Students and Staff

**IMPLEMENTATION:**

- Develop an In-School Suspension curriculum for DCSD
- Identified personnel will be trained on the curriculum
- Identified personnel will be trained on Social Emotional Learning
- Classroom teachers will provide academic assignments daily
- Designated staff will provide services for students with Individual Education Plans (IEP)

**IMPACT:**

- Provide students with a structured learning environment
- Focus on Academics
- Focus on Social/Behavioral Growth

**GOAL(S):**

- Develop a curriculum for ISS and train ISS staff by December 2024

**TIMELINE:** August 2025

**RESPONSIBLE:** Dr. Kishia K. Towns

**ACCOUNTABLE:** Dr. Darnell Logan

**CONSULTED:** Michelle Dillard

**INFORMED:** Dr. Devon Q. Horton

**STATUS:** In Progress



**DIVISION OF HUMAN  
RESOURCES**

*Dr. Tekeshia Ward-Smith*

**M** **TENET:** Motion Towards Equity  
**PROGRAM:** Area Realignment

**TARGETED AUDIENCE:** All Employees

**IMPLEMENTATION:** Review all current processes and functions aligned with the Regional Concept and move to respective Areas. Update all documents, Cross pointe, Frontline, employment services and total rewards. Collaborate with IT/Finance and School Leadership.

**IMPACT:** Seamless alignment with new structure. Clear and concise reports can be generated to provide accurate data.

**GOAL(S):** By November 30, 2023, 100% of Human Resources functions and communications will be aligned to the new area construct. By completing this function, HR will provide an enhanced level of support.

**TIMELINE:** January 2024

- 30 days- HR will be complete with all processes

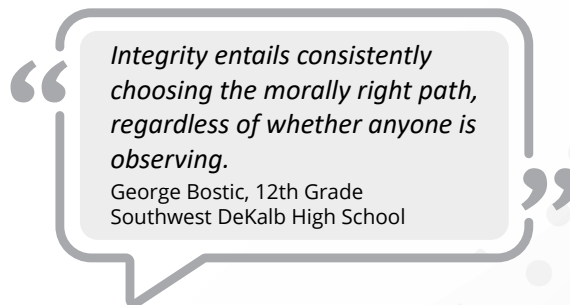
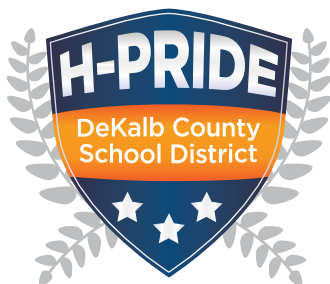
**RESPONSIBLE:** Dr. Tekeshia Ward-Smith

**ACCOUNTABLE:** Janitrea Sebree-Kelly, Karen Beadles, Dr. Angelica Collins

**CONSULTED:** Janitrea Sebree-Kelly, Karen Beadles, Monika Davis, Byron Schueneman, Erick Hoffstetter

**INFORMED:** Michelle Dillard, Area Superintendents

**STATUS:** In Progress







**TENET:** Attract and Retain High-Quality Staff

**PROGRAM:** Compensation Study

**TARGETED AUDIENCE:** All Employees

**IMPLEMENTATION:** Engaged with CBIZ in March 2023. Review of compensation structure to compare with industry standards. Review and create placement, promotion procedures and job descriptions which are aligned to the work to be performed.

**IMPACT:** Recruitment and retention of high-quality staff and a sound compensation structure to support district initiatives and staffing.

**GOAL(S):** By January 2024, the DCSD will implement a competitive compensation and classification structure to recruit high quality staff and ensure equity and transparency in our promotion and salary placement procedures for all employee jobs and classifications.

**TIMELINE:** July 1, 2024

- 30 days- initial results for department leaders

**RESPONSIBLE:** Dr. Tekeshia Ward-Smith

**ACCOUNTABLE:** Karen Beadles

**CONSULTED:** CBIZ (Management Company), All Employees

**INFORMED:** Dr. Devon Q. Horton, BOE, All Employees

**STATUS:** Ongoing



**TENET:** Attract and Retain High-Quality Staff

**PROGRAM:** Job Description and Salary Placement

**TARGETED AUDIENCE:** All Employees

**IMPLEMENTATION:** Provides transparent compensation and classification rules and guidelines for initial placement and promotions. Ensure all job descriptions and placement guidelines and reflective of district processes.

**IMPACT:** Trust and transparency in compensation for employees

**GOAL(S):** By March 2024, 100% of DCSD Job descriptions and placement procedures will be advertised on the District’s website to ensure transparency in compensation and classification rules and guidelines.

**TIMELINE:** March 2024

- 30 days- Initial results for all positions

**RESPONSIBLE:** Dr. Tekeshia Ward-Smith

**ACCOUNTABLE:** Karen Beadles

**CONSULTED:** CBIZ (Management Company), All Employees

**INFORMED:** Dr. Devon Q. Horton, BOE, All Employees

**STATUS:** In Progress



**TENET:** Attract and Retain High-Quality Staff  
**PROGRAM:** Standard Operating Procedures

**TARGETED AUDIENCE:** All Employees

**IMPLEMENTATION:** Create a comprehensive database that contains all HR standard operating procedures accessible to staff and leaders. This will improve communication and organizational effectiveness.

**IMPACT:** Update standard processes for all positions. This will help the district be consistent in its employee/employment practices that are clear and concise. Employee Death Notification, Hiring, Voting

**GOAL(S):** By June 30, 2024, 100% of Human Resources SOP's will be updated and communicated to all leaders to ensure fair and equitable hiring processes, organizational processes relative to employment functions for all internal and external stakeholders.

**TIMELINE:** June 2024

- 30 days needs assessment for principals and department leaders

**RESPONSIBLE:** Dr. Tekeshia Ward-Smith

**ACCOUNTABLE:** Dr. Angelica Collins, Karen Beadles, Janitrea Sebree-Kelly, Marissa Key

**CONSULTED:** HR Team, Principals, Leadership

**INFORMED:** Principals and School Leadership

**STATUS:** In Progress



**TENET:** Attract and Retain High-Quality Staff  
**PROGRAM:** Teacher Residency

**TARGETED AUDIENCE:** Horizon Schools

**IMPLEMENTATION:** Due to nationwide shortages in Highly Qualified Teachers; create a robust Teacher Residency Program to build a pipeline specifically for DCSD Horizon schools.

**IMPACT:** Pipeline of certified teachers. Teacher Retention- through 5-year commitment after program completion.

**GOAL(S):** By January 2024, the Dekalb County School District will launch its first Teacher Residency Program to improve the levels of teaching in learning in Horizon Schools throughout the district and impact marginalized schools.

**TIMELINE:** January 2024

- 30 days RFP to select university partner

**RESPONSIBLE:** Dr. Tekeshia Ward-Smith

**ACCOUNTABLE:** Dr. Angelica Collins, Tracey Carter

**CONSULTED:** Middle Georgia College, BloomBoard Inc, Kendrick Johnson

**INFORMED:** Dr. Devon Q. Horton, Horizon Schools, Dr. Triscilla Weaver

**STATUS:** In Progress



**TENET:** Attract and Retain High-Quality Staff

**PROGRAM:** Turnover Data

**TARGETED AUDIENCE:** All Schools

**IMPLEMENTATION:** Complete a three-to-five-year trend data on schools with high vacancy rates. This will improve vacancy and retention rates at various schools.

**IMPACT:** Provide additional support to schools with high retention and vacancy rate. This will help the district lower vacancy and improve retention.

**GOAL(S):** By June 30, 2024, 100% of DCSD schools with high vacancies and retention rate will be reduced by 20%. HR will implement strategies and events to assist schools to enhance retention and lower vacancy rates.

**TIMELINE:** June 2024

- 30 days District Retention event- October 6, 2023
- Identify schools and provide info to Chief of Schools

**RESPONSIBLE:** Dr. Tekeshia Ward-Smith

**ACCOUNTABLE:** Dr. Angelica Collins

**CONSULTED:** Principals and District Leaders, Michelle Dillard, Area Superintendents

**INFORMED:** Dr. Devon Q. Horton, Michelle Dillard, Area Superintendents

**STATUS:** Ongoing



**TENET:** Commitment to Accountability

**PROGRAM:** Progressive Discipline

**TARGETED AUDIENCE:** All Employees

**IMPLEMENTATION:** Create a structured corrective action process with increasing severity designed to address employee related performance and behavior issues

**IMPACT:** Ensure consistency in progressive discipline process

**GOAL(S):** By January 2024, 100% of DCSD leaders will receive comprehensive training and a Progressive Discipline Guide to ensure consistency in comparability across district regarding disciplinary recommendations for all staff.

**TIMELINE:** January 2024

- 30 days collaborate with Chief of schools.
- 60 days create training and present during Principal’s meeting.

**RESPONSIBLE:** Dr. Tekeshia Ward-Smith

**ACCOUNTABLE:** Marissa Key

**CONSULTED:** School Leadership, Hall Booth Smith, Michelle Dillard, Kedra Fairweather

**INFORMED:** Principals and District Leaders

**STATUS:** Ongoing



**TENET:** Commitment to Accountability  
**PROGRAM:** CPI

**TARGETED AUDIENCE:** All Employees

**IMPLEMENTATION:** Improve and streamline the data processes that embrace HR personnel information. Monitor Training and Experience (T&E) funding received from the Georgia Department of Education

**IMPACT:** Adjusted CPI job codes and assurance of addressed warnings with positive resolution and closed data gaps

**GOAL(S):** By the end of the quarterly reporting cycles (July 2024/Cycle 3), CPI data will display positive adjustments that will align with the T&E funding deserved for certified DCSD employees.

**TIMELINE:** June 2024

- 30 days ensure all certifications are issued by the first FTE reporting period
- 60 days monitor and complete a comparative analysis of employees who earn vs. those who do not.

**RESPONSIBLE:** Dr. Tekeshia Ward-Smith

**ACCOUNTABLE:** Janitrea Sebree-Kelly

**CONSULTED:** All Principals

**INFORMED:** GaDoe, Dr. Devon Q. Horton

**STATUS:** Continuous



**TENET:** Motion Towards Equity  
**PROGRAM:** Employee Misconduct

**TARGETED AUDIENCE:** All Employees

**IMPLEMENTATION:** Create a database to ensure fairness and consistency across processes and to capture data specific to areas schools to better identify trends and assist with targeted training

**IMPACT:** Maintain a comprehensive database of employee misconduct cases, grievances, Title IX and ADA cases

**GOALS:**

- By January 8, 2024, 100% of Employee Relations EMC cases, grievances, Title IX and ADA cases will be logged to ensure equitable decision making. The result will allow for the extraction of data to inform areas of opportunity for targeted training.

**TIMELINE:** January 2024

- 30 days HR Qutie- Need status and IT collaboration

**RESPONSIBLE:** Dr. Tekeshia Ward-Smith

**ACCOUNTABLE:** Marissa Key, Janitrea Sebree-Kelly

**CONSULTED:** Principals, District Leaders

**INFORMED:** Dr. Devon Q. Horton, Michelle Dillard, Cabinet

**STATUS:** Ongoing



**TENET:** Attract and Retain High-Quality Staff

**PROGRAM:** Classified Employee Academies

**TARGETED AUDIENCE:** Horizon Schools

**IMPLEMENTATION:** Due to nationwide shortages in Highly Qualified Teachers; create a robust Teacher Residency Program to build a pipeline specifically for DCSD Horizon schools.

**IMPACT:** Pipeline of certified teachers. Teacher Retention- through 5-year commitment after program completion.

**GOAL:**

- By March 2024, the Dekalb County School District will enhance our grow our own program by implementing a Para Academy and higher to hire program to address the teacher shortages and classified vacancies throughout the district.

**TIMELINE:** January 2024

- 30 days RFP to select university partner

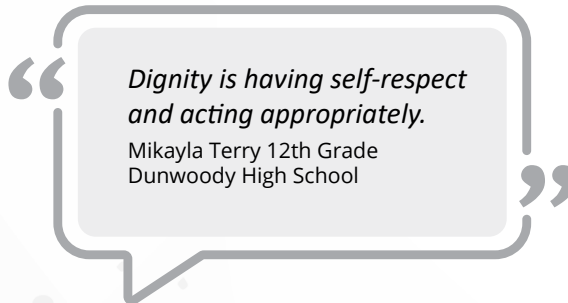
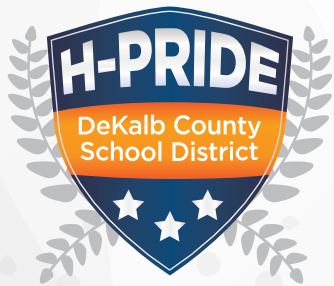
**RESPONSIBLE:** Dr. Tekeshia Ward-Smith

**ACCOUNTABLE:** Dr. Angelica Collins

**CONSULTED:** Principals, District Leaders

**INFORMED:** Staffing Managers, Principals

**STATUS:** In Progress



*Dignity is having self-respect and acting appropriately.*

Mikayla Terry 12th Grade  
Dunwoody High School



# DCSD STRATEGIC PLAN

*Dr. Sherry Everett*





**TENET:** Commitment to Accountability

**PROGRAM:** Strategic Plan

**TARGETED AUDIENCE:** School-based and central office staff, parents, students, and community leaders

**PLAN:** Develop the 2024-2029 Strategic Plan Implementation: July 2024

**IMPACT:** Develop a roadmap for serving our students, families, and community over the next five years that is representative of the varied identities, experience, and viewpoints throughout the DeKalb County School District

**GOAL(S):** Develop the 2024-2029 Strategic Plan

**TIMELINE:** September 2023-July 2024

**RESPONSIBLE:** Dr. Sherry Everett, Leadership Team

**ACCOUNTABLE:** Cabinet

**CONSULTED:** Steering Committee and Advisory Groups

**INFORMED:** Board of Education

**STATUS:** Ongoing beginning Sept. 2023-July 2024 with the process facilitated by Insight Education Group



**DeKalb County**  
School District





## DIVISION OF FINANCE

*Byron Schueneman*



**TENET:** Sound Fiscal Stewardship  
**PROGRAM:** Smart Safe Implementation

**TARGET AUDIENCE:** Superintendent, Board Members, DCSD Stakeholders, Bookkeepers and Principals.

**PLAN:** Comptroller to coordinate with Loomis and Operations to install safes, and then provide training to Bookkeepers on how to use.

**IMPLEMENTATION:** The RFP for deposit pickup and smart safe technology was awarded to Loomis. DCSD Comptroller scheduled installation and entered work tickets for facility needs (if applicable). Operations shall complete the remaining work tickets by December 31, 2023.

**IMPACT:** Bookkeepers will be able to make deposits into Smart Safes and programs may access funds (cash/check, etc.) immediately.

**GOAL(S):** By December 31, 2023, Smart Safes will be installed and fully operational at all locations

**TIMELINE:** April 1, 2023, through December 31, 2023

**RESPONSIBLE:** Byron Schueneman

**ACCOUNTABLE:** Lance McConkey

**CONSULTED:** Winward Hines

**INFORMED:** Local School Accounting, School Leadership, District Leadership

**STATUS:** In Progress



**S** **TENET:** Sound Fiscal Stewardship  
**PROGRAM:** Student Activity Module

**TARGET AUDIENCE:** Superintendent, Board Members, DCSD Stakeholders, Bookkeepers and Principals

**PLAN:** Comptroller to coordinate with Munis and Local School Accounting Team to transition school accounting from School Bucks to Munis' Student Activity Module (SAM)

**IMPLEMENTATION:** DCSD Comptroller & Local School Accounting Manager I shall ensure Munis' School Activity Module (SAM) is properly set up and operational at all our schools and facilities that have principal accounts.

**IMPACT:** Bookkeepers will maintain SAM records within Munis. Purchasing will be uniform and use a single vendor database simplifying 1099 reporting. Cash, revenues and expenses will be live and consolidated within central office Munis view.

**GOAL(S):** By December 31st, Munis' SAM will be set up and operational, and bookkeepers shall receive training

**TIMELINE:** April 1, 2023, through December 2023

**RESPONSIBLE:** Byron Schueneman

**ACCOUNTABLE:** Lance McConkey, Local School Accounting Manager I

**CONSULTED:** Munis Implementation Specialist

**INFORMED:** Finance, School Leadership, District Leadership

**STATUS:** In Progress

**S** **TENET:** Sound Fiscal Stewardship  
**PROGRAM:** Treasury Management

**TARGET AUDIENCE:** Superintendent, Board Members, DCSD stakeholders.

**PLAN:** The DCSD Comptroller shall develop, document and implement a treasury management strategy that ensures sufficient cash flow while maximizing interest earnings.

**IMPLEMENTATION:** DCSD Comptroller to research treasury management strategies in surrounding districts and other systems of approximate size and complexity, then draft a standard operating procedure to guide work daily.

**IMPACT:** DCSD will always have sufficient cash flow in all accounts while also maximizing interest earnings and minimizing risk.

**GOAL(S):** By October 31, 2023, Finance will have a formalized standard operating procedure for treasury management.

**TIMELINE:** August 15, 2023, through October 31, 2023

**RESPONSIBLE:** Byron Schueneman

**ACCOUNTABLE:** Lance McConkey

**CONSULTED:** Bank of America, LGIP, Other School Systems

**INFORMED:** Finance Leadership, Accounting Team, District Leadership

**STATUS:** Done



**TENET:** Sound Fiscal Stewardship

**PROGRAM:** RAMP

**TARGET AUDIENCE:** Superintendent, Board Members, School Leaders, Division and Department Leaders, DCSD stakeholders.

**PLAN:** CFO and the Director of Allotments shall work with Allovue to set up the Allocate feature in Allovue. CFO and the Director of Allotments shall work with RAMP development team to tweak existing RAMP for FY25. The CFO will use FY25 RAMP to build and substantiate FY25 personnel budget.

**IMPLEMENTATION:** CFO, Director of Allotments & Allovue to build out Allocate using FY23 RAMP by October 31, 2023. CFO to work with RAMP team by November 31, 2023, to tweak FY24 RAMP for FY25 implementation. CFO to share RAMP with Superintendent in December and present to the Board with recommended allocations in January.

**IMPACT:** The allocation of resources will be done in a transparent, systematic, equitable manner that provides school and system leaders flexibility to staff schools and divisions in a way that meets student and operational needs.

**GOAL(S):** By October 31st, the FY24 RAMP will be built out in Allocate. By November 30, 2023, the FY25 RAMP will be tweaked and finalized by RAMP steering committee. By December 31, 2023, the CFO will share RAMP with Superintendent. By January 31st CFO will present FY25 RAMP to BOE.

**TIMELINE:** August 1st, 2023, through June 30th, 2024

**RESPONSIBLE:** Byron Schueneman

**ACCOUNTABLE:** Director of Allotments, Dr. Hall

**CONSULTED:** CHRO, Allovue, HR Director, Chief of Schools, Chief of Equity, Two Regional Superintendents

**INFORMED:** Superintendent and School Leadership, Human Resources, DIIT Planning Department

**STATUS:** In Progress

**S** **TENET:** Sound Fiscal Stewardship  
**PROGRAM:** Financial Reporting/Audit Services  
**TARGET AUDIENCE:** Superintendent, Board Members, DCSD stakeholders

**PLAN:** DCSD shall contract with a public accounting firm to assist in the financial statement preparation process and to perform the annual audit.

**IMPLEMENTATION:** RFP for financial statement preparation services and the annual audit was awarded to Mauldin & Jenkins at the August board meeting. The Comptroller shall work with the contract department to execute a finalized contract by August 31, 2023, transmit a finalized trial balance by September 30, 2023, and Mauldin & Jenkins shall complete the financial statements, annual audit, and share findings to the DCSD BOE by December 31, 2023.

**IMPACT:** DCSD BOE will have more useful and timely audit feedback at a lower cost. This will also benefit DCSD creditors and bond rating agencies to effectively evaluate DCSD.

**GOAL(S):** By August 31st, the BOE shall approve CPA firm (done). DCSD Comptroller shall finalize the contract and transmit a FY23 trial balance by September 30, 2023, Mauldin & Jenkins shall compile financial statements, perform annual audit and share the audit report with DCSD BOE by **March 31, 2024**

**TIMELINE:** April 1st through December 31st

**RESPONSIBLE:** Byron Schueneman  
**ACCOUNTABLE:** Comptroller  
**CONSULTED:** Contract Department, CFO, Director of Financial Reporting, Mauldin & Jenkins CPA Firm  
**INFORMED:** Superintendent, District Leadership, Board of Education

**STATUS:** Done

**S** **TENET:** Sound Fiscal Stewardship  
**PROGRAM:** Financial KPI Dashboard  
**TARGET AUDIENCE:** Superintendent, Board Members, DCSD stakeholders.

**PLAN:** CFO to work with Financial Reporting and Budget team and develop Key Performance Indicators (KPI's) and narrative to include with the monthly financial statements. These KPI's will be placed into a dashboard.

**IMPLEMENTATION:** CFO to work with Budget team and analyze trends from prior fiscal years to develop forecast / model for FY24. CFO to work with Financial Reporting team to update KPI's for monthly reporting to board.

**IMPACT:** The Target Audience will be more informed throughout the year on positive and negative trends as well as other factors that are influencing our financial trajectory.

**GOAL(S):** By November 31st, CFO will establish KPI's with Budget and Financial Reporting and a dashboard will be up and running and updated monthly.

**TIMELINE:** August 21, 2023, through November 30, 2023

**RESPONSIBLE:** Byron Schueneman  
**ACCOUNTABLE:** Lance McConkey, Thomas Lowery  
**CONSULTED:** Dagmawit Telda  
**INFORMED:** Superintendent and BOE

**STATUS:** Planning

**S** **TENET:** Sound Fiscal Stewardship  
**PROGRAM:** ERP – Payroll  
**TARGET AUDIENCE:** Superintendent, Board Members, School and District Leaders, DCSD stakeholders, all other employees of DCSD.

**PLAN:** Human Resources, Position Control, DIIT, Payroll, Munis & ERP implementation team to run 12-month employee payroll in Munis for October 15, 2023, transition time and attendance to Munis by January 15, 2024, and process 10- and 11-month employee payroll in Munis by March 15, 2024.

**IMPLEMENTATION:** ERP implementation team meets Tuesday through Thursday (all day). The ERP leadership steering committee meets each Thursday. Timeline with specific tasks and responsibilities maintained by ERP Implementation Specialist, Toni Lyons.

**IMPACT:** Salary and benefits for all employees and time and attendance shall be processed in Munis by March 15, 2024. Record keeping and reporting will be simplified. Steps and tasks for processing payroll will be significantly reduced.

**GOAL(S):** By March 31, 2024, payroll and time and attendance will be processed for all employees out of the Munis Payroll Module

**TIMELINE:** 2017 to March 31, 2024

**RESPONSIBLE:** ERP Leadership Implementation Team (CFO, CHRO, COO, CIO)  
**ACCOUNTABLE:** Toni Lyons  
**CONSULTED:** Munis Implementation Specialists  
**INFORMED:** District Leadership, BOE

**STATUS:** In Progress

**S** **TENET:** Sound Fiscal Stewardship  
**PROGRAM:** Standard Operating Procedures  
**TARGET AUDIENCE:** Finance, Purchasing and Contracts, Operations.

**PLAN:** Finance shall engage a third party to review existing processes and develop standard operating procedures for Invoicing, General Billing, Revenue. Recognition, Accounts Payable and expense recognition, Journal Entries, and Capital Asset Processing

**IMPLEMENTATION:** ED of Vendor Services to engage third party to formalize efficient processes by drafting various Standard Operating Procedures.

**IMPACT:** Purchasing and payment of invoices for goods and services for the Division of Operations will be streamlined. Vendors will receive payment for goods or services timelier.

**GOAL(S):** By June 30th, identified Standard Operating Procedures will be finalized.

**TIMELINE:** August 1, 2023, through June 30, 2024

**RESPONSIBLE:** Byron Schueneman  
**ACCOUNTABLE:** Carla Smith, Dr. Libby Whitaker  
**CONSULTED:** Operations and all Finance Departments  
**INFORMED:** Finance Leadership, Superintendent, BOE

**STATUS:** In Progress





**DIVISION OF COMMUNITY  
ENGAGEMENT & INNOVATIVE  
PARTNERSHIPS**

*Dr. Yolanda Williamson*



**M** **TENET:** Motion Towards Equity  
**PROGRAM:** Communication Tool

**TARGETED AUDIENCE:** Internal and External Stakeholders

**IMPLEMENTATION:** Surveys aligned with MIRACLES will be published throughout the year to assess stakeholder’s views on current issues.

**IMPACT:** The adoption of this community engagement tool will allow participants to confidentially share their own thoughts in response to an open-ended question, and then objectively rate the responses of others using a 5-star rating system. The ultimate goal of the tool is to get broader participation, deeper insights, and actionable ideas in far less time. The data collected from this platform will inform decisions about critical issues in DCSD.

**GOAL(S):** To implement an electronic tool that will aid the efforts of increasing community engagement among all stakeholders in over 100 languages

**TIMELINE:** Full implementation is expected by October 2023

**RESPONSIBLE:** Dr. Yolanda Williamson

**ACCOUNTABLE:** Dr. Yolanda Williamson

**CONSULTED:** Portia Kirkland, Communications, Rebecca Braaten, Research & Accountability

**INFORMED:** Dr. Devon Q. Horton, Superintendent, Monika Davis, DIIT

**STATUS:** Full Implementation





**TENET:** Sound Fiscal Stewardship  
**PROGRAM:** DeKalb Schools Foundation

**TARGETED AUDIENCE:** DeKalb County Board of Education

**IMPLEMENTATION:** The DeKalb County Board of Education will receive an update on the implementation of the DeKalb County Schools Foundation. A Q & A session will be conducted by an individual trained in the successful implementation and maintenance of public school foundations will be scheduled for the board to address concerns and gaps in understanding the selection of Foundation Board membership. A selection process for the board will be approved by the board by October 2023 and Foundation Board selected and approved no later than December 2023.

**IMPACT:** By raising funds and in-kind donations and fostering engagement between the DeKalb County School District and the business community, the DeKalb County Schools Foundation will promote equitable learning environments by providing financial support for student and staff success.

**GOAL(S):** To establish a Foundation Board for the DeKalb County School District Foundation with the approval of the DeKalb County Board of Education.

**TIMELINE:** By December 2023, the membership for the Foundation Board will be established and approved.

**RESPONSIBLE:** Dr. Yolanda Williamson, Foundation Oversight Executive

**ACCOUNTABLE:** Dr. Yolanda Williamson, Foundation Oversight Executive

**CONSULTED:** Melanie Slaton, General Counsel, Aaron Lupalauff, Executive Director of Gwinnett Public Schools Foundation. Dr. Devon Q. Horton Superintendent

**INFORMED:** DeKalb County BOE, Dr. Devon Q. Horton, Superintendent

**STATUS:** The DeKalb County BOE approved a slate of seven Foundation Trustees during the October 16, 2023 Board of Education meeting. One additional person will be recommended to join the Foundation board during the November 2023 Board of Education meeting.



**TENET:** Commitment to Accountability

**PROGRAM:** Two-Way, Mutually Beneficial Media Relations

**TARGETED AUDIENCE:** All Stakeholders

**IMPLEMENTATION:** Although typically a reactive engagement, participating in media inquiries provides the opportunity to ensure factual reporting, district statements, sharing of approved communications, and sometimes essential background context. Should we agree to interviews, we decide the who, what, where, when, and how of the opportunity. Moreover, we prepare our approved staff with appropriate talking points. Comms staff is also present to ensure compliance.

**IMPACT:** This approach creates a relational engagement with media outlets to have DCSD included in the reporting.

**GOAL(S):** To Achieve and Support Positive Reputational Perceptions

**TIMELINE:** Ongoing

**RESPONSIBLE:** Dr. Donald Porter, Press Secretary, Portia Kirkland, Director of Communications, Carla Parker, Communications Specialist

**ACCOUNTABLE:** Dr. Donald Porter

**CONSULTED:** Dr. Donald Porter, Press Secretary, Portia Kirkland, Director of Communications, Carla Parker, Communications Specialist

**INFORMED:** Dr. Yolanda Williamson, Chief of Community Engagement & Innovative Partnerships, Dr. Devon Q. Horton, Superintendent

**STATUS:** Ongoing efforts are dedicated to upholding the values and mission of the DeKalb County School District while effectively addressing inquiries, disseminating updates, and managing the flow of information.



**TENET:** Commitment to Accountability

**PROGRAM:** MIRACLES Website

**TARGETED AUDIENCE:** All Stakeholders

**IMPLEMENTATION:** The MIRACLES website will introduce the MIRACLES Continuous Improvement Framework to the District. The MIRACLES website will serve as a comprehensive resource and outline the progress of the District’s work and priorities. Communications is working closely with IT to ensure that the site is easy to navigate for all stakeholders. The site will include visually appealing videos, FAQs, and more information about ThoughtExchange surveys and stakeholder input.

**IMPACT:** All stakeholders will be more informed about the Continuous Improvement Framework and how it is being implemented by DCSD staff.

**GOAL(S):** To launch a MIRACLES website that highlights a Continuous Improvement Framework

**TIMELINE:** By November 16, 2023

**RESPONSIBLE:** Portia Kirkland

**ACCOUNTABLE:** Portia Kirkland and Elijah Palmer

**CONSULTED:** Elijah Palmer, Dr. Yolanda Williamson, and Ken Nwosu (IT)

**INFORMED:** Dr. Devon Q. Horton

**STATUS:** Complete



**TENET:** Motion Towards Equity

**PROGRAM:** Good News Ambassador Campaign

**TARGETED AUDIENCE:** All Stakeholders

**IMPLEMENTATION:** The Good News Ambassador campaign was developed to encourage stakeholders to share their good news, particularly Horizon Schools who often need the support. This good news is shared on Channel 24, social media, as well as the superintendent newsletter. All stakeholders are encouraged to re-share the good news taking place in these schools. Principals are emailed in advance to prepare for DSTV coverage of their good news.

**IMPACT:**

- Good news will be more balanced throughout the District.
- Administration and students will be inspired by the sharing of good news on Communications channels including the website, social media, School Messenger, and the Superintendent Newsletter

**GOAL(S):** Capture The Good News at Horizon Schools by May 2024

**TIMELINE:** End of May 2024

**RESPONSIBLE:** Portia Kirkland

**ACCOUNTABLE:** Portia Kirkland and John Kegler

**CONSULTED:** Dr. Triscilla Weaver

**INFORMED:** Dr. Yolanda Williamson

**STATUS:** In Progress



**TENET:** Learning Environments That Support Student Success

**PROGRAM:** DSTV Programming

**TARGETED AUDIENCE:** Primary (Students) Secondary (Families)

**IMPLEMENTATION:** DeKalb Schools TV (channel 24 Comcast), available on the Cablecast app and online <https://vod.dekalbschoolsga.org/CablecastPublicSite/?channel=1> produces original programming including Math-Matic and The Magical Library. This programming educates and entertains families and students and highlights DCSD teachers, schools and more. DSTV will collaborate with the Curriculum & Instruction Department to ensure TV content aligns with the Math standards. The team will also collaborate with Ed Media to discuss reading resources and promotion.

**IMPACT:** Students and families will be empowered and inspired to embrace reading and math, including families and students at home and after hours.

**GOAL(S):** Produce 6 shows in the 2023-2024 School Year

**TIMELINE:** End of May 2024

**RESPONSIBLE:** Portia Kirkland

**ACCOUNTABLE:** Portia Kirkland and John Kegler

**CONSULTED:** Lummie Baker, Jamelia Potter, Stacy Stepney, Dr. Lenisera Barnes-Bodison, Dr. Kimberlyn Weston

**INFORMED:** Dr. Yolanda Williamson and Elijah Palmer

**STATUS:** In Progress



**TENET:** Commitment to Accountability

**PROGRAM:** DCSD Communications Survey

**TARGETED AUDIENCE:** All Stakeholders

**IMPLEMENTATION:** Communications manages multiple platforms to ensure effective District-wide communication. This includes social media (Facebook, X, Instagram, YouTube, Flickr), the website, schools websites, School Messenger (email, text, call), flyers, signage, and DeKalb Schools TV. Communications will also distribute a District-wide Communications survey including questions regarding Communications channels, frequency, and usage. The Comms team has met with ThoughtExchange to discuss the survey rollout and the process for reviewing the data.

**IMPACT:** Improved and increased internal and external District-wide communication.

**GOAL(S):** Distribute a District-wide survey by January 2024. Increase external communication by 10% in the 2024-2025 school year.

**TIMELINE:** End of May 2024

**RESPONSIBLE:** Portia Kirkland

**ACCOUNTABLE:** Portia Kirkland

**CONSULTED:** ThoughtExchange, Michael Shaw, Rebecca Braaten

**INFORMED:** Dr. Yolanda Williamson

**STATUS:** In Progress



**TENET:** Commitment to Accountability

**PROGRAM:** Communications Toolkit

**TARGETED AUDIENCE:** District Cabinet, Department Heads, and Principals

**IMPLEMENTATION:** The Communications Toolkit continues to support all DCSD Staff with internal communications. This toolkit includes standard operating procedures, including how to place a ticket, timelines, and processes while working with the graphic design, video production, and marketing team. Communications will update the Employee Portal with the latest digital copy of the Communications Toolkit, and print and distribute toolkits to principals.

**IMPACT:** Internal Communication will be increased by 10%

**GOAL(S):** Provide an updated centralized hub and support the District with assets, resources, and tools that facilitate effective internal communication.

**TIMELINE:** End of December 2023

**RESPONSIBLE:** Portia Kirkland

**ACCOUNTABLE:** Portia Kirkland and Hector Mancia

**CONSULTED:** Principal Ayana Simms and Dr. Thomas Glanton

**INFORMED:** Dr. Yolanda Williamson

**STATUS:** In Progress





**TENET:** Commitment to Accountability

**PROGRAM:** Two-way, Mutually Beneficial Media Relations

**TARGETED AUDIENCE:** Media Outlets and by extension, DCSD families, staff, students, community partners, and prospective employees.

**IMPLEMENTATION:** Although typically a reactive engagement, participating in media inquiries provides the opportunity to ensure factual reporting, district statements, sharing of approved communications, and sometimes essential background context. Should we agree to interviews, we decide the who, what, where, when, and how of the opportunity. Moreover, we prepare our approved staff with appropriate talking points. Comms staff are also present to ensure compliance.

**IMPACT:**

- This approach creates a relational engagement with media outlets to have DCSD included in the reporting.
- Streamlines the process of responding to media inquiries and takes much of the daily responsibility of facilitating requests away from the DCSD district and school administrators
- Provides a one-stop solution for Media Inquiries centralized hub
- Supports the district with assets, resources, and tools that facilitate effective internal communication.
- Monitoring news stories associated with DCSD via Critical Mention provides a much more comprehensive review of actual reporting and accuracy of the media coverage.

**GOAL(S):** To Achieve and Support Positive Reputational Perceptions

**TIMELINE:** Ongoing

**RESPONSIBLE:** Donald Porter

**ACCOUNTABLE:** Donald Porter and Carla Parker

**CONSULTED:** Dr. Yolanda Williamson, Department Heads as appropriate, and Dr. Horton, as needed.

**INFORMED:** Dr. Yolanda Williamson

**STATUS:** Ongoing



**TENET:** Commitment to Accountability

**PROGRAM:** Pitching/Participating in news stories that inspire positive media coverage

**TARGETED AUDIENCE:** Media Outlets and by extension, DCSD families, staff, students, community partners, and prospective employees.

**IMPLEMENTATION:** By proactively generating news and promotional stories that spotlight the many great programs, people, and initiatives across DCSD, reporters have a prepackaged story to tell. It also generates a promotional opportunity to tell our story to our families, staff, communities, and prospective employees.

**IMPACT:** This approach creates focused storytelling with the elements of our choosing to include complementary visuals, informed and practiced interviewees, time, location, and agreed upon subject matter and information.

**GOAL(S):** To Achieve and Support Positive Reputational Perceptions

**TIMELINE:** Ongoing

**RESPONSIBLE:** Donald Porter

**ACCOUNTABLE:** Donald Porter and Carla Parker

**CONSULTED:** Dr. Yolanda Williamson, District, School, and Department Heads as appropriate, and Dr. Horton, as needed.

**INFORMED:** Dr. Yolanda Williamson

**STATUS:** Ongoing



**TENET:** Motion Towards Equity

**PROGRAM:** Student and Family Engagement Centers

**TARGETED AUDIENCE:** Wrap Around Support and Services, Student Advancement Departments, and Students Attending Schools with SAFE Centers.

**IMPLEMENTATION:** Submit a grant application to State Farm and utilize the funds to purchase items for the SAFE Centers and utilize funds to support student programs.

**IMPACT:** By submitting a grant application and receiving an award, funds will be used to provide wrap around support and services for schools with SAFE Centers.

**GOAL(S):** Secure grant funds from State Farm to obtain \$75,000 to provide resources for the SAFE centers and additional student programs.

**TIMELINE:** October 31, 2023; Grant award will be announced on March 31, 2024.

**RESPONSIBLE:** Dr. Marcia Oglesby, Director of Grants and Partnerships

**ACCOUNTABLE:** Dr. Marcia Oglesby, Director of Grants and Partnerships

**CONSULTED:** Denise Revels, Director of Wrap Around Support and Services

**INFORMED:** Dr. Williamson and Dr. Towns

**STATUS:** Complete





**TENET:** Sound Fiscal Stewardship  
**PROGRAM:** Clean School Bus Initiative

**TARGETED AUDIENCE:** DeKalb County School District’s students and families living in designated zip codes identified by the Clean School Bus Initiative’s grant program

**IMPLEMENTATION:** 50 new electric school buses will be purchased and added to the fleet and 25 older buses will be replaced with 25 electric buses, if the grant and rebate are awarded.

**IMPACT:** The Clean School Bus Initiative will reduce emissions and improve air quality by replacing 25 buses that are at least 20 years old, purchasing 50 new electric buses, and adding charging stations with grant funds to ensure the buses are operational.

**GOAL(S):** Secure a grant in the amount of \$22,386,053 to purchase 50 electric buses and apply for a rebate to replace 25 older buses with 25 electric buses.

**TIMELINE:** End of January 2024

**RESPONSIBLE:** Dr. Marcia Oglesby, Director of Grants and Partnerships

**ACCOUNTABLE:** Mr. Michael Harris, Manager I, Partnerships

**CONSULTED:** Cedric Burse, Fleet Service and Bernardo Brown, Student Transportation

**INFORMED:** Dr. Horton, Mr. Hofstetter, and Dr. Williamson

**STATUS:** In Progress



**TENET:** Motion Towards Equity  
**PROGRAM:** Employee Wellness Center Expansion

**TARGETED AUDIENCE:** All DCSD Staff

**IMPLEMENTATION:** Write a proposal to expand the existing Employee Wellness Center by adding an additional location, extending the days of operation, and providing monthly mental wellness activities. The proposal will be submitted to Kaiser Permanente to fund the wellness center.

**IMPACT:** Provide extended days of operation and monthly mental wellness activities that will allow employees to access the wellness center at their convenience, making it easier to maintain a healthy lifestyle, and improve employees overall mental health.

**GOAL(S):** Expand the employee wellness center to an additional DCSD location

**TIMELINE:** March 2024 (Proposal completed and approved)

**RESPONSIBLE:** Dr. Marcia Oglesby

**ACCOUNTABLE:** Mrs. Libritta Anderson-Griffin

**CONSULTED:** Karen Beadles and Andrea Aplin-Little

**INFORMED:** Dr. Tekeshia Ward-Smith, Dr. Yolanda Williamson, and Erick Hofstetter

**STATUS:** In Progress

**M** **TENET:** Motion Towards Equity  
**PROGRAM:** Adult Education Program

**TARGETED AUDIENCE:** All Stakeholders

**IMPLEMENTATION:**

- Hire two additional part-time ESL instructors
- ESL classes starts at the AIC and Goodwill
- Schedule Family literacy events
- Start Custodial and Hospitality IETs in collaboration with the Hampton Inn, DCSD Operations Team and the HR Department.

**IMPACT:** The Adult Education Program will offer GED/ESL courses, IET- Training on the Go, and Family Literacy events aimed at boosting and enriching the personal, educational, and professional growth of adults. This will empower them to better assist their children in reaching their academic goals.

**GOAL(S):** Targets for FY24 - 578 students enrolled with the following completion:

- 22 students will participate in the Integrated Educational Training
- 90 students will enroll in English as a Second Language classes
- 75 students will receive a High School Equivalency diploma

**TIMELINE:** End of May 2024

**RESPONSIBLE:** Marcia Coward

**ACCOUNTABLE:** GED Staff

**CONSULTED:** Technical College Systems of Georgia, Dr. Shannon Crosslin, Stacey Stepney, Quintin DeGroot, Operations Team, Goodwill of North Georgia, Hampton Inn

**INFORMED:** Superintendent Dr. Devon Horton, Dr. Yolanda Williamson

**STATUS:** In Progress



**TENET:** Motion Towards Equity  
**PROGRAM:** Celebrating Our Diversity

**TARGETED AUDIENCE:** All Stakeholders

**IMPLEMENTATION:**

- Join our Ethiopian community in celebrating the Ethiopian New Year
- Plan for the Hispanic Heritage Fiesta (HHF (Sep. 30th, Sequoyah MS)
- Plan for the Unity Fest (Oct. 21st, Indian Creek ES).
- Plan for Family Night Out “A Soulful Reunion I & II” (Focused on Horizon Schools)
- Planning for a Grand Affair (Focused on Custodial Grandparents)

**IMPACT:** Celebrating diversity in a school district fosters cultural understanding, inclusivity, and a global perspective, reducing prejudice and bias while enhancing learning and preparing students for success in a diverse society.

**GOAL(S):** Implement a comprehensive diversity education program that includes cultural events and workshops, fostering an inclusive and respectful environment while promoting understanding and appreciation of different cultures among students, staff, and the community.

**TIMELINE:** End of May 2024

**RESPONSIBLE:** Marcia Coward

**ACCOUNTABLE:** Anne Ferreira, Family and Community Empowerment Liaisons

**CONSULTED:** Portia Kirkland, Adam Nykamp, Tamesha Favors, Principal Anthony (Sequoyah MS)

**INFORMED:** Dr. Yolanda Williamson

**STATUS:** In Progress





**TENET:** Motion Toward Equity - Learning Environments That Support Student Success

**PROGRAM:** Family Friendly Schools (FFS)

**TARGET AUDIENCE:** All Stakeholders

**IMPLEMENTATION:** Implement an FFS Principals Tool Kit. Schedule meetings with school Leadership. Parent survey tool has been completed and translated into 5 of the top 10 languages (Spanish, Amharic, Arabic, Burmese, and Nepali).

- Distribute parent surveys electronically
- Distribute FFS Principals Tool Kit (Principal’s Bulletin, Principal’s Meeting)
- Visits to all Horizon schools will be completed by FACE Liaisons

Develop and roll out the FFS Principals Tool Kit, an essential resource for school leadership. In addition, schedule meetings with school leadership to ensure effective communication and collaboration. To promote inclusivity, we’ve completed the Parent Survey Tool, translating it into five of the top 10 languages, including Spanish, Amharic, Arabic, Burmese, and Nepali. These surveys are now being distributed electronically to parents, ensuring accessibility. Moreover, the FFS Principals Tool Kit, the Principal’s Bulletin and Principal’s Meeting materials, is being distributed to further support school principals. Lastly, our dedicated FACE Liaisons are in the process of visiting all Horizon schools to foster engagement and ensure our initiatives are making a positive impact.

**IMPACT:** Conducting a family-friendly schools assessment can lead to improved parental engagement, enhanced student performance, a positive school climate, effective communication, tailored support services, increased parental satisfaction, and better student behavior and well-being. It helps create a more collaborative, supportive, and nurturing educational environment for students and their families.

**GOAL(S):** The Family Friendly Schools initiative has been developed to help our schools create and maintain a positive learning climate for all families. DeKalb County School District will communicate “Welcome!” to students, families, and the community in an environment that is friendly, inviting, and culturally sensitive.

**TIMELINE:** End of May 2024

**RESPONSIBLE:** Marcia Coward

**ACCOUNTABLE:** Demone Gunter, Angelica Rosso

**CONSULTED:** Chief of Schools, Aliah Summer (PAC Coordinator), GADOE Family Engagement Team

**INFORMED:** Dr. Yolanda Williamson

**STATUS:** In Progress



**TENET:** Motion Towards Equity  
**PROGRAM:** FAMBASSADOR Program

**TARGETED AUDIENCE:** DCSD Families

**IMPLEMENTATION:** The implementation plan for the Fambassador program entails a comprehensive approach to engaging and integrating the Burmese, Amharic, Swahili, and Nepali communities. A proactive recruitment strategy will enlist new Fambassadors, emphasizing a culturally sensitive and community-oriented approach to encourage participation and foster trust within these communities. Moreover, current Fambassadors will be actively involved in the planning and execution of the Hispanic Heritage Fiesta and UnityFest Community Celebrations, ensuring that these events reflect the cultural diversity and inclusivity of the district. Additionally, multiple Fambassadors will be appointed to contribute to the Superintendent’s Bilingual Advisory Council, allowing the voices and perspectives of the targeted communities to be heard in key decision-making processes. As part of their role, Fambassadors will take the lead in organizing and promoting scheduled events during Family Engagement Month, supported by comprehensive training, resources, and ongoing assistance to facilitate meaningful and impactful community engagement and participation.

**IMPACT:** The Fambassador program, through its proactive recruitment strategy, active engagement in cultural events, representation within decision-making bodies, and facilitation of community events, aims to foster a more inclusive and culturally diverse educational environment.

**GOAL(S):** Expand our Fambassador Program across the District to empower parents and caregivers as true leaders and mentors in their own languages and from the perspectives of their own cultural identities. The Fambassadors will become the mentors for newcomer parents using the “people like me” approach. This method could prove to be highly effective in fostering better communication, understanding, and engagement within the community.

**TIMELINE:** Ongoing

**RESPONSIBLE:** Marcia Coward

**ACCOUNTABLE:** Anne Ferriera

**CONSULTED:** Portia Kirkland, Indian Creek ES Principal, and Sequoyah MS Leadership

**INFORMED:** Dr. Yolanda Williamson

**STATUS:** In Progress



**INFORMATION AND  
INSTRUCTIONAL TECHNOLOGY**  
*Monika Davis*



**TENET:** Commitment to Accountability

**PROGRAM:** Device Dashboard

**TARGETED AUDIENCE:** All students and local school staff

**IMPLEMENTATION:**

- 8/31/23: Design the report in Power BI
- 9/15/23: Test validity of data
- 11/15/23: Review with internal stakeholders and superintendent and receive approval to move forward
- 12/15/23: Add dashboard to district website

**IMPACT:** All stakeholders will have a view of the state of device management at the district, area, and school levels. This allows the appropriate decisions to be made to ensure students have devices.

**GOAL(S):** Starting on December 15, 2023, the district will publish a public-facing report monthly showing device availability in all schools (total inventory, total in-use or distributed, total lost, total repairs) to ensure all students have access to digital learning tools.

**TIMELINE:** 12/15/2023

**RESPONSIBLE:** Monika Davis

**ACCOUNTABLE:** Linda Jordan

**CONSULTED:** Jeff Miller, Herman Parker

**INFORMED:** Superintendent, Board of Education, Key Division Stakeholders, Local School Administrators, Device Distribution Coordinators

**STATUS:** In Progress



**TENET:** Commitment to Accountability

**PROGRAM:** Device Governance & Accountability Process

**TARGETED AUDIENCE:** All Schools and Divisions

**IMPLEMENTATION:**

- 11/15/23: Identify a cross-divisional advisory team and establish meeting cadence
- 3/30/24: Review, update, and/or establish accountability policies, procedures, and practices
- 4/30/24: Share updated device accountability policies, procedures, and practices with all schools and divisions via multiple communications channels

**IMPACT:** All stakeholders will have access to related policies, procedures, and practice to strengthen the district's device management program.

**GOAL(S):** Starting on April 30, 2024, share district device accountability policies, procedures, and practices with all schools and divisions to ensure all students have access to digital learning tools

**TIMELINE:** 4/30/2024

**RESPONSIBLE:** Monika Davis

**ACCOUNTABLE:** Jeff Miller, Herman Parker

**CONSULTED:** Advisory Team (Local School Administrators, Device Distribution Coordinators, Ginton Darien, Director of Risk Management, Joel Thibodeaux, Director of Audits and Compliance)

**INFORMED:** Superintendent, Board of Education, Key Divisions

**STATUS:** In Progress





**TENET:** Motion Towards Equity

**PROGRAM:** RFP For Device and Repair Services (device refresh 2025)

**TARGETED AUDIENCE:** All students and local school staff

**IMPLEMENTATION:**

- 1/31/24: Develop RFP requirements and select Evaluation Team
- 2/10/24: Submit requirements to Finance to begin the bid collection process
- 5/10/24: Evaluate vendor proposals and select the most responsive option
- 7/8/24: Present recommended vendor and contract proposal to Board of Education for approval

**IMPACT:** All stakeholder devices, staff and students, will be refreshed. This contract will also provide guidance for the next five years to support additional purchases and device repair.

**GOAL(S):** By July 31, 2024, the district will select a vendor and contract to purchase all devices and related services. This work will ensure all students and staff have equitable access to innovative technology tools

**TIMELINE:** 7/8/2024

**RESPONSIBLE:** Monika Davis

**ACCOUNTABLE:** Natalie Terrell, Jeff Miller

**CONSULTED:** RFP Evaluation Team, Student Focus Group, Staff Focus Group, Division Focus Group

**INFORMED:** Superintendent, Board of Education, Key Divisions

**STATUS:** In Progress





**TENET:** Learning Environments that Support Student Success

**PROGRAM:** Data Center Future-state Implementation (VMware Refresh)

**TARGETED AUDIENCE:** School Administration and Students, Administrative Staff

**IMPLEMENTATION:**

- 7/7/23: Kick off project
- 8/12/23: Procure equipment
- 1/15/24: Perform migration to new equipment
- 3/15/24: Decommission unused applications and equipment
- 3/29/24: Close out project

**IMPACT:** Refreshing the existing, outdated equipment in both data centers, WBBC and Sam Moss offers DCSD an opportunity to improve performance and functionality of learning and business applications for students and end users. The updated data center equipment will improve processing speed and increase storage capacity.

**GOAL(S):** Replace current aging VMWare environment and decommission unsupported operating systems in the district's data centers by March 29, 2024, ensuring equitable access to digital resources that support learning

**TIMELINE:** 3/29/2024

**RESPONSIBLE:** Monika Davis

**ACCOUNTABLE:** Jeff Miller, Network and Data Center Strategy Business Partner

**CONSULTED:** Operations Department

**INFORMED:** Superintendent, Board of Education, Key Divisions

**STATUS:** In Progress

**L TENET:** Learning Environments that Support Student Success  
**PROGRAM:** Network Core Future-State Implementation

**TARGETED AUDIENCE:** School Administration and Students, Administrative Staff

**IMPLEMENTATION:**

- 7/11/23: Kick off project
- 12/28/23: Finalize project design
- 3/15/24: Transition to new design
- 12/31/24: Close out project

**IMPACT:** Redesigning the network core will improve the district's network performance, availability, and redundancy.

**GOAL(S):** Improve network performance by implementing high availability at the network core and network edge for all district facilities by December 31, 2024

**TIMELINE:** 12/31/2024

**RESPONSIBLE:** Monika Davis

**ACCOUNTABLE:** Joseph Swing, Manager III, Telecommunications (interim leadership support), Network and Data Center Strategy Business Partner

**CONSULTED:** Technology Strategy and Engineer Vendor Partner

**INFORMED:** Superintendent, Board of Education

**STATUS:** In Progress

**L TENET:** Learning Environments that Support Student Success  
**PROGRAM:** Network – Cabling Plant Refresh

**TARGETED AUDIENCE:** School Administration and Students, Administrative Staff

**IMPLEMENTATION:**

- 10/5/23: Kick off project
- 11/21/23: Perform cable assessment
- 12/11/23: Perform cable installation and testing
- 12/31/24: Close out project

**IMPACT:** Category 5 and older Ethernet cable located in DCSD schools and administrative buildings will be replaced with Category 6A cable. The replacement will allow for greater speeds and better performance.

**GOAL(S):** Replace all Category 5 and older Ethernet cables in all DCSD schools and administrative buildings by December 31, 2024

**TIMELINE:** 12/31/2024

**RESPONSIBLE:** Monika Davis

**ACCOUNTABLE:** Natalie Terrell, Joseph Swing, Cabling Business Partner

**CONSULTED:** School and Building Administrators

**INFORMED:** Superintendent, Board of Education, Key Cabinet Members, Area Superintendents, and School/Building Administrators

**STATUS:** In Progress



**TENET:** Learning Environments that Support Student Success  
**PROGRAM:** SPLOST Projects – Network Wireless LAN Refresh

**TARGETED AUDIENCE:** School Administration and Students, Administrative Staff

**IMPLEMENTATION:**

- 9/27/23: Kick off project
- 12/4/23: Perform wireless survey
- 1/15/24: Upgrade wireless ancillary equipment
- 2/19/24: Install new access points
- 9/27/24: System Test
- 12/31/24: Close out project

**IMPACT:** Deploying new access points in all DCSD schools and administrative buildings will improve wireless performance, wireless security and provide access to new wireless technology.

**GOAL(S):** Replace all wireless access points in each classroom and strategically install wireless access points in other areas in the school and administrative buildings to improve wireless performance by December 31, 2024

**TIMELINE:** 12/31/2024

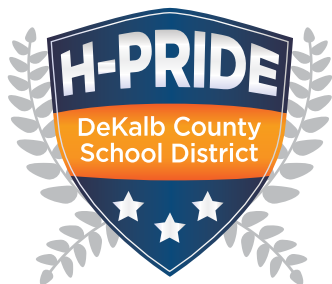
**RESPONSIBLE:** Monika Davis

**ACCOUNTABLE:** Natalie Terrell, Joseph Swing, Wireless LAN Business Partner

**CONSULTED:** School and Building Administrators

**INFORMED:** Superintendent, Board of Education, Key Cabinet Members, Area Superintendents, and School/Building Administrators

**STATUS:** In Progress



“  
*Empathy is being in someone’s shoes or being able to imagine being in that person’s situation.*  
”  
Ethany Cabrera 8th Grade  
Druid Hills Middle School



**TENET:** Learning Environments that Support Student Success

**PROGRAM:** SPLOST Projects – Network Switch Infrastructure Refresh

**TARGETED AUDIENCE:** School Administration and Students, Administrative Staff

**IMPLEMENTATION:**

- 7/23/23: Kick off project
- 11/13/23: Conduct proof of concept
- 9/26/23: Create configuration templates.
- 12/11/23: Purchase switches
- 2/12/24: Deploy switches
- 12/31/24: Close out project

**IMPACT:** The new switch infrastructure will provide a stable and secure network environment for the student learning. The new switch infrastructure also allows for faster performance and connectivity.

**GOAL(S):** Replace the switch infrastructure in all DCSD schools and administrative buildings by December 31, 2024

**TIMELINE:** 12/31/2024

**RESPONSIBLE:** Monika Davis

**ACCOUNTABLE:** Natalie Terrell, Joseph Swing, Network Switch Business Partner

**CONSULTED:** School and Building Administrators

**INFORMED:** Superintendent, Board of Education, Key Cabinet Members, Area Superintendents, and School/Building Administrators

**STATUS:** In Progress





**TENET:** Learning Environments that Support Student Success

**PROGRAM:** SPLOST Projects – Network Infrastructure Closet Improvements

**TARGETED AUDIENCE:** School Administration and Students, Administrative Staff

**IMPLEMENTATION:**

- 8/25/23: Kick off project
- 9/1/23: Perform closet assessments
- 9/15/23: Create a scope for each IDF/MDF closet
- 6/21/24: Implement scope for each IDF/MDF closet
- 7/1/25: Close out project

**IMPACT:** Fixing the security posture of IT closets that store technical equipment will ensure network stability and protect IT rooms or even equipment racks from unauthorized access, helping keep digital data secure.

**GOAL(S):** Ensure all IDF closets in the district are cleaned and equipment is secure in a rack. In addition, all MDF closets in the district will also be cleaned and use access control to prevent unauthorized access by July 1, 2025

**TIMELINE:** 7/1/2025

**RESPONSIBLE:** Monika Davis

**ACCOUNTABLE:** Natalie Terrell, Joseph Swing, Network Switch Business Partner

**CONSULTED:** School and Building Administrators

**INFORMED:** Superintendent, Board of Education, Key Cabinet Members, Area Superintendents, and School/Building Administrators

**STATUS:** In Progress



**TENET:** Learning Environments that Support Student Success

**PROGRAM:** Stadium Technology Access

**TARGETED AUDIENCE:** Athletic Department and Stadium Visitors

**IMPLEMENTATION:**

- 8/31/23: Kick off project
- 9/25/23: Perform physical assessment of stadiums
- 10/9/23: Gather requirements
- 1/19/24: Finalize design
- 3/15/24: Install infrastructure
- 12/31/24: Close out project

**IMPACT:** Installation of new infrastructure at DCSD's stadiums will allow for the implementation of up-to-date technology that will provide improved security measures to guests and the ability to increase the user experience while visiting the stadium.

**GOAL(S):** Install new network infrastructure that will support future technology at each DCSD stadium by December 31, 2024.

**TIMELINE:** 12/31/2024

**RESPONSIBLE:** Monika Davis

**ACCOUNTABLE:** Natalie Terrell, Joseph Swing

**CONSULTED:** Athletics Department and Public Safety

**INFORMED:** Superintendent, Board of Education, Key Cabinet Members

**STATUS:** In Progress





**TENET:** Establish Expected Targets Driven by Results

**PROGRAM:** Network Operations Center (NOC) & Monitoring Enhancements

**TARGETED AUDIENCE:** IT Operational Staff

**IMPLEMENTATION:**

- 7/12/23: Kick off project
- 8/30/23: Onboard DCSD devices
- 10/23/23: Perform QA Testing
- 11/1/23: Launch Go Live
- 11/27/23: Close out project

**IMPACT:** Creating a Network Operation Center enhances DCSD'S network infrastructure monitoring capacity to 24 hours/7 days with increased response and resolution capacity. It will also deliver proactive monitoring, issue detection, efficient troubleshooting and issue resolution.

**GOAL(S):** Onboard 100% of network devices, servers, wireless access points into the district's monitoring tool by October 31, 2023.

**TIMELINE:** 10/31/2023

**RESPONSIBLE:** Monika Davis

**ACCOUNTABLE:** Natalie Terrell, Joseph Swing, Cabling Business Partner

**CONSULTED:** School and Building Administrators

**INFORMED:** Superintendent, Board of Education, Key Cabinet Members, Area Superintendents, and School/Building Administrators

**STATUS:** In Progress

**S** **TENET:** Sound Fiscal Stewardship  
**PROGRAM:** ERP Implementation & Transition

**TARGETED AUDIENCE:** All DCSD Employees

**IMPLEMENTATION:**

- 10/15/2023: Transition payroll for 12-month staff to Munis
- 1/3/2024: Implement Munis Student Activity module
- 1/15/2024: Implement Time and Attendance module for all staff in Munis
- 4/15/2024: Transition payroll for 11-month, 10-month, retired and part-time staff to Munis
- 6/30/2024: Develop and archive Munis standard operating procedures

**IMPACT:** Updating the district's ERP system will improve efficiency, productivity, decision-making, customer service, and security.

**GOAL(S):** By June 30, 2024, implement all Munis modules to promote fiscal responsibility.

**TIMELINE:** 06/30/2024

**RESPONSIBLE:** Monika Davis, Byron Schueneman, Dr. Tekshia Ward-Smith, Erick Hofstetter

**ACCOUNTABLE:** Toni Lyons, DCSD ERP Support Team, ERP Vendor Implementation Services

**CONSULTED:** School and Building Administrators

**INFORMED:** Superintendent, Board of Education, DCSD Stakeholders

**STATUS:** In Progress

**L** **TENET:** Learning Environments that Support Student Success  
**PROGRAM:** Physical Security Refresh – Door Access Control, Intrusion Alarms, Security Cameras

**TARGETED AUDIENCE:** Students, Staff and Community

**IMPLEMENTATION:**

- 11/30/23: Complete site assessments for all three systems (door access, intrusion alarms, and security cameras)
- 12/30/23: Review installation plans with local site administrators and Public Safety
- 12/30/24: Complete district installation for door access and intrusion alarm systems
- 12/30/25: Complete district refresh for security cameras

**IMPACT:** This project will replace end of life physical security infrastructure for every active school and district office building in the school district.

**GOAL(S):** By December 30, 2025, replace all end-of-life physical security infrastructure in all district facilities in order to assist in maintaining a safe, orderly, positive learning environment for all students.

**TIMELINE:** 12/30/25

**RESPONSIBLE:** Monika Davis

**ACCOUNTABLE:** Natalie Terrell, Physical Security, Joseph Swing, Physical Security Integrator Business Partner

**CONSULTED:** Infrastructure and Operations Executive Strategist, Public Safety Team, School/Building Administrators

**INFORMED:** Superintendent, Chief of Public Safety, Chief of Schools, Area Superintendents

**STATUS:** In Progress



**TENET:** Commitment to Accountability  
**PROGRAM:** DCSD Records Digitization RFP

**TARGETED AUDIENCE:** School Administrators and Business Entity’s Division and Department Heads

**IMPLEMENTATION:**

- 11/10/23: Finalize requirement documents
- 11/13/23: Submit requirements to Finance
- 1/15/24: Complete RFP Process (Legal Review, Publish, Evaluate, Select)
- 6/30/24: Presentation to BOE and Approval

**IMPACT:** This program organizes, secures, and manages accessibility of the district’s physical data.

**GOAL(S):** By June 30, 2024, present a vendor and contract to purchase the digital application, storage, and services necessary to digitize, secure, and manage the district’s physical data. This program will ensure efficient and equitable use of resources.

**TIMELINE:** 6/30/2024

**RESPONSIBLE:** Monika Davis

**ACCOUNTABLE:** Natalie Terrell, Dr. Kyia Clark, Executive Director, Enterprise Applications and Data Services

**CONSULTED:** Troy Palmer, Petra Irvin, Linda Jordan, School Administrators and Department Designated Personnel, Legal Counsel

**INFORMED:** Superintendent, Division and Department Heads

**STATUS:** In Progress



**TENET:** Learning Environment that Supports Student Success  
**PROGRAM:** IT Security Policy

**TARGETED AUDIENCE:** Students, Staff, Parents, and Community

**IMPLEMENTATION:**

- 10/15/23: Identify researched best security practices to be implemented
- 12/15/23: Develop a draft of the districts’ IT Security Policy
- 1/31/24: Finalize draft with internal focus group for discussion and feedback
- 7/8/2024: Presentation to BOE and Approval
- 7/31/2024: Share IT Security Policy with all DCSD technology users and stakeholders

**IMPACT:** The IT Security Policy will assist in creating a safe, orderly and positive learning environment by protecting school districts from cyberattacks, safeguarding student data, educational resources, and critical operations. The impact will be all users of technology within the school district.

**GOAL(S):** By July 31, 2024, implement and share a board-approved IT Security Policy with all technology users in effort to maintain safe, orderly, positive learning environments for all students.

**TIMELINE:** 7/31/2024

**RESPONSIBLE:** Monika Davis

**ACCOUNTABLE:** Information and Network Security Director, Virtual Security Services Business Partner

**CONSULTED:** Identified Focus Group

**INFORMED:** Superintendent, Board of Education, District Stakeholders

**STATUS:** In Progress



**TENET:** Commitment to Accountability

**PROGRAM:** Disaster Recovery & Business Continuity Services RFP

**TARGETED AUDIENCE:** All students and local school staff

**IMPLEMENTATION:**

- 9/30/23: Develop RFP requirements and select Evaluation Team
- 11/15/23: Submit requirements to Finance to begin the bid collection process
- 1/15/24: Evaluate vendor proposals and select the most responsive option
- 2/11/24: Present recommended vendor and contract proposal to Board of Education for approval

**IMPACT:** Disaster recovery services for IT infrastructure help school districts to resume operations quickly and safely, minimize disruptions to students' education, and provide support to students and staff who have been affected by the disaster.

**GOAL(S):** By February 29, 2024, present a vendor and contract to purchase disaster recovery and business continuity support services necessary to provide ongoing access to IT systems that support work and learning. This program will ensure efficient and equitable use of resources.

**TIMELINE:** February 2024

**RESPONSIBLE:** Monika Davis

**ACCOUNTABLE:** Natalie Terrell, Information and Network Security Director, Joseph Swing

**CONSULTED:** Infrastructure and Operation Engineering Management Strategists, Information Technology Research and Consulting Firm

**INFORMED:** Superintendent, Audits and Compliance

**STATUS:** In Progress

DeKalb County School District





**TENET:** Commitment to Accountability

**PROGRAM:** Digital Resource and Application Request Process

**TARGETED AUDIENCE:** District and Local School Administration

**IMPLEMENTATION:**

- 3/1/2024: Review current application data and identify a baseline list of all approved applications
- 3/31/2024: Design data dashboard based on the approved applications
- 4/30/24: Analyze and update existing application evaluation and approval process
- 7/1/2024: Share updated evaluation process with school leadership and division staff
- 7/15/24: Update digital resource portal with access to approved applications

**IMPACT:** Ensure digital resources selected to support learning are properly vetted and accessible to students and teachers. Improvements to this process also assist the district in assessing return on investment, which is based on whether these applications positively impact learning.

**GOAL(S):** By July 15, 2024, implement an updated process for evaluating and providing access to all digital resources and applications. This process will ensure equitable access to resources that support learning.

**TIMELINE:** 7/15/24

**RESPONSIBLE:** Monika Davis

**ACCOUNTABLE:** Dr. Kyia Clark, Linda Jordan, Terri Webb

**CONSULTED:** Dr. Markisha Mitchell, Stacy Stepney, Michelle Dillard, Local School Administrators

**INFORMED:** Superintendent

**STATUS:** In Progress



**L** **TENET:** Learning Environments that Support Student Success  
**PROGRAM:** Infinite Campus Translation Services

**TARGETED AUDIENCE:** Parent Stakeholders Needing Translation Support

**IMPLEMENTATION:**

- 10/31/23: Finalize all resources necessary to complete the translations and add to IC
- 1/15/24: Finalize communication strategy to ensure these services are communicated throughout the communities
- 1/15/24: Registration translation services available for all 15 languages
- 2/15/24: Progress Reporting translation services available for all 15 languages
- 3/1/24: Parent Portal and Transcript translation services available for all 15 languages

**IMPACT:** Enhance stakeholder engagement by providing equitable access to registration, student academic progress, attendance, and key communication for all parents and/or guardians.

**GOAL(S):** Add translation services to Infinite Campus to address registration, parent portal, progress reports, and transcripts by March 30, 2023. This service ensures all parents have equitable access to the student information system to support student registration and monitoring progress.

**TIMELINE:** 3/1/2024

**RESPONSIBLE:** Monika Davis

**ACCOUNTABLE:** Dr. Kyia Clark, Troy Palmer

**CONSULTED:** EL Services, Parent Engagement

**INFORMED:** Superintendent, Board of Education, All Stakeholders

**STATUS:** In Progress

**C** **TENET:** Commitment to Accountability  
**PROGRAM:** Master Schedule Building Optimization

**TARGETED AUDIENCE:** All students and local school staff

**IMPLEMENTATION:**

- 1/15/24: Schools receive preliminary allocations from Finance
- 2/15/24: All school will complete Master Schedule Building training sessions
- 3/31/24: All school master schedules will be complete

**IMPACT:** Optimizing the district's master schedule building process will allow the district and schools to more accurately identify resources to meet the learning needs of all students.

**GOAL(S):** By March 31, 2024, the district will facilitate a process that guides all school administrators to complete master schedules. This process will ensure equitable access to allocations and course opportunities.

**TIMELINE:** 3/31/24

**RESPONSIBLE:** Monika Davis

**ACCOUNTABLE:** Dr. Kyia Clark, Troy Palmer

**CONSULTED:** Byron Schueneman, Stacy Stepney, Erick Hoffstetter, Michelle Dillard, Dr. Markisha Mitchell

**INFORMED:** Superintendent, Area Superintendents, School Leadership, and Key Division Staff

**STATUS:** In Progress



**TENET:** Motion Towards Equity

**PROGRAM:** Student-Led IT Helpdesk

**TARGETED AUDIENCE:** High School students and local school IT staff

**IMPLEMENTATION:**

- 9/21/23: Research established programs from other districts
- 10/15/23: Identify 4 schools for a proof of concept (POC) -- Arabia Mountain High School, Chamblee High School, Stone Mountain High School, & Martin Luther King High School
- 12/15/23: Develop selection criteria, academic requirements, and IT support opportunities for students
- 1/30/24: Kick off program in POC schools
- 4/30/24: Review progress of the program and determine schedule for expansion to other high schools

**IMPACT:** Students will aid in the support of troubleshooting common IT related device issues while developing real world workplace experience in the field of IT.

**GOAL(S):** Starting January 30, 2024, DIIT will implement four student-led help desk programs that provide students with the opportunity to get hands-on experience with troubleshooting and fixing hardware and software issues that support teaching and learning.

**TIMELINE:** 1/30/2024

**RESPONSIBLE:** Monika Davis

**ACCOUNTABLE:** Director, IT Support Services, Emma Oakley, Jeff Miller

**CONSULTED:** Stacy Stepney, Doryiane Gunter, Michelle Dillard, Area Superintendents, Local School Administrators (4 POC Schools), Dr. Kyia Clark, Terri Webb, Device and Network Services Business Partners

**INFORMED:** Superintendent, Board of Education, Key Divisions

**STATUS:** In Progress







**TENET:** Motion Towards Equity

**PROGRAM:** Magical Moments with Microsoft (Summer Program)

**TARGETED AUDIENCE:** All students in grades 2nd through 8th

**IMPLEMENTATION:**

- 8/31/23: Met with Microsoft to Reviewed student data from previous summer program
- 9/06/23: Develop activity for program and train summer staff
- 10/13/23: Recruit students for Summer 2024 Program
- 6/10/24: Host summer program

**IMPACT:** Students have the opportunity to build a baseline of knowledge and explore skills in technology by interacting in game design, digital collaboration, and hands-on practice with Microsoft power apps.

**GOAL(S):** Starting on June 10, 2024, Instructional Technology will host a 4-day virtual summer camp for 250 students in grades 2nd through 8th, highlighting skills in game design.

**TIMELINE:** 6/14/2024

**RESPONSIBLE:** Monika Davis

**ACCOUNTABLE:** Dr. Kyia Clark, Terri Webb

**CONSULTED:** Previous Summer Virtual Instructors

**INFORMED:** Superintendent, Board of Education, Key Divisions, Local School Leadership, Previous Year Participants

**STATUS:** In Progress



**TENET:** Learning Environments That Support Student Success

**PROGRAM:** Hack-A-Thon: Digital Dreamers Student Hub 3.0

**TARGETED AUDIENCE:** All middle and high school students

**IMPLEMENTATION:**

- 12/5/2023 Introduce Hack-A-Thon
- 2/29/2024 Kick-Off Hack-A-Thon competition
- 3/29/2024 Select and Announce Hack-A-Thon Winners

**IMPACT:** Students will have the opportunity to utilize their innovative ideas and creativity to enhance the view of the district’s student portal.

**GOAL(S):** Facilitate a Hack-A-Thon student challenge to generate a new concept for the DCSD student digital resource portal that reflects the vision of a Digital Dreamer by March 29, 2024.

**TIMELINE:** 3/29/2024

**RESPONSIBLE:** Monika Davis

**ACCOUNTABLE:** Dr. Kyia Clark, Terri Webb

**CONSULTED:** Network and Data Center Strategy Business Partner

**INFORMED:** Superintendent, Board of Education, Key Divisions, Local School Leadership

**STATUS:** In Progress



**TENET:** Learning Environments That Support Student Success  
**PROGRAM:** DCSD Student Technology Innovation Competition

**TARGETED AUDIENCE:** All 3rd through 12th grade students

**IMPLEMENTATION:**

- 9/15/23: Developed a theme for the event
- 11/15/23: Hosted meeting with sponsoring vendors and stakeholders
- 12/15/23: Soliciting students, sponsors, and judges for competition
- 1/20/24: Host competition and announce winners

**IMPACT:** Students in grades 3-12 have the opportunity to utilize their enthusiasm and technical skills to design a project and compete with students in a variety of technology categories.

**GOAL(S):** On January 20, 2024, Instructional Technology will host a technology competition for students in grades 3rd through 12th to demonstrate and challenge their knowledge of technology skills in 14 technology categories.

**TIMELINE:** 1/20/2024

**RESPONSIBLE:** Monika Davis

**ACCOUNTABLE:** Dr. Kyia Clark, Terri Webb

**CONSULTED:** IT Division Leads, External Vendor Partners

**INFORMED:** Superintendent, Board of Education, Key Divisions, Local School Leadership

**STATUS:** In Progress



**TENET:** Attract and Retain High Quality Staff  
**PROGRAM:** IGNITE U & FUSE Professional Learning Communities  
**TARGETED AUDIENCE:** All local school teaching staff

**IMPLEMENTATION:**

- 8/31/23: Design the Professional Learning plans for the school year
- 10/15/23: Provide ongoing Coaching and Support
- 12/15/23: Monitor and review data for completion
- 4/23/24: Host district PL pathways and FUSE cohort series

**IMPACT:** All DCSD educators will gain effective and innovative strategies that incorporate technology to cultivate an empowered learning environment to ensure student success.

**GOAL(S):** Instructional Technology will provide teachers with the IGNITE U professional learning series to ensure that DCSD staff is proficient at using technology within the DCSD ecosystem to support learning by May 2024.

**TIMELINE:** 5/1/2024

**RESPONSIBLE:** Monika Davis

**ACCOUNTABLE:** Dr. Kyia Clark, Terri Webb

**CONSULTED:** IT Division Leads, External Vendor Partners

**INFORMED:** Superintendent, Board of Education, Key Divisions, Local School Leadership

**STATUS:** In Progress



**TENET:** Attract and Retain High Quality Staff  
**PROGRAM:** DCSD Staff Tech Integration Symposium (Annual)

**TARGETED AUDIENCE:** All District and Local School Staff

**IMPLEMENTATION:**

- 8/31/23: Developed theme for event.
- 9/15/23: Hosted meeting with sponsoring vendors and stakeholders
- 10/15/23: Solicit sponsors and presenters for symposium
- 7/17/24: Host event

**IMPACT:** The Technology Symposium provides teachers with the opportunity to connect, collaborate, and share resources that support learning with their colleagues.

**GOAL(S):** On July 17, 2024, Instructional Technology will host the 2024 Technology Symposium to support the current trends in Edtech for all DCSD district leaders and educators.

**TIMELINE:** 7/17/2024

**RESPONSIBLE:** Monika Davis

**ACCOUNTABLE:** Dr. Kyia Clark, Terri Webb

**CONSULTED:** Professional Learning Department, Previous Participants

**INFORMED:** Superintendent, Board of Education, Key Divisions, Local School Leadership

**STATUS:** In Progress



**TENET:** Motion Towards Equity  
**PROGRAM:** Tech Cafe Community Digital Literacy

**TARGETED AUDIENCE:** All parents and community stakeholders

**IMPLEMENTATION:**

- 7/10/23: Develop and communicate topics for the year
- 7/17/23: Organize presenters
- 8/22/23: Host ongoing events

**IMPACT:** Tech Café virtual sessions provide parents and other stakeholders with the opportunity to learn all about the digital resources that are used in the DCSD classroom.

**GOAL(S):** Starting on August 22, 2023, Instructional Technology will host monthly community virtual tech café sessions to engage and inform parents and community stakeholders about digital tools that are used in the DCSD classroom to support learning for the 2023-2024 school year.

**TIMELINE:** 5/21/2024

**RESPONSIBLE:** Monika Davis

**ACCOUNTABLE:** Dr. Kyia Clark, Terri Webb

**CONSULTED:** Parent Center Facilitators, Ed Media, Family Engagement

**INFORMED:** Superintendent, Board of Education, Key Divisions, Local School Leadership

**STATUS:** In Progress



**TENET:** Commitment to Accountability

**PROGRAM:** District Stakeholder Engagement and Communication Tools Refresh

**TARGETED AUDIENCE:** District leaders and community stakeholders

**IMPLEMENTATION:**

- 1/31/24: Conduct a comprehensive assessment on the existing technology infrastructure and equipment
- 4/30/23: Develop and implement the plan for upgrading equipment
- 12/31/2024: Train staff and execute the use of new technology

**IMPACT:** Upgrading the technology equipment will significantly enhance the operational efficiency and communication

**GOAL(S):** Upgrade all outdated equipment to improve communications and stakeholder engagement at the Administrative Instructional Complex by December 31, 2024.

**TIMELINE:** 12/31/2024

**RESPONSIBLE:** Monika Davis

**ACCOUNTABLE:** Natalie Terrell, Executive Director, Infrastructure and Operations, Network Services & Linda Jordan, Application Development

**CONSULTED:** Superintendent, Board of Education, CEIP Division

**INFORMED:** Superintendent, Board of Education, Key Divisions, Local School Leadership

**STATUS:** In Progress





# INTERNAL AUDITS AND COMPLIANCE

*Joel Thibodeaux*

**C** **TENET:** Commitment to Accountability  
**PROGRAM:** 2024 Organizational Risk Assessment

**TARGETED AUDIENCE:** Chiefs, Directors, and Managers of Finance, Operations, and DIIT

**PLAN:** Assess the level of current organizational risks in comparison to prior year and determine audit priorities for the 2024 Audit Plan

**IMPLEMENTATION:** Electronic surveys sent through the TeamMate system to the target audience. Follow-up interviews based on survey responses. Analysis of risk followed by formulation and introduction of the 2024 Annual Audit Plan to Superintendent and Audit Committee

**IMPACT:** High level impact to Internal Audits & Compliance annual work plan

**GOALS:** Reassess risks and internal controls for present state. Results are used to build the annual audit plan

**TIMELINE:** Sept. 5 through Sept. 22, 2023

**RESPONSIBLE:** District Management Support from Chiefs needed to drive timely survey responses and manager availability for interviews when necessary.

**ACCOUNTABLE:** Joel Thibodeaux

**CONSULTED:** Audit Committee, Contractors

**INFORMED:** Dr. Devon Q. Horton, Chiefs, Audit Committee

**STATUS:** Complete

**S** **TENET:** Sound Fiscal Stewardship  
**PROGRAM:** School Audit Plan

**TARGETED AUDIENCE:** Finance, School Leadership, Principals, Parents & Stakeholders

**PLAN:** Plan and execute an audit plan for student activity funds in all schools as mandated by the Georgia Department of Education LUAS Manual

**IMPLEMENTATION:** Establish current risks by collaborating with Local School Accounting (LSA); Develop school risk assessment; Monitor progress of Munis local school module implementation and assess system and new procedures for process risks (working with CFO); Finalize audit plan in November

**IMPACT:** High Impact on school financial operations; Medium Impact on District financial processes

**GOALS:** To establish District wide standards for Student Activity Fund management in all schools and monitor compliance with Board policy and regulations, 15-20 schools audited by the end of FY2024 and 33% of District schools audited in each subsequent fiscal year.

**TIMELINE:** Expected completion in Mid-November 2023 with school audits to commence in January 2024

**RESPONSIBLE:** Chibuzor Motanya, Principals, Bookkeepers, LSA Specialists

**ACCOUNTABLE:** Joel Thibodeaux

**CONSULTED:** Byron Schueneman, Phyllis Deas

**INFORMED:** Dr. Devon Q. Horton, Audit Committee

**STATUS:** Complete





**TENET:** Sound Fiscal Stewardship

**PROGRAM:** ESPLOST Comprehensive Audit

**TARGETED AUDIENCE:** Board of Education, Stakeholders, Superintendent, Operations Division

**PLAN:** Conduct a comprehensive (forensic) audit on all ESPLOST IV and ESPLOST V program expenditures - including analysis of construction projects for timeliness and cost effectiveness in addition to legal compliance

**IMPLEMENTATION:** Audit began in March 2023 with requests for data and information, with initial meetings with key staff in May. Follow up meetings for process walkthroughs occurred in August. Second visit for document retrieval in planning stages.

**IMPACT:** High impact on BOE governance concerns; medium impact on future ESPLOST planning and execution

**GOALS:** Establish that special funds are expended in compliance to state statute and with fidelity to the BOE approved project list and plan; determine that execution of construction projects are timely, cost effective and according to established processes. Advise future management with best practices development

**TIMELINE:** April 2024

**RESPONSIBLE:** Contracted Firm

**ACCOUNTABLE:** Joel Thibodeaux, Nicole Cook

**CONSULTED:** Carla Smith, Hans Williams

**INFORMED:** Dr. Devon Q. Horton, ESPLOST Planning & Project Teams (Management), Audit Committee (Governance)

**STATUS:** Green – Underway and ongoing





**TENET:** Sound Fiscal Stewardship

**PROGRAM:** ESSER Grants Comprehensive Audit

**TARGETED AUDIENCE:** Board of Education, Stakeholders, Superintendent, Federal Programs, Finance and Operations

**PLAN:** Conduct a comprehensive (forensic) audit on all ESSER I, II, and III expenditures and monitor current & future expenditures

**IMPLEMENTATION:** Audit began in April 2023; information requests completed in July 2023; forensic team sampling and interview requests (pending), initial draft report (November), final draft report (January)

**IMPACT:** High impact on BOE governance concerns; medium impact on current & future ESSER III spending decisions and execution

**GOALS:** Establish that special funds are expended in compliance with Federal and state law; determine that expenditures were executed with necessary approvals by Federal Programs confirming the intended impact of alleviating the effects of COVID 19 on students and employees

**TIMELINE:** March 2024

**RESPONSIBLE:** Contracted Firm

**ACCOUNTABLE:** Joel Thibodeaux, Nicole Cook

**CONSULTED:** Dr. Myisha Warren, Byron Schueneman, Monika Davis

**INFORMED:** Dr. Devon Q. Horton, Executive Management, Audit Committee

**STATUS:** Green – Underway and ongoing



**TENET:** Commitment to Accountability  
**PROGRAM:** EthicsPoint Process Change

**TARGETED AUDIENCE:** All Employees, Students, and Stakeholders

**PLAN:** Revise the EthicsPoint system to reflect new organization and establish process for case assignments for non-financial misconduct. Eventually include Student Support and Intervention staff for bullying and campus safety cases

**IMPLEMENTATION:** Change workflow structure within EthicsPoint to reflect new organization; create and implement case handling flowchart; establish standards for determining case status and level of assignment; address any necessary policy or process changes

**IMPACT:** High impact on PSC reporting compliance, employee misconduct (EMC) case management, and whistleblower protection; medium impact on Area Superintendent notification of student and parent concerns at local schools

**GOALS:** Ensure that cases are properly assigned to Areas and Divisions; proper staff resourcing for bullying and campus safety concerns reported; PSC compliant handling of EMC cases by revising notification procedures; reduce non-compliance with PSC reporting requirements to zero

**TIMELINE:** Early October 2023

**RESPONSIBLE:** Joel Thibodeaux, Cynthia Simien

**ACCOUNTABLE:** Joel Thibodeaux

**CONSULTED:** Marissa Key, Dr. Devon Q. Horton

**INFORMED:** Dr. Devon Q. Horton, School Leadership, Division Chiefs, Employee Relations

**STATUS:** Completed

DeKalb County School District





## **DIVISION OF OPERATIONS**

*Erick Hofstetter*



**TENET:** Sound Fiscal Stewardship

**PROGRAM:** Project Management Information System (PMIS)

**TARGETED AUDIENCE:** Project Managers and Support Team Members

**PLAN:** Hans Williams, Director of CIP, will lead a weekly cooperative team with the vendor to upload, populate the data, develop processes, alignment, linkage, and training plan to operationalize the Kahua PMIS

**IMPLEMENTATION:** Refer to the implementation timeline provided by the vendor.

**IMPACT:** Realtime Facility data will provide access to frontline workers and planners to assist in prioritization of needs, repair vs. replace, and project status to minimize school disruption and promote coordination.

**GOAL(S):** By January 1, 2024, the Capital Improvement Program team will configure and deploy the Kahua PMIS that will lead to a 10% increase in project delivery efficiency as measured by the reduction in average project cycle time by the end of 2024

**TIMELINE:** Fully Operationalized by January 1, 2024

**RESPONSIBLE:** Erick Hofstetter

**ACCOUNTABLE:** Hans Williams, Richard Boyd

**CONSULTED:** DIIT, Finance Division, Project Managers, Program Managers, Vendor

**INFORMED:** School Principals, Cabinet Members, Facilities and Construction Team Members

**STATUS:** In Progress





**TENET:** Motion Towards Equity

**PROGRAM:** Optimize Student Transportation Routing

**TARGETED AUDIENCE:** Students, Families, Staff and the Community

**PLAN:** Bernando Brown, Director of Transportation, will lead a team of routing and transportation specialists to analyze, evaluate, and devise a sustainable routing plan to optimize bus ridership efficiency, reduce student ride time and ensure safety of the transportation operation.

**IMPLEMENTATION:** Routing and transportation team will meet based on a planning timeline:

- Develop and submit a Priority of Service Guide for consideration
- Share and evaluate the Guide with Principals and other impacted district staff for feedback and revision as appropriate
- Present the recommended guide to the Superintendent for Board support and consideration
- Develop an optimized routing plan in accordance with Priority of Service Guide in consideration of available resources
- Communicate the plan internally and with the community in preparation for the 2024-2025 School Year

**IMPACT:** The student transportation operation will promote safety for students and staff, support family time, be fiscally responsible, and encourage consistency.

**GOAL(S):** By the beginning of the 2024-2025 academic year, the student transportation department will implement an optimized student bus transportation routing process resulting in a minimum of 10% reduction in total travel time as measured by a comparison of current and post implementation data.

**TIMELINE:** Draft Priority of Service Plan by November 1, 2023; District vetting through January 1st. Recommended actions January 15, 2024; Public Information released by February 1, 2024.

**RESPONSIBLE:** Erick Hofstetter

**ACCOUNTABLE:** Bernando Brown

**CONSULTED:** Transportation Management Team, Cabinet Members, Principal Communication Committee

**INFORMED:** Superintendent's Office, School Administration

**STATUS:** In Progress



**TENET:** Motion Towards Equity

**PROGRAM:** Custodial Services Performance Excellence

**TARGETED AUDIENCE:** Custodial Staff and School Administration

**PLAN:** Bobby Moncrief, Director of Facilities Services, will lead a team of Custodial Support Specialists (CSS) to develop a quality assurance evaluative tool to inform resources allocation and professional learning opportunities.

**IMPLEMENTATION:**

- CSS will adopt an evaluative tool based on APPA level II Standards.
- CSS will train on inter-rater reliability for the use of tool
- CSS will conduct a minimum of six school facility assessments utilizing the accepted document and will place an evaluative score on each criteria point. Evaluations will include a monthly evaluation by the School Principal
- Each School Facility will earn a monthly grade based on the criteria and published on a continuous monthly report card
- Data from the assessments will inform action for resource allocations and training needs

**IMPACT:** Realtime Facility data will provide access to frontline workers and planners to assist in prioritization of needs, repair vs. replace, and project status to minimize school disruption and promote coordination.

**GOAL(S):** By November 1, 2023, the district custodial services team will enhance quality assurance by implementing a monthly assessment process leading to a minimum of 10% increase in overall facility cleanliness as measured by standardized assessments, by the end of the 2023-2024 academic year

**TIMELINE:** Operational by November 1, 2023, with ongoing evaluation

**RESPONSIBLE:** Erick Hofstetter

**ACCOUNTABLE:** Bobby Moncrief, Cambe Humphrey

**CONSULTED:** Custodial Services Specialists, Head Custodians, Logistics Department

**INFORMED:** Site Based Custodial Staff, School Administrator and Cabinet Members

**STATUS:** In Progress



**TENET:** Sound Fiscal Stewardship

**PROGRAM:** Educational Visioning and Facilities Planning Document

**TARGETED AUDIENCE:** Cabinet Members

**PLAN:** The Operational Planning Department (OPD) will support development of a “Visioning and Facilities Planning Document” informed by most current and multiple sources of data and information with the intent to provide adaptable guidance.

**IMPLEMENTATION:**

- OPD will identify, review, and assess sources of data and information needed to develop a planning document
- OPD will acquire any identified needed data currently not in inventory or deemed outdated
- OPD will support the needs and process aligned with the Student Assignment Department in the process
- DCSD will engage and support the process to determine and provide guidance that will inform the development of needed construction

**IMPACT:** A visioning document will provide adaptable facility planning guidance with informed vision moving forward. The document can be updated to reflect contemporary educational delivery models, conditions, and resource management.

**GOAL(S):** By July 1, 2024, a Visioning Exercise Process will be implemented to provide guidance for construction, resource management, and operational alignment

**TIMELINE:** Fully Operationalized process implemented by July 1, 2024

**RESPONSIBLE:** Erick Hofstetter

**ACCOUNTABLE:** Erick Hofstetter, Antwyn Brown

**CONSULTED:** DIIT, Finance Division, Project Managers, Program Managers, Vendor

**INFORMED:** School Principals, Cabinet Members, Facilities and Construction Team Members

**STATUS:** Initial Planning





**TENET:** Sound Fiscal Stewardship  
**PROGRAM:** Sustainability Steward

**TARGETED AUDIENCE:** Operations Division, Human Resources Division, and Finance Division.

**PLAN:** Launch a sustainability program for the school district that focuses on reducing environmental impact and promoting eco-conscious practices.

**IMPLEMENTATION:**

- Create an approved job description and organizational role for a Sustainability Steward
- Align position with Human Resources Compensation and Classification
- Identify and assign funding for the position
- Post and hire for the position
- The Sustainability Steward will work collaboratively with Operational Planning to develop goals, projects, and initiatives that will provide value-added benefits

**IMPACT:** The Sustainability Steward Plans, manages, and coordinates limited sustainability program activities and personnel supporting mechanical and structural sustainability maintenance; exercises leadership to design, create, implement, assess, and revise sustainability initiatives, programs, and activities of the district.

**GOAL(S):** By April 1, 2024, the Posting for the Sustainability Steward will be live

**TIMELINE:** Fully Operationalized by July 1, 2024

**RESPONSIBLE:** Erick Hofstetter

**ACCOUNTABLE:** Keith Singleton

**CONSULTED:** Operational Departments, Finance Division, Human Resource Division

**INFORMED:** Cabinet Members, Divisions

**STATUS:** In Progress



**TENET:** Sound Fiscal Stewardship

**PROGRAM:** Joint Use Intergovernmental Agreement (JUIGA)

**TARGETED AUDIENCE:** Municipal Leadership, Board of Education Members, Cabinet

**PLAN:** Develop a Joint Use Intergovernmental Agreement with municipal and county agencies for the use of shared facilities and services

**IMPLEMENTATION:**

- Conduct a preliminary meeting with municipal leaders
- Compile feedback and requests for consideration
- Evaluate for alignment with DCSD policy and procedures
- Develop draft JUIA for consideration

**IMPACT:** The development and implementation of a JUIGA will encourage a collaborative effort on the sustainable use of district facilities with a streamlined process of resource allocation that will benefit the community and citizens.

**GOAL(S):** By May 1, 2024, a draft JUIA will be presented for consideration and approval

**TIMELINE:** August 1, 2023 – May 1, 2024; ongoing as TBD

**RESPONSIBILITY:** Erick Hofstetter

**ACCOUNTABLE:** Antwyn Brown

**CONSULTED:** Legal Counsel, Risk Management, Superintendent’s Office

**INFORMED:** School Principals, Cabinet Members

**STATUS:** In Progress



**TENET:** Sound Fiscal Stewardship

**PROGRAM:** Electric School Buses Planning Document

**TARGETED AUDIENCE:** Fleet Maintenance, Operational Planning, and Design & Construction Departments (Operations Division)

**PLAN:** The Director of Fleet Services will research, evaluate, and identify resources that will result in a planning document for the consideration of implementing the use of Electric School Buses to the fleet.

**IMPLEMENTATION:**

- Research requirements and needs for the successful implementation and sustainability of incorporating the use of electric school buses for student transportation
- Identify (and submit grants) and other funding sources needed to operationalize the required infrastructure
- Compile information into a resource analysis planning document for consideration

**IMPACT:** The incorporation of electric school buses supports the District and community initiative of the use and incorporation of alternative fuels and sustainability systems to conduct school operations.

**GOAL(S):** By May 1, 2024, an electric School Bus Planning Document will be submitted to the Superintendent for consideration

**TIMELINE:** September 1, 2023, through May 1, 2024, with determined actions TBD

**RESPONSIBLE:** Erick Hofstetter

**ACCOUNTABLE:** Cedric Burse

**CONSULTED:** Fleet Management Team, Transportation Management Team, Operational Planning and Capital Improvement Programming Staff, Facilities Maintenance Staff, Business Services Sustainability Analysts

**INFORMED:** Superintendent's Office, Finance Division

**STATUS:** In Progress



**TENET:** Motion Towards Equity

**PROGRAM:** Student Free & Reduced Lunch Application System

**TARGETED AUDIENCE:** Parents of Students, SNS and School Administration

**PLAN:** School Nutrition Services will develop and implement a plan to increase the Free & Reduced Lunch rate to further increase the eligibility rate of Community Eligible Provision Status

**IMPLEMENTATION:**

- Streamline and communicate the process for submitting a Free & Reduced Lunch Form with the intent of increasing the submission rate
- Evaluate the new FRL rate for alignment and eligibility for additional schools to achieve CEP status.
- Compile information into a resource analysis planning document for consideration

**IMPACT:** The additional schools achieving CEP eligibility status ensures that all students at those schools will have access to breakfast and lunch provided at no cost to the student and further encourage efficiency for the administration of the School Nutrition Service program.

**GOAL(S):** Add four additional schools to the CEP Program for the 2024-2025 school year in accordance with state and federal guidelines

**TIMELINE:** August 1, 2023 – February 1, 2024; actions TBD in alignment with state and federal guidelines.

**RESPONSIBLE:** Erick Hofstetter

**ACCOUNTABLE:** Dr. Connie Walker, Janet Stone

**CONSULTED:** SNS FRL Staff, GaDOE (Georgia Department of Education), DCSD Federal Programs Staff

**INFORMED:** District Administration, Title I Staff, Principals, Community Members

**STATUS:** In Progress





**DIVISION OF PUBLIC SAFETY**  
*Chief Bradley Gober*



**TENET:** Learning Environments that Support Success  
**PROGRAM:** Centegix

**TARGET AUDIENCE:** Students, Staff, Educators, and Families

**IMPLEMENTATION:** Centegix delivered and installed the devices. IT assisted with integration of the software. Major Pickney and Lt. Parks will supervise this process, trouble shoot any issues, and submit weekly reports.

**IMPACT:** This will make the school safer by allowing all staff members to have the ability to call for immediate assistance from administrators to first responders.

**GOAL(S):** 100% of all school-based employees trained and registered in the database through their e number. This will give new employees and employees that transfer schools the ability to use the Centegix system. This includes all full-time employees assigned to school and centers. All men, women, and non-binary gender.

**TIMELINE:** December 1, 2023

**RESPONSIBLE:** Lt. Mary Parks  
**ACCOUNTABLE:** Sgt. Terrance Smith  
**CONSULTED:** Mr. Jay Floyd  
**INFORMED:** Ms. Natalie Terrell

**STATUS:** In Progress



**TENET:** Learning Environments that Support Success  
**PROGRAM:** Legacy Academy

**TARGET AUDIENCE:** Students and Families

**PLAN:** Use data from public safety, Social Workers, and DeKalb Police to choose a location for the Legacy Academy in Summer 2024.

**IMPLEMENTATION:** The data is being collected and will be reviewed on September 21st by the Public Safety command staff. Once reviewed, Public Safety will choose a location for the Legacy Academy.

**IMPACT:** The Legacy Academy will impact students through relationship building with police, stakeholders, business owners, and social leaders. These relationships have proven vital influencing students to make better life choices.

**GOAL(S):** Choose a data driven location, secure a school with the space to hold the academy. This is relevant because it will help us to listen to what students need the most in. A relaxed atmosphere. The legacy Academy will be inclusive and register all types of students.

**TIMELINE:** May 1, 2024

**RESPONSIBLE:** Sgt. Zandra Jackson  
**ACCOUNTABLE:** Officer J. Rodriguez  
**CONSULTED:** Dr. Loukisha Walker, Dr. Connie Walker, Bernando Brown  
**INFORMED:** Dr. Triscilla Weaver

**STATUS:** In Progress



**TENET:** Commitment to Accountability  
**PROGRAM:** Charter School Safety Compliance

**TARGET AUDIENCE:** Students, Educators, Principals, and Families

**PLAN:** Public Safety's safe schools unit working with Charter School leadership regarding DCSD emergency operations including, safe school plans, intruder alert drills, fire drills, inclement weather drills, and other emergency procedures. Working with Charter leadership to provide access to police to charter school buildings. Also, camera access to interior and exterior of schools.

**IMPLEMENTATION:** 08/28/23 Mr. Gilstrap will recheck the state registry to ensure all DCSD schools, including charter schools, are in compliance with state laws reporting process. Charter schools have already been included in the safe school's unit audit schedule. District protocols that are not being followed would be highlighted and recommended. The Safe Schools team will train school leadership in a trainer model.

**IMPACT:** This priority will make the charter schools students and staff safer because it will bring charter schools into the same level of safety and security procedures as all DCSD schools. It will also allow DCSD to have visibility inside charter schools during emergencies when a police response is needed. Police will also have faster access to the building in case of an emergency.

**GOAL(S):** 100% of Charter Schools DCSD safety and Security compliant. This will be relevant to public safety safe school plan, all safety drills and DCSD Police access to cameras and buildings. All team leadership will be responsible for ensuring their school is compliant not matter the gender of the administration.

**TIMELINE:** June 30, 2024

**RESPONSIBLE:** Kenneth Gilstrap

**ACCOUNTABLE:** Arnold Walker, Frederick Johnson

**CONSULTED:** K. Champion

**INFORMED:** Dr. Michelle Jones

**STATUS:** In Progress





**TENET:** Learning Environments that Support Student Success

**PROGRAM:** Evolv

**TARGET AUDIENCE:** Students, Educators, and Principals

**PLAN:** Training staff and administrators, using a train the trainer model. Weekly progress reports, and monthly meetings to stay on track.

**IMPLEMENTATION:** Alliance, Evolv, Maj Pinckney, Lt. Parks, Alliance will deliver, set up systems, and train staff. Maj Pinckney and Lt. Parks will supervise the process, trouble shoot, and submit weekly progress reports.

**IMPACT:** Our schools will be safer and create a safer climate for learning.

**GOAL(S):** Ensure systems being used correctly daily without extended delays during students' arrival in the morning. Public Safety will document and monitor arrival times and make adjustments until there are no delays. This includes making sure all students that attend school with the Evolv system boys, girls, and non-binary.

**TIMELINE:** December 1, 2023

**RESPONSIBLE:** Sgt Terrance Smith

**ACCOUNTABLE:** Commander Craig Blakley

**CONSULTED:** Dr. Norman Sauce, Dr. Jacqueline Taylor, Dr. Triscilla Weaver

**INFORMED:** Chief Larry Wright

**STATUS:** In Progress





**DIVISION OF SCHOOLS  
AND LEADERSHIP**

*Michelle Dillard*



**TENET:** Commitment to Accountability

**PROGRAM:** Progress Monitoring Cognitive/Non-Cognitive

**TARGETED AUDIENCE:** Principals

**PLAN:**

- Ensure all schools have a completed, up to date CSIP plan with SMARTIE goals and measurable action steps
- Ensure all schools have a process to measure the action steps
- Identify data to analyze (district-wide) and timeline for analysis
- Identify format for area teams to analyze and share data results
- Create an improvement plan based on data analysis findings

**IMPLEMENTATION:** Establish guidelines for monitoring CSIP, MAP, Benchmark Assessments, giving feedback. Team needs to develop a tool; identify data sets (attendance data, discipline data, subgroup performance data); identify dates for formal Reality Checks and CCVs.

**IMPACT:** Scholar achievement of all subgroups at all schools, Improved non-cognitive data for all subgroups at all schools

**GOAL(S):** By January 15, 2024, all schools will create a system using a tool created by the leaders to monitor cognitive and non-cognitive data to improve scholar achievement for all scholars in all subgroups and all schools

**TIMELINE:** January 15, 2024

**RESPONSIBLE:** Area Superintendents, Executive Administrators

**ACCOUNTABLE:** Principals

**CONSULTED:** Teacher Leaders, Academic Coaches, Teachers

**INFORMED:** Stakeholders

**STATUS:** Developing



**TENET:** Improved Instructional Core  
**PROGRAM:** Effective PLCs

**TARGETED AUDIENCE:** Principals/ School Leaders

**PLAN:**

- September 21, 2023, all school leaders will receive training on Dufour PLC model during district-wide PLO
- By September 29, 2023, all schools will have conducted a professional learning session on Dufour's PLC model and have identified PLC leads for each grade level/content and identified uninterrupted blocks of time to implement weekly PLCs.
- By September 29, 2023, the area team will have developed a schedule for participation and support of PLCs in the schools
- By October 13, 2023, school leaders and area team will have observed PLCs and provided feedback on specific look-fors: 4 guiding questions and 3 big ideas.
- By October 20, 2023, the area team will have developed a training schedule- differentiated on school PLC need
- By October 20, 2023, all schools will have identified a model grade/content
- On going (every 2-3 weeks), area team and school leaders will participate in grade/content reflection sessions to assess the PLC – classroom instruction-student learning alignment

**IMPLEMENTATION:** Create guidance and support on how to effectively facilitate a PLC. Support and monitor the 7 steps of the PLC implementation plan to ensure all schools are making progress toward having effective PLCs in all grades and contents.

**IMPACT:** Improved scholar achievement, all scholars having access to grade level standards and improved teacher instruction.

**GOAL(S):** By December 15, 2023, all schools in all levels and contents (including special education and ESOL) will have weekly functioning PLCs that include using the Dufour PLC model.

**TIMELINE:** December 15, 2023

**RESPONSIBILITY:** Area Superintendents, Executive Administrators

**ACCOUNTABLE:** Principals

**CONSULTED:** Teacher Leaders, Academic Coaches

**INFORMED:** Teachers

**STATUS:** In Progress



**TENET:** Improved Instructional Core

**PROGRAM:** Learning Walks & Coaching Cycle

**TARGETED AUDIENCE:** School Administrators

**IMPLEMENTATION:**

- School administrators will be directed to conduct daily classroom visitations averaging an hour each day and follow-up with effective feedback to teachers that can then be used as a data source for effective PLC planning and Schools will plan two school-wide learning walks (one per semester) to include school, district, and area leaders to monitor curriculum implementation and Tier 1 instruction. The district-wide learning tool will be used consistently
- September 1, 2023: School administrators begin classroom visits. Classroom visitations will be reported monthly to the AS
- September 15, 2023: Schools will select and submit two dates for each semester for school-wide learning walks. Schools submit dates to Area Office. Area Teams will review dates and compile learning walk schedule to participate in walks
- Sept 15- Oct 31: Participate in Learning Walks
- November 1, 2023: Areas will review data and determine coaching needs for school administrative teams based on learning walk data. Recommend PL/content for PLCs
- Nov 1, 2023 - May 22, 2024: Learning walks continue (Walks will not be conducted during Assessment window)

**IMPACT:** Improved scholar achievement and consistency in high-quality instruction in every classroom for every scholar

- Improve the instructional core
- Build capacity of leaders and leadership teams

**GOAL(S):** By September 1, school administrators will visit classrooms for an hour each day (monthly average) and plan for at least one school-wide learning walk per semester

**TIMELINE:** May 2024

**RESPONSIBLE:** Area Superintendents

**ACCOUNTABLE:** Principals

**CONSULTED:** Chief of Schools, Area Superintendents, Area Office Leaders

**INFORMED:** Division Leaders

**STATUS:** In Progress



**TENET:** Learning Environment that Support Student Success  
**PROGRAM:** Restorative Practice

**TARGETED AUDIENCE:** School Based Administrators

**PLAN:**

- By September 15, 2023 – Collaborate with Student Support Department, Organizational Effectiveness Dept., and Assessment & Accountability Dept. regarding the journey to Restorative Practice
- By October 15, 2023 – Culture & Climate Coordinators receive data analysis for at-risk students from Research and Accountability for individual schools
- By October 30, 2023 – Culture & Climate Coordinators & Area Superintendents will review suspension data for individual schools
- By November 30, 2023 – Identify resources for training of school-based leaders.
- By December 30, 2023 – Training scheduled established
- By January 30, 2024 – Completion first phase of training with school-based leaders
- By February 30, 2024 – Completion of second phase of training with school-based leaders
- By March 30, 2024 – School-based leaders begin drafting their individual school Restorative Practice Plan
- By April 30, 2024 – School-based leaders will submit their plan for review by the Culture & Climate Coordinators

**IMPLEMENTATION:** August 6, 2024

**IMPACT:**

- SY 23-24 – All school-based leaders will be trained in Restorative Practices and develop a plan for their school
- SY 24-25 - Reduction the number of office discipline referrals for African American Males, Hispanic Males, Students with Disabilities, and Multi-lingual Learners
- Reduce suspensions for African American Males, Hispanic Males, Students with Disabilities, and Multi-lingual Learners
- Improve student achievement for African American Males, Hispanic Males, Students with Disabilities, and Multi-lingual Learners

**GOAL(S):** By April 30, 2024, all schools will create a Restorative Practice Plan using the identified tenets of the program to reduce suspensions by 10% for the following subgroups: African American Males, Hispanic Males, Students with Disabilities, and Multilingual Learners (English Language Learner) as measured by discipline data in Infinite Campus

**TIMELINE:**

- September 1, 2023 thru May 30, 2024 – training and planning
- August 6, 2024 thru May 25, 2025 – full implementation and monthly monitoring/evaluation

**RESPONSIBILITY:** Area Superintendents

**ACCOUNTABLE:** Area Superintendents

**CONSULTED:** Division of Equity and Student Empowerment, Department of Organization and Effectiveness

**INFORMED:** Area Support Team members

**STATUS:** Planning



**TENET:** Learning Environment that Support Student Success

**PROGRAM:** MTSS Implementation

**TARGETED AUDIENCE:** School Leaders

**IMPLEMENTATION:**

- Promote guidance resources from the MTSS Department on effective implementation of the MTSS framework. - by September 15, 2023
- Provide school leaders with common learning experiences on the MTSS framework, to develop common understanding of the requirements, definition, and implementation steps, to support effective MTSS systems in all schools – by November 17, 2023
- Support schools to conduct needs assessments on their current practices and needs pertaining to the MTSS framework. - by December 20, 2023
- Build school leaders' capacity to utilize and respond to MTSS monitoring tools for fidelity and effectiveness of the framework, and launch quarterly MTSS monitoring schedules for Area Office Teams - by January 26, 2023
- Develop and implement monitoring and coaching systems for school leaders to continuously improve their capacity and effectiveness leading the MTSS process in schools. Implement quarterly coaching cycle for school leaders to build their capacity on the fidelity and effectiveness of implementation of the MTSS process, and to respond to real time formative student data outcomes- By January 31, 2023

**IMPACT:**

- Improved academic performance for scholars of each sub-group
- Improved social-emotional-behavioral performance for scholars of each sub-group
- Reduced suspension rates for scholars of each sub-group
- Improved graduation rates for scholars of each sub-group
- Increased staff retention due to increased competency and effectiveness supporting scholars' learning and behavioral needs from each sub-group

**GOAL(S):** By January 31, 2024, all schools will develop and implement monitoring systems for the MTSS framework to improve intervention delivery and progress monitoring for scholars from each subgroup. This will result in each school having 15%-20% of scholars receiving Tier II/III intervention supports for Math and Reading; and each school with 5%-10% of scholars receiving Tier II/III intervention supports for behavior.

**TIMELINE:** January 31, 2024

**RESPONSIBILITY:** Area Superintendents

**ACCOUNTABLE:** Principals

**CONSULTED:** DCSD MTSS Coordinators

**INFORMED:** Area Support Team members

**STATUS:** Beginning





**TENET:** Attract and Retain High Quality Staff  
**PROGRAM:** Executive Leadership Series

**TARGETED AUDIENCE:** Building and District Leaders

**PLAN:**

- Collaborate with professional learning to obtain data from LKES/DKES survey
- Create Needs Assessment for Division and District Leaders
- Conduct Needs Assessment for Division and District Leaders
- Review data collected via Needs Assessment
- Determine learning needs based on learning trends
- Prioritize top ten areas of learning that align with district goals, and leaders' areas of growth interests
- Contact partners and design contract terms, content, and timeline
- Launch leadership development learning experiences

**IMPACT:** Aligned to the strategic plan the Executive Leadership Series is a platform for recruiting, developing and retaining leaders. The goal is to increase adaptive, organizational, academic, and technical leadership knowledge, skills, and abilities.

**GOAL(S):** By June 21, 2024, the Executive Leadership Series will provide and complete a minimum of eight leadership development learning opportunities (to include workshops, fellowships, cohort learning, and book studies) to meet leadership learning needs and growth opportunities inclusive of building and district leaders.

**TIMELINE:** June 21, 2024

**RESPONSIBILITY:** Chief of Schools

**ACCOUNTABLE:** Leadership Development Team

**CONSULTED:** Research, Data, and Evaluation

**INFORMED:** Chief of Schools and Research, Data, and Evaluation Team

**STATUS:** In Progress



**TENET:** Attract and Retain High-Quality Staff

**PROGRAM:** Professional Learning Frontline LMS

**TARGETED AUDIENCE:** District and School PLL

**PLAN:** Goal: Master dedicated Professional Development space and provide district-wide support for Frontline LMS

- Schedule additional training for Professional Learning Liaisons (PLLs) (schools, district) to enhance their effectiveness
- Extend Frontline Core Team to include dedicated members from Research and Data, Instructional Technology, Human Resources, and Leadership Development
- Provide monthly updates from weekly meetings with Frontline Core Team with PLLs. These updates should include information on the completion of PLL training, survey completion, and the corresponding results.

**IMPLEMENTATION:** 2023-2024 school year

**IMPACT:** Shared expectations for PLL will provide coherence for schools and district leaders for Frontline LMS use. This strategic move will significantly improve the completion rate of surveys, which are instrumental in informing future PL offerings and support.

**GOAL:** By the end of the 2023-24 school year, Professional Learning will train one PLL in each school and district department to increase the survey completion percentage that informs future PL offerings and support

**TIMELINE:** 2023-2024 school year

**RESPONSIBILITY:** Director, PL

**ACCOUNTABLE:** Manager, Instructional Technology

**CONSULTED:** Human Resources – Coordinator II – Evaluations, Coordinator III - Curriculum & Instruction, Coordinator II, Research and Data

**INFORMED:** Professional Learning Liaison

**STATUS:** In Progress





**TENET:** Motion Towards Equity  
**PROGRAM:** Elementary Athletics

**TARGETED AUDIENCE:** Scholar Athletes at elementary schools.

**PLAN:**

- Meet with elementary school principals
- Send survey out to elementary principals to get feedback
- Meet with parental and community stakeholders to discuss construction plans
- Schedule quarterly meetings with operations to progress monitor implementation and construction plans

**IMPLEMENTATION:** The elementary athletic coordinators will meet and collaborate with principals, Parks and Recs members, and other community leaders to create a partnership and to discuss the goals, timeline, and vision of elementary athletics. In addition to the meeting, the athletic team will visit each school to meet staff and conduct an athletics assessment. The objective of the visit is to assess and evaluate the gym and outdoor sports-related space to ensure it is safe and ready for athletics.

During the 2023-24 school year, the athletic team will host sports camps for all fourth and fifth-grade students. The goal of the camps is to increase athletic participation, expose students to a variety of sports, social development, and character development, encourage teamwork and collaboration, and instill discipline and excellent work ethic.

Throughout the 2023-24 school year, the elementary athletic coordinators will work with staff and community leaders to identify coaches, funding resources, program structure, registration, facilities, equipment, coaches training, program promotion, and athletic liaison.

**IMPACT:** While academics are the primary source for formal education, athletics can contribute to the total value of education in a variety of ways. We want to create an environment that will prepare students for continued physical, academic, social, and emotional success. Students who participate in elementary athletics will be required to maintain academic and behavioral standards to participate. As one of the primary goals of this sport program is to improve academic outcomes for students, all participants will understand the importance of meeting academic and behavioral standards. Participating students will also be expected to attend practices, complete their classroom work, homework and have good school attendance records.

**GOAL(S):** The goal of our program is for students to obtain knowledge of game strategies and rules, learn effective collaboration, competition, responsibility, and a sense of school pride while learning new skills. During the 2024-25 school year, fourth and fifth graders can participate in an after-school competitive athletics program for their respective schools. This new sports program does not replace other after-school activities. However, students seeking higher levels of competitions in Flag football, Basketball, Soccer, Dance, and Track and Field, can join their school team. This program will be a competitive league with scheduled practices, awards, playoffs, championships, and scheduled games between other DeKalb County Elementary schools.

**TIMELINE:** By the end of the 2023-24 school year, Fourth and Fifth graders, parents, staff, and the community will understand the goal of elementary athletics. Also, in the 2023-24 school year, all fourth and fifth graders can participate in a variety of our sports camps we are offering at no cost. During the 2024-25 school year, fourth and fifth graders attending DeKalb County schools will have an opportunity to participate in an after-school competitive athletics program.

**RESPONSIBLE:** Executive Director of Athletics  
**ACCOUNTABLE:** Elementary Athletic Coordinator III  
**CONSULTED:** Principals, Head Coach  
**INFORMED:** Area Superintendent

**STATUS:** In Progress



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A Message from Superintendent  
Dr. Devon Q. Horton



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