

DeKalb County School District

Operations &

Information and Instructional Technology Divisions

Comprehensive Assessment



Final Report Presented in July 2025

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# Introduction & Project Overview



- Scope of Work: based on *RFP No. 24-594*
- Assessed the current state of the Operations and Information & Instructional Technology Divisions
- CESO Project Team: Technology, Finance, Facilities, Nutrition Services, Transportation, Human Resources
- Methodology included interviews & observations



# Final Recommendations focus on:



- Aligning both Divisions with the DCSD Strategic Plan
- Building organizational capacity
- Enhancing facility & digital infrastructure
- Identifying necessary upgrades
- Compare against industry standards & best practices



# Engagement



- Collaboration across all levels of DCSD
- Positive staff engagement and openness to change
- Recurrent challenges: communication, planning, follow-through



# Key Themes & Observations



- Strengths in leadership alignment and staff morale
- Collaboration across all levels of DCSD
- Opportunities lie in systemic consistency and proactive processes
- Communication, planning, and consistent follow through are central to improvement



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# Operations Division



# Areas of Excellence - *Operations Division*



## *Finance/Operations & E-SPLOST Funding*

- Strong community support for E-SPLOST funding.
- Strong collaboration between Finance & Operations has improved E-SPLOST fund monitoring.
- Improvements include faster vendor payments, monthly account reconciliation, and consistent communication.

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# Areas of Excellence - *Operations Division*



## *Finance/Operations & E-SPLOST Funding*

- Budgeting, procurement, and vendor services systems functioning well.
- Annual Budget Report enhances transparency and alignment with the Strategic Plan.



# Areas for Improvement – *Operations Division*



## *Finance/Operations & E-SPLOST*

- Current quote and approval requirements cause delays.
- MUNIS approval system requires quicker updates.
- Vendor payment improving; 30-day payment goal is needed.

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# Areas for Improvement – *Operations Division*



## *Finance/Operations & E-SPLOST*

- District Audit must be completed by December 31<sup>st</sup>
- Finance team should be involved in E-SPLOST & construction contingency decisions.
- District engagement in long-range financial planning needs.



# Areas of Excellence - *Operations Division*



## *Department of Facilities*

- Custodial operations benefit from standardized training, uniform cleaning protocols, & coordinated scheduling.
- Invoice payments are significantly improved.
- New construction management firm provides centralized accountability.

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# Areas of Excellence - *Operations Division*



## *Department of Facilities*

- District has responded proactively to E-SPLOST audit findings.
- Partnership with *Grainger* improves custodial supply efficiency.
- Annual approval of the CIP list allows for agile planning.



# Areas for Improvement – *Operations Division*



## *Department of Facilities*

- Current procurement approval levels should be changed.
- E-SPLOST Advisory Committee should be disbanded.
- PPM should be updated to reflect current project execution standards.

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# Areas for Improvement – *Operations Division*



## *Department of Facilities*

- Existing warehouse is outdated; consider multiple sites with shared inventory system.
- WMS is inefficient; needs replacement or major upgrade.
- PO process for recurring purchases involves excessive approval layers.
- Contract approval process is lengthy.



# Areas of Excellence - *Operations Division*



## *Department of School Nutrition Services*

- Staff demonstrate genuine care for students and maintain positive interactions.
- Effective collaboration with school staff and administration.
- High emphasis on food safety, sanitation, and student satisfaction.
- Leadership focuses on creating an innovative and essential food program.



# Areas for Improvement – *Operations Division*



## *Department of School Nutrition Services*

- Equipment inventory and replacement plan needs to be developed.
- School Nutrition & Facilities should collaborate on maintenance protocols.
- Alarm system integration with equipment management.

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# Areas for Improvement – *Operations Division*



## *Department of School Nutrition Services*

- Current leadership structure insufficient to support department.
- Improvements to hiring practices to address staff shortages & retention.
- Prioritize initiatives that enhance Department finances.
- Department lacks a strong brand identity.

# Areas of Excellence - *Operations Division*



## *Department of Transportation & Fleet Services*

- Safely transports 61,721 students daily despite staffing and resource challenges.
- Transitioning toward sustainable transportation with planned addition of 50 new electric buses to the fleet.



# Areas for Improvement – *Operations Division*



## *Department of Transportation & Fleet Services*

- Fleet and routing software & map require important updates.
- Hiring practice to address staff shortages & retention.
- Implement 5- and 10-year fleet plans to improve efficiency.

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# Areas for Improvement – *Operations Division*



## *Department of Transportation & Fleet Services*

- Range of bell times creates logistical issues; particularly when scheduling morning and afternoon routes.
- Staffing & organizational structure needs to be improved.

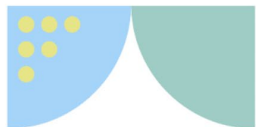


# Operations Division

## Q&A / Discussion



# Information & Instructional Technology Division



# Areas of Excellence - *Technology Division*



- **Asset Management:** Chromebook loss rates below 5% (typical 6–12% rates).
- **Data Center & Cloud Services:** Proactive cleanup and future-oriented planning.
- **Physical Security:** Regular updates are shared with School Board.
- **Call Center/Help Desk:** Serves as a centralized support hub for all technical issues.



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# Areas of Excellence - *Technology Division*



- **Purchasing:** Full compliance with purchasing guidelines and policies.
- **Project Management:** Strategic prioritization and alignment.
- **Student Information Systems:** Management supports implementation, migration, and data integration across learning systems.
- **Instructional Tech:** Strong (PD) support.



# Areas for Improvement – *Technology Division*



## Cybersecurity:

- Develop protocols for labeling and classifying documents.
- Review security policies regularly.
- Formalize documentation of security practices already in place.
- Leadership involvement & communication is critical.

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# Areas for Improvement – *Technology Division*



## Technology Planning & Budgeting:

- Long-term budgeting for aging infrastructure.
- Adding required network capacity in older buildings will have significant budget implications.

## Data Classification & Data Loss Prevention:

- Continue to secure the essential tools required to detect and alert the District of potential data leaks.



# Information & Instructional Technology Division Q&A / Discussion



# Next Steps & Recommendations



- Summary of high-priority recommendations
- Implementation Planning
- Monitoring and evaluation framework



# Opportunities for Ongoing Support

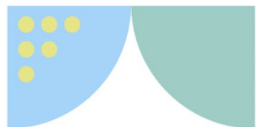


- CESO available to provide support services:
  - Finance, HR, Leadership Development, Technology, Transportation, Facilities, Nutrition Services
- Nationwide network and district partnerships
- Support for implementation and capacity building



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# Q&A / Discussion



# Thank you



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