



**2024-2029**

**STRATEGIC PLAN**



[dekalbschoolsga.org](http://dekalbschoolsga.org)

# Strategic Plan Implementation

Board Update  
July 13, 2026

Pamela McCloud  
Director of Organizational Effectiveness

# Today's Focus

- Strategic Plan Overview
- Progress on Targets for Year 3 Goals
- Data Highlights
- Next Steps

## STRATEGIC PLAN 2024-2029

### VISION

To prepare students for success as lifelong learners and responsible global citizens

### MISSION

To promote the academic, social, and emotional growth of each student by fostering a safe, supportive, and engaging learning environment

#### GOAL AREA 1 Student Academic Success with Equity and Access

- 1.1. Increase proficiency rates in literacy on district and state assessments for all students.
- 1.2. Increase proficiency rates in numeracy on district and state assessments for all students.
- 1.3. Increase the 4- and 5-year cohort graduation rates.
- 1.4. Ensure all students have equitable access to and support for academic programs and career pathways.
- 1.5. Improve student academic growth as measured by the College and Career Readiness Performance Index (CCRPI).
- 1.6. Enhance student proficiency in digital literacy skills using innovative technology.

#### GOAL AREA 2 School, Family, and Community Engagement

- 2.1. Strengthen family, school, and community engagement to establish clear, accessible, and relevant communication tailored to meet stakeholders' preferences.
- 2.2. Create opportunities for collaboration between the district, families, community partners, and businesses to foster partnerships to support district-wide initiatives.
- 2.3. Improve communication processes for stakeholders to ensure the flow of clear, timely, and relevant information.
- 2.4. Establish clear communication channels to effectively engage with multilingual families and provide equitable access to district and school information.

#### GOAL AREA 3 Recruit, Develop, and Retain Talent

- 3.1. Recruit and hire a diverse and highly qualified workforce that reflects a world-class, innovative talent pool.
- 3.2. Develop high performing staff to ensure quality teaching and learning outcomes, an innovative workforce, and visionary leaders.
- 3.3. Retain highly effective staff in critical needs positions to ensure the sustainability and efficiency of integral district programs and services.
- 3.4. Develop employee pipelines for key staff positions to ensure the long-term viability of essential programs and services.

#### GOAL AREA 4 Culture and Climate

- 4.1. Ensure all schools provide a safe, orderly, and supportive learning environment for all students and staff.
- 4.2. Implement restorative practice structures in all schools and increase the number of schools using Positive Behavioral Interventions and Supports (PBIS) programs each year.
- 4.3. Improve student attendance by creating a positive and engaging school experience.
- 4.4. Ensure all schools have staff trained in de-escalation techniques and Crisis Prevention Intervention (CPI) strategies.

#### GOAL AREA 5 Mental Health and Wellness

- 5.1. Create safe and supportive environments that promote positive mental health and wellness.
- 5.2. Increase awareness of factors that can impact mental health to foster well-managed learning environments.
- 5.3. Increase mental health support staff to improve classroom behavior and peer relationships.
- 5.4. Expand staff participation in mental health professional learning opportunities.

#### GOAL AREA 6 Organizational Excellence

- 6.1. Provide clean, safe, and efficient school facilities for all students.
- 6.2. Deliver safe and efficient transportation services to all students.
- 6.3. Deliver efficient school nutrition services and healthy meals to all students.
- 6.4. Improve and maintain a secure, accessible, and equitable digital learning environment for all students.
- 6.5. Ensure excellent financial management of district resources.



Data in the dashboard will be updated annually as prior-year metrics are released.

# Strategic Plan Balanced Scorecard 2024-2029

To return to the Home Page, click on the Home icon on the dashboards.



Use the icons below to navigate to the Goal Area landing pages.



 **GOAL AREA 1**  
Student Academic Success  
with Equity and Access



 **GOAL AREA 2**  
School, Family, and  
Community Engagement



 **GOAL AREA 3**  
Recruit, Develop, and Retain Talent



 **GOAL AREA 4**  
Culture and Climate

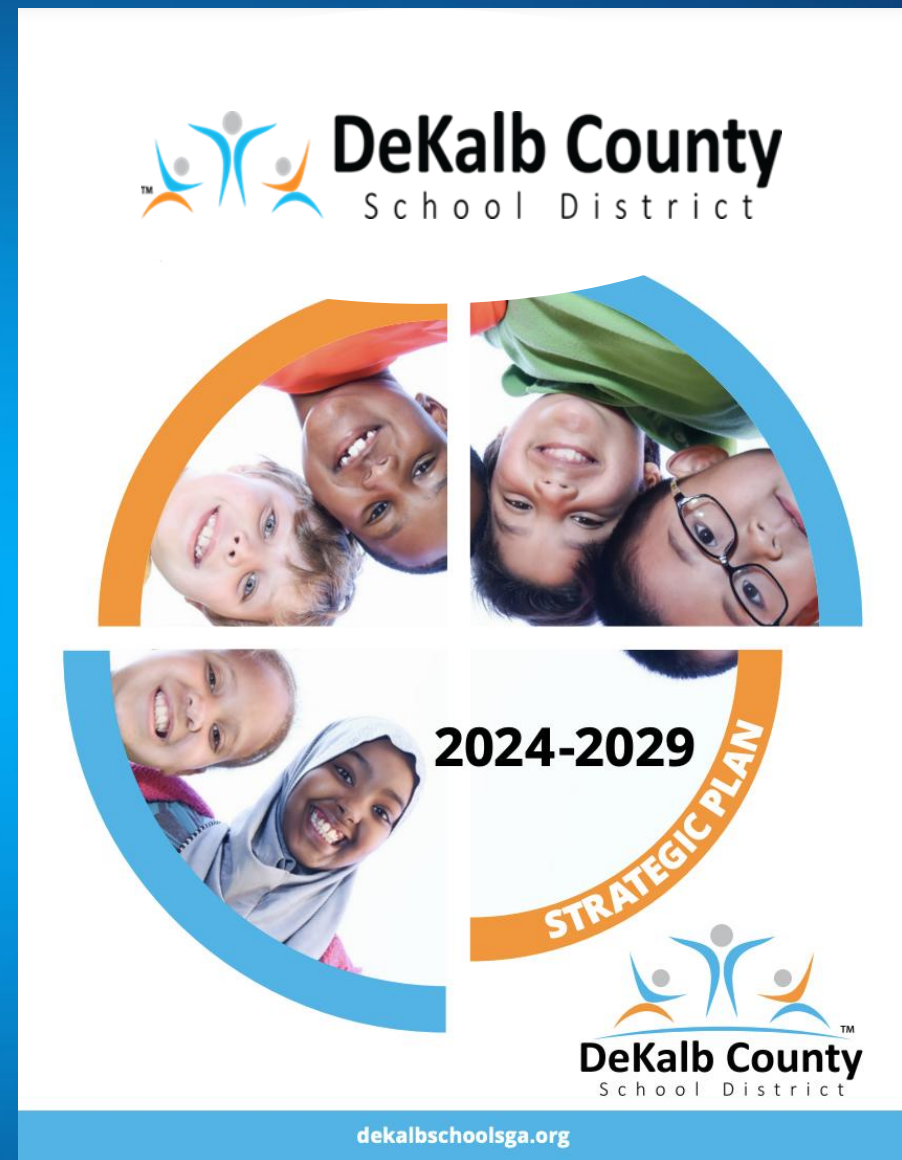


 **GOAL AREA 5**  
Mental Health and Wellness



 **GOAL AREA 6**  
Organizational Excellence

# Strategic Plan Overview



## STRATEGIC PLAN 2024-2029 SUMMARY



### GOAL AREA 1



#### Student Academic Success with Equity and Access

- 1.1 Increase proficiency rates in literacy on district and state assessments for all students.
- 1.2 Increase proficiency rates in numeracy on district and state assessments for all students.
- 1.3 Increase the 4- and 5-year cohort graduation rates.
- 1.4 Ensure all students have equitable access to and support for academic programs and career pathways.
- 1.5 Improve student academic growth as measured by the College and Career Readiness Performance Index (CCRPI).
- 1.6 Enhance student proficiency in digital literacy skills using innovative technology.



### GOAL AREA 2



#### School, Family, and Community Engagement

- 2.1 Strengthen family, school, and community engagement to establish clear, accessible, and relevant communication tailored to meet stakeholders' preferences.
- 2.2 Create opportunities for collaboration between the district, families, community partners, and businesses to foster partnerships to support district-wide initiatives.
- 2.3 Improve communication processes for stakeholders to ensure the flow of clear, timely, and relevant information.
- 2.4 Establish clear communication channels to effectively engage with multilingual families and provide equitable access to district and school information.



### GOAL AREA 3



#### Recruit, Develop, and Retain Talent

- 3.1 Recruit and hire a diverse and highly qualified workforce that reflects a world-class, innovative talent pool.
- 3.2 Develop high performing staff to ensure quality teaching and learning outcomes, an innovative workforce, and visionary leaders.
- 3.3 Retain highly effective staff in critical needs positions to ensure the sustainability and efficiency of integral district programs and services.
- 3.4 Develop employee pipelines for key staff positions to ensure the long-term viability of essential programs and services.



**DeKalb County**  
School District

#### Culture and Climate

- 4.1 Ensure all schools provide a safe, orderly, and supportive learning environment for all students and staff.
- 4.2 Implement restorative practice structures in all schools and increase the number of schools using Positive Behavioral Interventions and Supports (PBIS) programs each year.
- 4.3 Improve student attendance by creating a positive and engaging school experience.
- 4.4 Ensure all schools have staff trained in de-escalation techniques and Crisis Prevention Intervention (CPI) strategies.

#### Mental Health and Wellness

- 5.1 Create safe and supportive environments that promote positive mental health and wellness.
- 5.2 Increase awareness of factors that can impact mental health to foster well-managed learning environments.
- 5.3 Increase mental health support staff to improve classroom behavior and peer relationships.
- 5.4 Expand staff participation in mental health professional learning opportunities.

#### Organizational Excellence

- 6.1 Provide clean, safe, and efficient school facilities for all students.
- 6.2 Deliver safe and efficient transportation services to all students.
- 6.3 Deliver efficient school nutrition services and healthy meals to all students.
- 6.4 Improve and maintain a secure, accessible, and equitable digital learning environment for all students.
- 6.5 Ensure excellent financial management of district resources.

### GOAL AREA 4



### GOAL AREA 5



### GOAL AREA 6



**DeKalb County**  
School District

# Implementation Chart - Goal Area 1

| Goal Area 1: Student Academic Success with Equity and Access Performance Objectives                             | Implementation Years |           |           |           |           |
|-----------------------------------------------------------------------------------------------------------------|----------------------|-----------|-----------|-----------|-----------|
|                                                                                                                 | 2024-2025            | 2025-2026 | 2026-2027 | 2027-2028 | 2028-2029 |
| 1.1: Increase proficiency rates in literacy on district and state assessments for all students.                 | I                    | I         | R         | R         | R         |
| 1.2: Increase proficiency rates in numeracy on district and state assessments for all students                  | I                    | I         | R         | R         | R         |
| 1.3: Increase the 4- and 5-year cohort graduation rates.                                                        | I                    | I         | R         | R         | R         |
| 1.4: Ensure all students have equitable access to and support for academic programs and career pathways.        | P                    | I         | R         | R         | R         |
| 1.5: Improve student academic growth as measured by the College and Career Readiness Performance Index (CCRPI). | I                    | I         | R         | R         | R         |
| 1.6: Enhance student proficiency in digital literacy skills using innovative technology.                        | P                    | I         | R         | R         | R         |



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Not Started

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**DeKalb County**  
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| Goal Area 1: Student Academic Success with Equity and Access                                                                                                                                                                                                                            |                                                                                                                                             |                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| Performance Objective                                                                                                                                                                                                                                                                   | 2029 Goals                                                                                                                                  | Targets for Year 3 (2026-2027)                                                         | Progress Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 1.1 Increase proficiency rates in literacy on district and state assessments for all students.                                                                                                                                                                                          | <p>Smart Goal: By 2029, the ELA EOG proficiency rate will be 47%.</p> <p>Smart Goal: By 2029, the ELA EOC proficiency rate will be 46%.</p> | <p>2027 Target: End-of-Grade (EOG) 41%</p> <p>2027 Target: End-of-Course (EOC) 40%</p> | <ul style="list-style-type: none"> <li>• Development of the DCSD Unified Literacy plan to guide DCSD collective cross-divisional and cross-content work</li> <li>• Literacy leadership training (monthly) for elementary principals and assistant principals</li> <li>• Central hiring of a QBE-funded Literacy Coach for each elementary school</li> <li>• Monthly literacy training and coaching for Literacy Coaches to support side-by-side modeling and coaching in the classroom</li> <li>• Training and use of newly developed 95PCP data dashboard for tracking foundational skills progression in grades K-5, using the data to identify student needs and instructional implications</li> <li>• Effective small group instruction for foundational literacy training for all Kindergarten paraprofessionals</li> <li>• Required adolescent literacy training for all 6-12 teachers (all content areas)</li> <li>• Implementation of adolescent literacy strategies in all 6-12 classrooms with support from Metro-RESA, Academic coaches, and professional learning facilitators</li> <li>• Developed guidance for novel-reading in grades 6-12</li> <li>• Literacy content training for all Title I funded Academic Coaches</li> <li>• "Get DeKalb Reading" campaign and toolkit is being prepared cross-divisionally to share with all schools</li> <li>• Develop instructional modules that align to the new ELA standards with a focus on the Science of Reading Language Comprehension skills</li> </ul> |
| <p>These metrics are dependent on the release of Georgia Milestones data:</p> <ul style="list-style-type: none"> <li>• English Language Arts – Tentative: late November 2026</li> </ul> <p>As a result, the data required for these metrics will be available this coming semester.</p> |                                                                                                                                             |                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |



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| Goal Area 1: Student Academic Success with Equity and Access                                                                                                                                                                                                         |                                                                                                                                               |                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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| Performance Objective                                                                                                                                                                                                                                                | 2029 Goals                                                                                                                                    | Targets for Year 3 (2026-2027)                                                    | Progress Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 1.2 Increase proficiency rates in numeracy on district and state assessments for all students.                                                                                                                                                                       | Smart Goal: 2029 - By 2029, the Math EOG proficiency rate will be 40%.<br><br>Smart Goal: By 2029, the Math EOC proficiency rate will be 37%. | 2027 Target: End-of-Grade (EOG) 34.5%<br><br>2027 Target: End-of-Course (EOC) 31% | <ul style="list-style-type: none"><li>•<b>Provide ongoing professional learning</b> that builds teacher capacity to implement ILPs with fidelity, facilitate academic discourse, incorporate numeracy routines (K–5), engage students in mathematical modeling, and strengthen problem-solving instruction.</li><li>•<b>Partner with school leaders, mathematics coaches, and teachers</b> to model effective instructional practices and support classroom implementation through coaching cycles and collaborative planning.</li><li>•<b>Conduct mathematics learning walks</b> to gather implementation evidence, celebrate effective practices, identify areas for growth, and provide timely feedback to schools.</li><li>•<b>Develop and curate high-quality instructional resources</b> that support consistent implementation of the district's mathematics instructional priorities.</li><li>•<b>Analyze classroom, assessment, and implementation data</b> to identify trends, inform professional learning, and provide differentiated support to schools.</li><li>•<b>Facilitate professional learning communities and district collaboration</b> that promote the sharing of effective instructional strategies and continuous improvement across K–12 mathematics.</li><li>•<b>Monitor progress toward district mathematics priorities</b> by reviewing implementation evidence with school and district leaders and adjusting supports as needed.</li></ul> |
| These metrics are dependent on the release of Georgia Milestones data: <ul style="list-style-type: none"><li>• Mathematics- public release will be August 6, 2026</li></ul> As a result, the data required for these metrics will be available this coming semester. |                                                                                                                                               |                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |



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| Goal Area 1: Student Academic Success with Equity and Access                                                                                                                                                                                                                                                                          |                                                                                                                                                  |                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Performance Objective                                                                                                                                                                                                                                                                                                                 | 2029 Goals                                                                                                                                       | Targets for Year 3 (2026-2027)                                                             | Progress Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 1.3 Increase the 4- and 5-year cohort graduation rates.                                                                                                                                                                                                                                                                               | Smart Goal: 2029 - By 2029, the 4-year graduation rate will be 89.1%<br><br>Smart Goal: 2029 – By 2029, the 5-year graduation rate will be 89.3% | 2027 Target: 4-year graduation rate 84.5%<br><br>2027 Target: 5-year graduation rate 84.5% | <p><b><u>Graduation Cohort Protocol</u></b><br/>The 2026-2027 Graduation Cohort Protocol standard operating procedures will be updated to include revised cohort years. Within the SOP, the monthly cohort progress monitoring template and projected graduation calculator will be adjusted to reflect the new school year and revised cohort years.</p> <p><b><u>Monthly Cohort Graduation Meetings</u></b><br/>Schools and Leadership staff will attend each high school's monthly cohort graduation meetings throughout the year to progress monitor implementation of the Graduation Cohort Protocol standard operating procedures. All five cohorts will be reviewed and monitored during the monthly meetings. The data monitored includes withdrawal code update status, on- and off-track cohort students, attendance, failing grades, and behavior. Action plans for struggling students will be monitored and adjusted throughout the school year.</p> <p><b><u>Data Clerk Monthly Submissions</u></b><br/>All high school data clerks will submit monthly reports summarizing required task completion and projected graduation rates.</p> <p>Additional 2027 initiatives will include:</p> <ul style="list-style-type: none"><li>• Continue expanding Work-Based Learning participation across the district.</li><li>• Prioritize WBL opportunities for students who may benefit from additional engagement and career relevance</li><li>• Conduct career exploration and pathway awareness activities beginning in middle school.</li><li>• Recognize student achievement through pathway completer celebrations and credential recognition events</li></ul> |
| These metrics are dependent on the release of graduation rate data: <ul style="list-style-type: none"><li>• 4-year graduation rate- Tentative: late September 2026</li><li>• 5-year graduation rate- Tentative: late November 2026</li></ul> As a result, the data required for these metrics will be available this coming semester. |                                                                                                                                                  |                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |



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Goal Area 1: Student Academic Success with Equity and Access

| Performance Objective                                                                                                                                                                                                                                                                                                       | 2029 Goals                                                                             | Targets for Year 3 (2026-2027)      | Progress Update                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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| 1.4 Ensure all students have equitable access to and support for academic programs and career pathways.                                                                                                                                                                                                                     | Smart Goal: 2029 - By 2029, the high school pathway completion percentage will be 89%. | 2027 Target: Pathway completion 85% | <ul style="list-style-type: none"><li>• Collaborate with school counselors to ensure students are enrolled in appropriate pathway sequences.</li><li>• Work with school leadership teams to ensure all pathway courses are offered in the appropriate sequence.</li><li>• Conduct data reviews with principals, counselors, and CTAE teachers.</li><li>• Provide families with information regarding career opportunities connected to CTAE pathways.</li></ul> |
| <p>These metrics are dependent on the release of statewide accountability data which includes:</p> <ul style="list-style-type: none"><li>• <b>CCRPI</b> Readiness Component- Tentative late November 2026</li></ul> <p>As a result, the data required for these metrics will not be available during the next semester.</p> |                                                                                        |                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |



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Goal Area 1: Student Academic Success with Equity and Access

| Performance Objective                                                                                                                                                                                                                                                                                                    | 2029 Goals                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Targets for Year 3 (2026-2027)                                                                                                                                                                                                                                                                                                                                 | Progress Update                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.5 Improve student academic growth as measured by the College and Career Readiness Performance index (CCRPI).                                                                                                                                                                                                           | <p>Smart Goal: 2029 - By 2029, ELA elementary school student growth will be 75%</p> <p>Smart Goal: 2029 - By 2029, ELA middle school student growth will be 74%</p> <p>Smart Goal: 2029 - By 2029, ELA high school student growth will be 68%</p> <p>Smart Goal: 2029 - By 2029, math elementary school student growth will be 75%</p> <p>Smart Goal: 2029 - By 2029, math middle school student growth will be 70%</p> <p>Smart Goal: 2029 - By 2029, math high school student growth will be 70%</p> | <p>2027 Target: ELA elementary school student growth 71%</p> <p>2027 Target: ELA middle school student growth 70%</p> <p>2027 Target: ELA high school student growth 64%</p> <p>2027 Target: Math elementary school student growth 69.5%</p> <p>2027 Target: Math middle school student growth 67%</p> <p>2027 Target: Math high school student growth 62%</p> | <ul style="list-style-type: none"><li>Designed a structured literacy GACE preparation course for Accelerate 8 candidates.</li><li>Pre-AP – offering advanced</li><li>Closing gaps through Tier 2 instruction and resource guidance</li></ul> |
| <p>These metrics are dependent on the release of statewide accountability data which includes:</p> <ul style="list-style-type: none"><li><b>CCRPI</b> Progress Component- Tentative late November 2026</li></ul> <p>As a result, the data required for these metrics will not be available during the next semester.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                              |



Key:

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Goal Area 1: Student Academic Success with Equity and Access

| Performance Objective                                                                   | 2029 Goals                                                                                                                                                                                                                             | Targets for Year 3 (2026-2027)                                                                                                                         | Progress Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.6 Enhance student proficiency in digital literacy skills using innovative technology. | <p>Smart Goal: By 2029, 95% of all teachers will complete the district-wide technology integration performance objectives (IGNITE U TICs).</p> <p>Smart Goal: By 2029, 90% of students will complete the digital literacy modules.</p> | <p>2027 Target: 93.0% Technology Integration Performance Objective Completion</p> <p>2027 Target: 45.5% Student Digital Literacy Module Completion</p> | <ul style="list-style-type: none"><li>Expand equitable access to innovative technology experiences that strengthen student digital literacy through authentic, hands-on learning.</li><li>Implement a unified districtwide technology showcase that combines Tech Competition and Tech for Littles event to engage students in real-world technology applications and digital innovation.</li><li>Increase student participation in the Digital Dreamers Hub and other digital literacy initiatives to build foundational technology skills and responsible technology use.</li><li>Enhance student learning opportunities in artificial intelligence, cybersecurity, digital citizenship, and emerging technologies through project-based experiences that showcase digital literacy competencies.</li></ul> |



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Not Started

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Continuous Refinement

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# Roadmap to Student Academic Success: Equity and Access Initiatives

## Goal Area 1: Student Academic Success with Equity and Access



### 1.1 Literacy Proficiency Updates



- **Districtwide Unified Literacy Plan**  
A cross-divisional plan has been developed to guide literacy work across all content areas and grade levels.



- **Literacy Coaching & Leadership**  
Central hiring of a QBE-funded Literacy Coach for every elementary school, supplemented by monthly leadership training for principals.



**95PCP Data Dashboard Implementation**  
Use of the new dashboard to track K-5 foundational skills progression and identify specific instructional needs.



- **Science of Reading Alignment**  
Development of instructional modules aligned to new ELA standards focusing on language comprehension skills.



### 1.3 Graduation Rate Initiatives



- **Monthly Cohort Graduation Meetings**  
Schools and leadership monitor five cohorts monthly, reviewing data on attendance, failing grades, behavior, and withdrawal codes.



- **Graduation Cohort Protocol (SOP)**  
Updated SOPs for the 2026-2027 cohort include a projected graduation calculator and revised progress monitoring templates.



- **Career-Focused Engagement**  
Expansion of Work-Based Learning (WBL) and career exploration starting in middle school to increase student engagement and graduation relevance.



### 1.4 & 1.5 Access, Equity, and Growth



- **Equitable Pathway Sequences**  
Collaboration between counselors and leadership ensures students are enrolled in appropriate CTAE pathway sequences with regular data reviews.



- **Family Career Awareness**  
Providing families with direct information regarding career opportunities connected to specific CTAE pathways.



- **GACE Preparation & Tier 2 Support**  
Designed a structured literacy GACE preparation course for candidates and utilized Tier 2 instruction to close academic gaps.



### 1.6 Digital Literacy & Innovation



- **Unified Districtwide Tech Showcase**  
Combines the Tech Competition and "Tech Litties" into a single event to engage students in real-world technology applications.



- **Digital Dreamers Hub Expansion**  
Increasing participation in digital literacy initiatives to build foundational skills and promote responsible technology use.



- **Emerging Tech Competencies**  
Project-based learning focused on AI, cybersecurity, and digital citizenship to showcase student proficiency in modern innovation.

# Implementation Chart - Goal Area 2

| Goal Area 2: School, Family, and Community Engagement Performance Objectives                                                                                                | Implementation Years |           |           |           |           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-----------|-----------|-----------|-----------|
|                                                                                                                                                                             | 2024-2025            | 2025-2026 | 2026-2027 | 2027-2028 | 2028-2029 |
| 2.1: Strengthen family, school, and community engagement to establish clear, accessible, and relevant communication tailored to meet stakeholders' preferences.             | I                    | I         | R         | R         | R         |
| 2.2: Create opportunities for collaboration between the district, families, community partners, and businesses to foster partnerships to support district-wide initiatives. | P                    | I         | R         | R         | R         |
| 2.3 Improve communication processes for stakeholders to ensure the flow of clear, timely, and relevant information.                                                         | P                    | I         | R         | R         | R         |
| 2.4: Establish clear communication channels to effectively engage with multilingual families and provide equitable access to district and school information.               | I                    | I         | R         | R         | R         |

Key:

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| Goal Area 2: School, Family, and Community Engagement                                                                                                          |                                                                                     |                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Performance Objectives                                                                                                                                         | 2029 Goals                                                                          | Targets for Year 3 (2026-2027)                            | Progress Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 2.1 Strengthen family, school, and community engagement to establish clear, accessible, and relevant communication tailored to meet stakeholders' preferences. | Smart Goal: By 2029, social media likes/subscribers count will increase to 235,354. | 2027 Target: 163,440 Social Media Likes/Subscribers Count | <ul style="list-style-type: none"> <li>• Encourage all Division social media accounts to follow one another and tag the District accounts.</li> <li>• FACE to encourage social media likes/subscribers at events, COMMS to share pre-made cards</li> <li>• Support all schools to have official social media accounts and encourage joint tagging</li> <li>• Include all District social media handles to calculate progress towards target</li> <li>• Formalize tracking and reporting structure</li> </ul> |

Goal Area 2: School, Family, and Community Engagement

| Performance Objectives                                                                                                                                                     | 2029 Goals                                                | Targets for Year 3 (2026-2027)          | Progress Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|-----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2.2. Create opportunities for collaboration between the district, families, community partners, and businesses to foster partnerships to support district-wide initiatives | By 2029, the community partner count will increase to 72. | 2027 Target: 61 Community Partner Count | <ul style="list-style-type: none"><li>• Grants and Partnerships team will all join Chambers and Boards to increase our network</li><li>• Launching of LEAD Academy</li><li>• Establish districtwide partnership database</li><li>• Establish and expand literacy collaboratives such as National Council for Families Learning, DeKalb Initiative for Children and Families, Learn for Life</li><li>• Expand partnerships with local workforce boards and career support agencies</li></ul> |



Key:

Not Started

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Goal Area 2: School, Family, and Community Engagement

| Performance Objectives                                                                                                                                        | 2029 Goals                                                                                                                                                            | Targets for Year 3 (2026-2027)                                                                              | Progress Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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| 2.4. Establish clear communication channels to effectively engage with multilingual families and provide equitable access to district and school information. | <p>Smart Goal: By 2029, scheduled and unscheduled interpretations will increase to 41,413.</p> <p>Smart Goal: By 2029, translations will increase by 10% (3,768).</p> | <p>2027 Target: 41,005 Scheduled and Unscheduled Interpretations</p> <p>2027 Target: 3,597 Translations</p> | <ul style="list-style-type: none"><li>• EL Master Plan Goal Area 3: Develop and implement effective and timely two-way communication processes for all school and district staff, families, and other stakeholders for the benefit of all ELs.<ul style="list-style-type: none"><li>• Provide all DCSD schools, departments, and divisions with access to Plunet and Elsa for document translation and meeting interpretation requests.</li><li>• Disseminate the following documents for efficient communication practices:<ul style="list-style-type: none"><li>• English Learners Department Operational/Support Contact List</li><li>• Internal Communication SOP</li><li>• External Communication SOP</li></ul></li></ul></li><li>• EL Master Plan Goal Area 5: Increase meaningful collaboration and support active engagement with Primary Home Language Other than English (PHLOTE) families for student success.<ul style="list-style-type: none"><li>• School-level – provide schools with guidance and resources for engaging with English learner families.</li><li>• District-level - leverage English learner families’ and communities’ knowledge and understanding of district resources, ESOL program, and other related services through:</li><li>• International Parent Engagement Series<ul style="list-style-type: none"><li>• <b>Session 1:</b> Navigating DeKalb County Schools and District with Confidence</li><li>• <b>Session 2:</b> Understanding Student Support Programs: ESOL (English for Speakers of Other Languages), Exceptional Education, and Section 504</li><li>• <b>Session 3:</b> Preparing Students for High School Success</li><li>• <b>Session 4:</b> Supporting Overage ELs in DCSD and Beyond.</li><li>• <b>Session 5:</b> Protecting Children Online and Family and Community Celebration</li></ul></li></ul></li><li>• English Learner Family Community Engagement Events (one per semester, dates TBD)</li></ul> |

# Engaging Our Community: Goal Area 2 Progress Update

Progress Made Toward School, Family, and Community Engagement Objectives 2.1, 2.2, and 2.4

Key updates for “Goal Area 2: School, Family, and Community Engagement.” Highlights include strengthening digital communication, expanding strategic partnerships, and ensuring equitable access for multilingual families.

## Strengthening Communication & Partnerships

(Objectives 2.1 & 2.2)



### Unified Social Media Strategy

Establishing official school accounts and joint tagging to create a cohesive digital presence.



### Expanding Professional Networks

Joining local Chambers and Boards to foster district-wide initiatives and partnerships.



### Partnership Infrastructure

Launching the LEAD Academy and establishing a centralized districtwide partnership database.

## Multilingual Outreach & Engagement

(Objective 2.4)



### Translation & Interpretation Tools

Providing all schools access to Plunet and Elsa for document and meeting translation.



## Multilingual Outreach & Engagement

(Objective 2.4)

### International Parent Engagement Series



**Session 1-2**  
Navigating the district and understanding student support

(ESOL/504)

**Session 3-4**  
Preparing for high school success and supporting overage English Learners.

**Session 5**  
Online safety for children and family community celebrations.



### Formalized Communication SOPs

Disseminating internal and external SOPs to ensure efficient communication with PHLOTE families.

# Implementation Chart - Goal Area 3

| Goal Area 3: Recruit, Develop, and Retain Talent<br>Performance Objectives                                                                             | Implementation Years |           |           |           |           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-----------|-----------|-----------|-----------|
|                                                                                                                                                        | 2024-2025            | 2025-2026 | 2026-2027 | 2027-2028 | 2028-2029 |
| 3.1: Recruit and hire a diverse and highly qualified workforce that reflects a world-class, innovative talent pool.                                    | I                    | R         | R         | R         | R         |
| 3.2: Develop high performing staff to ensure quality teaching and learning outcomes, an innovative workforce, and visionary leaders.                   | I                    | R         | R         | R         | R         |
| 3.3: Retain highly effective staff in critical needs positions to ensure the sustainability and efficiency of integral district programs and services. | I                    | R         | R         | R         | R         |
| 3.4: Develop employee pipelines for key staff positions to ensure the long-term viability of essential programs and services.                          | I                    | I         | R         | R         | R         |

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Goal Area 3: Recruit, Develop, and Retain Talent

| Performance Objectives                                                                                              | 2029 Goals                                                                                                                                                                                       | Targets for Year 3 (2026-2027)                                                                               | Progress Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| 3.1. Recruit and hire a diverse and highly qualified workforce that reflects a world-class, innovative talent pool. | <p>Smart Goal: By 2029, the fill rate for certified positions will be at 99% by September 1</p> <p>Smart Goal: By 2029, the fill rate for classified positions will be at 93% by September 1</p> | <p>2027 Target: 98.7% Certified Position Fill Rate</p> <p>2027 Target: 91% Classified Position Fill Rate</p> | <p><b>Continue efforts in the following areas:</b></p> <ul style="list-style-type: none"><li>• Strengthen recruitment pipelines through strategic partnerships and talent development programs.</li><li>• Build sustainable talent pools for certified and classified high-need positions.</li><li>• Streamline hiring processes to reduce time-to-fill and improve hiring efficiency.</li><li>• Expand recruitment marketing efforts and host targeted hiring events.</li><li>• Promote internal career mobility and succession planning to fill positions from within.</li><li>• Utilize workforce data and key performance metrics to monitor progress and drive continuous improvement.</li><li>• Implement employee retention strategies to maintain a stable, qualified workforce and reduce vacancies.</li></ul> |



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Goal Area 3: Recruit, Develop, and Retain Talent

| Performance Objectives                                                                                                                                                                                                                                  | 2029 Goals                                                                                                                                                                                                               | Targets for Year 3 (2026-2027)                                                                                                                                                 | Progress Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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| 3.2. Develop high performing staff to ensure quality teaching and learning outcomes, an innovative workforce, and visionary leaders.3.1. Recruit and hire a diverse and highly qualified workforce that reflects a world-class, innovative talent pool. | Smart Goal: By 2029, the TKES Exemplary Score will increase to 23.7%<br><br>Smart Goal: By 2029, the LKES Exemplary Score will increase to 25%<br><br>Smart Goal: By 2029, the DKES Exemplary Score will increase to 25% | 2027 Target: 13.7%<br>TKES: Exemplary Score Percentage<br><br>2027 Target: 15%<br>LKES: Exemplary Score Percentage<br><br>2027 Target: 15%<br>DKES Exemplary Score Percentages | <b>In an effort to achieve the performance objectives and goals, the Division of Human Resources will complete the following actions:</b> <ul style="list-style-type: none"><li>• Collaborate with departments to identify emerging leaders.</li><li>• Support leadership development programs.</li><li>• Maintain succession planning data.</li><li>• Increase participation in leadership academies and mentoring opportunities.</li><li>• Provide training on effective evaluations.</li><li>• Analyze evaluation trends.</li><li>• Support professional learning based on evaluation outcomes.</li><li>• Recognize high-performing employees and best practices.</li><li>• Establish targeted recruitment calendars.</li><li>• Increase partnerships with colleges, universities, and professional organizations.</li><li>• Attend regional and national recruitment fairs.</li><li>• Build relationships with alternative certification providers.</li><li>• Monitor applicant flow and adjust recruitment strategies based on hard-to-fill positions.</li></ul> |
| Data availability: <ul style="list-style-type: none"><li>• TKES, LKES, and DKES employee evaluation data will be available in August 2026</li></ul>                                                                                                     |                                                                                                                                                                                                                          |                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |



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Goal Area 3: Recruit, Develop, and Retain Talent

| Performance Objectives                                                                                                                                                                                 | 2029 Goals                                                                                                                                                                                                                                                                                                                                                                                               | Targets for Year 3 (2026-2027)                                                                                                                                                                                                                         | Progress Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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| 3.3. Retain highly effective staff in critical needs positions to ensure the sustainability and efficiency of integral district programs and services.                                                 | <p>Smart Goal: By 2029, the teacher retention rate will increase to 97%.</p> <p>Smart Goal: By 2029, the paraprofessional retention rate will increase to 90%.</p> <p>Smart Goal: By 2029, the SRO retention rate will increase to 100%.</p> <p>Smart Goal: By 2029, the nurse retention rate will increase to 90%.</p> <p>Smart Goal: By 2029, the bus driver retention rate will increase to 100%.</p> | <p>2027 Target: 91% Teacher Retention Rate</p> <p>2027 Target: 88.5% Paraprofessional Retention Rate</p> <p>2027 Target: 99.5% SRO Retention Rate</p> <p>2027 Target: 88% Nurse Retention Rate</p> <p>2027 Target: 99.5% Bus Driver Retention Rate</p> | <p><b>In an effort to achieve the performance objectives and goals, the Division of Human Resources will complete the following actions:</b></p> <ul style="list-style-type: none"><li>• Monitor retention data by employee group, location, and years of service.</li><li>• Identify trends contributing to employee turnover.</li><li>• Develop targeted retention plans for critical shortage areas.</li><li>• Present quarterly retention analyses and recommendations to district leadership.</li><li>• Enhance onboarding and new employee support.</li><li>• Coordinate employee recognition and appreciation initiatives.</li><li>• Conduct stay interviews and analyze employee feedback.</li><li>• Promote wellness and work-life balance initiatives.</li><li>• Improve communication regarding employee resources and opportunities.</li></ul> |
| <p>Data availability:</p> <ul style="list-style-type: none"><li>• Teacher, paraprofessional, school resource officer, nurse, and bus driver retention data will be available in August 2026.</li></ul> |                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |



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## Goal Area 3: Recruit, Develop, and Retain Talent

| Performance Objectives                                                                                                        | 2029 Goals                                                                | Targets for Year 3 (2026-2027)              | Progress Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| 3.4. Develop employee pipelines for key staff positions to ensure the long-term viability of essential programs and services. | Smart Goal: By 2029, the Career Pathway Program count will increase to 8. | 2027 Target: 5 Career Pathway Program Count | <p><b>IGNITE Teacher Residency Program</b> - Prepares aspiring educators through hands-on classroom experience, expert mentorship, and a pathway to teacher certification.</p> <p><b>Para-To-Teacher Apprenticeship Program</b> - Provides paraprofessionals with a supported pathway to earn teacher certification while continuing to work in the district.</p> <p><b>ASPIRE</b> – DCSD's grow your own teacher pathway for students interested in becoming educators and returning to the district to serve.</p> <p><b>L.E.A.D.</b> - Program which establishes a structured leadership pipeline aligned to career progression and district needs.</p> |



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**DeKalb County**  
School District

## Goal Area 3: Recruit, Develop, and Retain Talent

# Building the Talent Pipeline: Progress on Goal Area 3

Goal Area 3 focuses on **recruiting, developing, and retaining talent**. Performance Objective 3.4 specifically establishes sustainable employee pipelines to ensure the long-term viability of district programs through specialized certification and leadership pathways.

### Teacher Certification Pipelines

#### IGNITE Teacher Residency Program



Prepares aspiring educators through hands-on classroom experience and expert mentorship.



#### Para-To-Teacher Apprenticeship Program



Enables paraprofessionals to earn teacher certification while continuing their district employment.



### Student & Leadership Development

#### ASPIRE "Grow Your Own" Pathway



Encourages students to become educators and return to serve their home district.

#### L.E.A.D. Leadership Program

Establishes a structured pipeline for career progression aligned with district needs.



Long-Term Viability  
of District Programs



# Implementation Chart - Goal Area 4

| Goal Area 4: Culture and Climate<br>Performance Objectives                                                                                                                       | Implementation Years |           |           |           |           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-----------|-----------|-----------|-----------|
|                                                                                                                                                                                  | 2024-2025            | 2025-2026 | 2026-2027 | 2027-2028 | 2028-2029 |
| 4.1: Ensure all schools provide a safe, orderly, and supportive learning environment for all students and staff.                                                                 | I                    | R         | R         | R         | R         |
| 4.2: Implement restorative practice structures in all schools and increase the number of schools using Positive Behavioral Interventions and Supports (PBIS) programs each year. | R                    | R         | R         | R         | R         |
| 4.3: Improve student attendance by creating a positive and engaging school experience.                                                                                           | R                    | R         | R         | R         | R         |
| 4.4: Ensure all schools have staff trained in de-escalation techniques and Crisis Prevention Intervention (CPI) strategies.                                                      | I                    | R         | R         | R         | R         |

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Goal Area 4: Culture and Climate

| Performance Objectives                                                                                           | 2029 Goals                                                                                                                                           | Targets for Year 3 (2026-2027)                                                               | Progress Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4.1. Ensure all schools provide a safe, orderly, and supportive learning environment for all students and staff. | <p>Smart Goal: By 2029, disciplinary incidents will be reduced to 22,306.</p> <p>Smart Goal: By 2029, bullying incidents will be reduced to 377.</p> | <p>2027 Target: 22,466 disciplinary incidents</p> <p>2027 Target: 395 bullying incidents</p> | <p>All Assistant Principals receive training twice a year on student discipline related to District Due Process hearings (DDPH), Discipline Team Meeting (DTM), students with Disabilities and Title IX.</p> <p>August 2025 &amp; January 2026</p> <ul style="list-style-type: none"><li>• The Division of Wrap Around Services hosts the Due Process Lounge every Friday. One-hour sessions provide administrators with guidance on discipline procedures and offers training in effective strategies to support students.</li><li>• Bullying Prevention and Awareness training has been provided for over 8,000 staff members including bus drivers, bus monitors, nurses, and social workers.</li></ul> <p>All school-based staff and students receive training on an annual basis.</p> |



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Goal Area 4: Culture and Climate

| Performance Objectives                                                                                                                                                           | 2029 Goals                                                                                                                                                   | Targets for Year 3 (2026-2027)                                                                                                  | Progress Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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| 4.2. Implement restorative practice structures in all schools and increase the number of schools using Positive Behavioral Interventions and Supports (PBIS) programs each year. | <p>Smart Goal: By 2029, restorative practices implementation will be 100%</p> <p>Smart Goal: By 2029, GaMTSS (PBIS) implementation will increase to 75%.</p> | <p>2027 Target: 100% Restorative Practices Implementation Percentage</p> <p>2027 Target: 65% PBIS Implementation Percentage</p> | <p>Restorative Practices Implementation:</p> <ul style="list-style-type: none"><li>• At the conclusion of the 2025–2026 school year, <b>91% of district schools</b> had a minimum of <b>two staff members trained in Restorative Practices</b>.</li><li>• During the 2026–2027 school year, the district will continue expanding Restorative Practices training with the goal of increasing participation to <b>more than 96% of schools</b>.</li><li>• Additional training opportunities will also be provided to increase the number of trained staff members within each school, strengthening districtwide implementation and sustainability.</li></ul> <p><b>Positive Behavioral Interventions and Supports (PBIS):</b> Train 16 additional schools on the PBIS framework to increase districtwide implementation to meet the 55% target goal during the 2026–2027 school year. *Positive Behavioral Interventions and Supports (PBIS) has been changed to Georgia Multi-Tiered Systems of Support (GaMTSS) to align with the Georgia Department of Education's Whole Child Supports initiative. Selected schools will be trained on GaMTSS during the first semester and PBIS during the second semester of each school year.</p> <p><b>Key Strategies</b></p> <ul style="list-style-type: none"><li>• Deliver PBIS Readiness Training for school leadership teams.</li><li>• Facilitate PBIS Days 1 and 2 training for school PBIS teams.</li><li>• Provide differentiated coaching and technical assistance based on each schools’ needs.</li><li>• Integrate this goal into the district's PBIS Training and Implementation Strategic Plan, including a districtwide coaching and professional learning plan to ensure fidelity and sustainability.</li></ul> |



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Goal Area 4: Culture and Climate

| Performance Objectives                                                                                                                                                                                                                                                                   | 2029 Goals                                                                 | Targets for Year 3 (2026-2027)              | Progress Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| 4.3 Improve student attendance by creating a positive and engaging school experience.                                                                                                                                                                                                    | Smart Goal: By 2029, the chronic absenteeism rate will be reduced to 24.5% | 2027 Target: 25.2% Chronic Absenteeism Rate | <p>The Attendance Specialists made significant progress toward improving school climate and culture by implementing targeted attendance strategies, strengthening family engagement, and collaborating with schools and community partners to reduce chronic absenteeism. Key efforts included:</p> <ul style="list-style-type: none"><li>• Conducted targeted interventions for chronically absent and at-risk students.</li><li>• Facilitated School Attendance Team (SAT) meetings to review data and plan supports</li><li>• Led Parent Attendance Round-Ups and attendance conferences.</li><li>• Collaborated with school staff and community partners to address attendance barriers.</li><li>• Increased family engagement through attendance outreach and education.</li><li>• Supported implementation of EveryDay Labs attendance messaging and interventions.</li><li>• Monitored attendance data to identify trends and students needing support.</li><li>• Conducted school visits to provide attendance coaching and technical assistance.</li><li>• Connected families to transportation, basic needs, and community resources.</li><li>• Supported district attendance campaigns, contests, and incentive programs.</li><li>• Provided training on attendance protocols and intervention strategies.</li><li>• Partnered with Juvenile Court, the Solicitor General's Office, and community agencies.</li><li>• Assisted with implementation of the district attendance framework.</li><li>• Monitored progress and accountability measures to reduce chronic absenteeism.</li><li>• Promoted a positive school climate by recognizing and celebrating attendance improvements.</li><li>• Collaborated with Schools and Leadership and the Division of Information and Instructional Technology (DIIT) to gather stakeholder feedback, assess feasibility, review attendance processes, identify system improvements, and refine attendance procedures to strengthen and align attendance practices across schools.</li></ul> |
| <p>This metric is dependent on the release of chronic absenteeism from the Governor's Office of Education and Workforce Strategy (formerly Governor's Office of Student Achievement).</p> <ul style="list-style-type: none"><li>• Chronic Absenteeism- Tentative December 2026</li></ul> |                                                                            |                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |



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Goal Area 4: Culture and Climate

| Performance Objectives                                                                                                      | 2029 Goals                                                                                                  | Targets for Year 3 (2026-2027)                                                              | Progress Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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| 4.4. Ensure all schools have staff trained in de-escalation techniques and Crisis Prevention Intervention (CPI) strategies. | Smart Goal: By 2029, the de-escalation and crisis prevention intervention training percentage will be 100%. | 2027 Target: 99% De-escalation and Crisis Prevention Intervention (CPI) Training Percentage | <ul style="list-style-type: none"><li>At the conclusion of the 2025–2026 school year, <b>100% of district schools had a minimum of two staff members trained in Verbal De-escalation.</b></li><li>At the conclusion of the 2025–2026 school year, <b>100% of district schools had a minimum of three staff members trained in Crisis Prevention Intervention (CPI).</b></li><li>During FY27, districtwide training opportunities will continue to expand staff capacity and increase the number of personnel trained in Verbal De-escalation and CPI, strengthening schoolwide behavioral intervention and crisis response practices.</li><li><b>As of June 2026, the FY27 training target has already been exceeded</b>, with additional staff trained beyond the established goal, demonstrating continued progress in building districtwide capacity to support safe, positive, and effective learning environments.</li></ul> |



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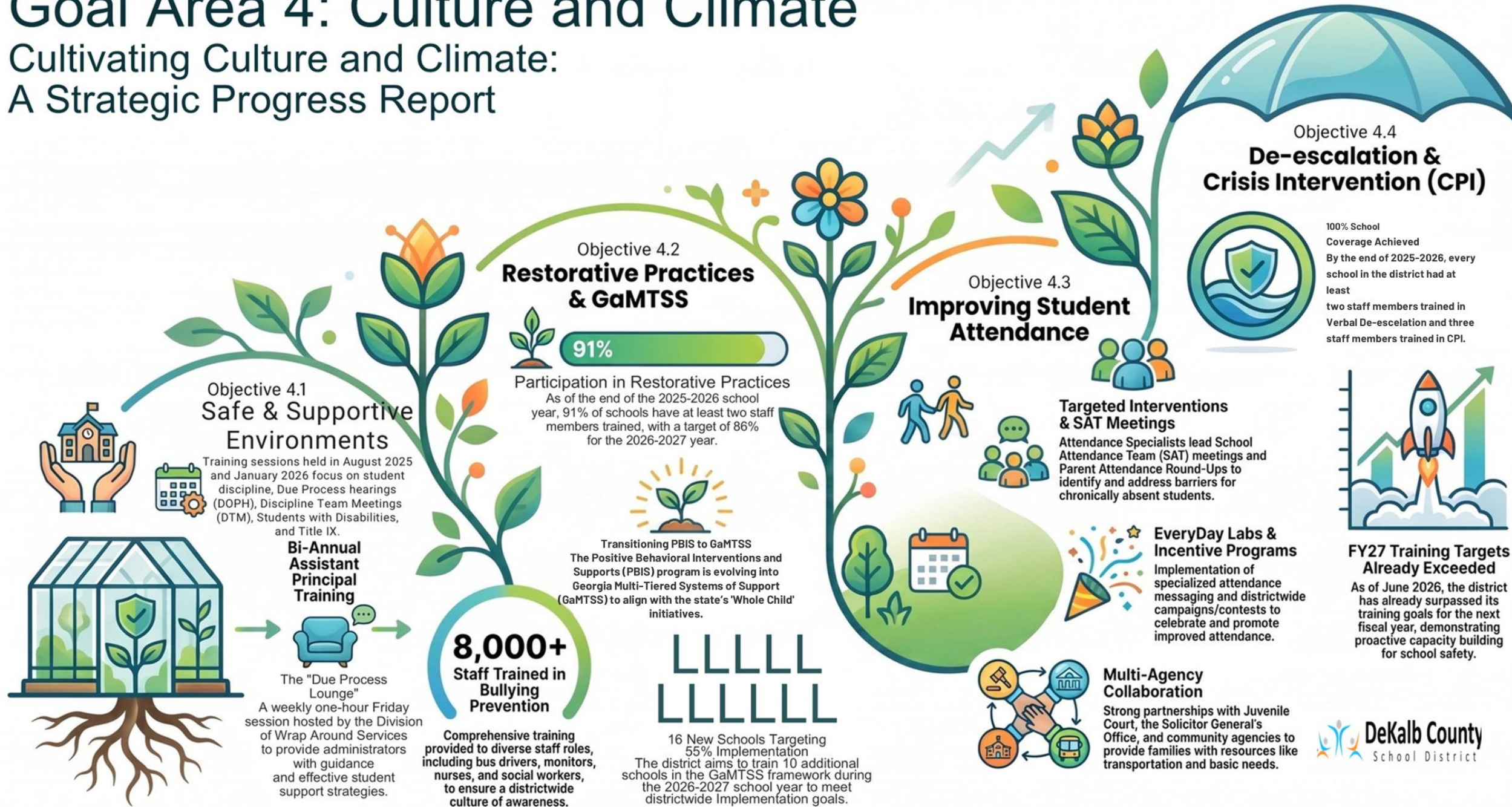
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# Goal Area 4: Culture and Climate

## Cultivating Culture and Climate: A Strategic Progress Report



# Implementation Chart - Goal Area 5

| Goal Area 5: Mental Health and Wellness<br>Performance Objectives                                              | Implementation Years |           |           |           |           |
|----------------------------------------------------------------------------------------------------------------|----------------------|-----------|-----------|-----------|-----------|
|                                                                                                                | 2024-2025            | 2025-2026 | 2026-2027 | 2027-2028 | 2028-2029 |
| 5.1: Create safe and supportive environments that promote positive mental health and wellness.                 | I                    | I         | R         | R         | R         |
| 5.2: Increase awareness of factors that can impact mental health to foster well-managed learning environments. | P                    | I         | R         | R         | R         |
| 5.3: Increase mental health support staff to improve classroom behavior and peer relationships                 | I                    | I         | R         | R         | R         |
| 5.4: Expand staff participation in mental health professional learning opportunities.                          | I                    | I         | R         | R         | R         |

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| Goal Area 5: Mental Health and Wellness                                                       |                                                                                                                                                                      |                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| Performance Objectives                                                                        | 2029 Goals                                                                                                                                                           | Targets for Year 3 (2026-2027)                                                                 | Progress Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 5.1 Create safe and supportive environments that promote positive mental health and wellness. | <p>Smart Goal: By 2029, the number of student safe centers will increase to 20.</p> <p>Smart Goal: By 2029, the number of staff safe spaces will increase to 15.</p> | <p>2027 Target: 12 Student Safe Center Count</p> <p>2027 Target: 13 Staff Safe Space Count</p> | <ul style="list-style-type: none"> <li>Open and operationalize <b>four (4) new Student SAFE Centers</b> by the end of the 2026–2027 school year, increasing the district total to <b>12 operational SAFE Centers</b>, contingent upon district funding approval and allocation.</li> <li>Create 4 new positions for SAFE Centers</li> <li>Complete the ribbon cuttings and full implementation of the <b>Lithonia High School</b> and <b>Stephenson High School</b> SAFE Centers during Fall 2026 to increase stakeholder awareness, community engagement, and student utilization.</li> <li>Conduct <b>quarterly monitoring visits</b> to each SAFE Center to assess fidelity of implementation, identify strengths and barriers, and provide individualized coaching and technical assistance to SAFE Center Liaisons.</li> <li>Develop and maintain a district <b>SAFE Center Performance Dashboard</b> to monitor key performance indicators, including: Student SAFE Center utilization, mental health referrals, preventative interventions and support services, community partner engagement, student and family participation, monthly reporting compliance, expansion of district and community partnerships, and basic needs support (food, clothing, hygiene, etc.).</li> <li>Expand district and community partnerships to increase student and family access to: mental health services, medical services, mentoring programs, food and basic needs resources, family support services, and addition Wrap Around support.</li> <li>Provide ongoing professional learning for SAFE Center Liaisons and school staff on trauma-informed practices, Social-Emotional Learning (SEL), restorative practices, Connections Matter, youth mental health, and community resource coordination.</li> <li>Expand student leadership through the <b>SAFE Center Ambassador Program</b>, empowering students to provide peer support, promote wellness initiatives, reduce stigma surrounding mental health, and increase awareness of SAFE Center services.</li> <li>Implement annual student and staff needs assessments and utilize the findings to inform programming, resource allocation, partnership development, and continuous improvement efforts.</li> <li>Increase stakeholder awareness through district-wide communication campaigns, school presentations, family engagement events, social media, newsletters, and community outreach highlighting SAFE Center services and available supports.</li> <li>Review monthly SAFE Center data reports to monitor progress toward strategic goals, identify trends, evaluate outcomes, and implement targeted improvement plans for centers requiring additional support.</li> <li>Collaborate with school administrators and district departments to ensure SAFE Center initiatives are aligned with the District Strategic Plan, Goal Area 5: Mental Health and Wellness, while promoting consistency and sustainability across all school sites.</li> <li>Utilize data from needs assessments, utilization reports, and outcome measures to evaluate program effectiveness and inform annual planning, resource distribution, and future SAFE Center expansion.</li> </ul> |



|      |             |    |          |   |                        |   |                       |   |
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| Key: | Not Started | NS | Planning | P | Initial Implementation | I | Continuous Refinement | R |
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Goal Area 5: Mental Health and Wellness

| Performance Objectives                                                                                                                                                        | 2029 Goals                                                                                  | Targets for Year 3 (2026-2027)                                            | Progress Update                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5.2. Increase awareness of factors that can impact mental health to foster well-managed learning environments.<br><br>*Release for Participation Count will be in August 2026 | Smart Goal: By 2029, the mental health awareness training participant count will be 11,057. | 2027 Target: 10,019<br>Mental Health Awareness Training Participant Count | Regarding Performance Objectives: T.H.R.I.V.E. Wellness will: <ul style="list-style-type: none"><li>Expand mental health training to a minimum of 2 schools per area</li><li>Expand mental health training to a minimum 4 support staff departments</li><li>Training title has changed from Mental Health First Aid (Adults) to <b>Mental Wellness: Recognize, Respond, &amp; Refer</b></li><li>Expanded mental health staff by two Social Work Liaisons</li></ul> |



Key:

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Goal Area 5: Mental Health and Wellness

| Performance Objectives                                                                         | 2029 Goals                                                                          | Targets for Year 3 (2026-2027)                    | Progress Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5.3. Increase mental health support staff to improve classroom behavior and peer relationships | Smart Goal: By 2029, the number of mental health support staff will increase to 23. | 2027 Target: 15 Mental Health Support Staff Count | <p>To ensure progress toward meeting 2027 targets in alignment with the Office of Employee Assistance Program (EAP)’s Performance Objective, the Onsite EAP Specialist will:</p> <ul style="list-style-type: none"><li>• <b><u>Continue to Promote Early, Skills-Based Emotional Support to Staff</u></b> by offering a consistent menu of emotional wellness sessions that: Normalize early help-seeking through confidential counseling and brief interventions, preventive support, and by equipping staff with practical coping tools prior to issues escalating to burnout or leave.</li><li>• <b><u>Launch a District-Wide Wellness Collaborative of Support Staff</u></b> aimed towards creating a unified approach to district wellness and mental health programming, that expands staff engagement and participation in preventive wellness programs which cultivate awareness, resilience, and self-care amongst staff, while developing consistent strategies that ultimately address both employee and student well-being.</li></ul> |



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Goal Area 5: Mental Health and Wellness

| Performance Objectives                                                                                                                                     | 2029 Goals                                                                                                                         | Targets for Year 3 (2026-2027)                                           | Progress Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5.4. Expand staff participation in mental health professional learning opportunities<br><br><b>*Release for Participation Count will be in August 2026</b> | Smart Goal: By 2029, 152 staff will be trained in Mental Wellness: Recognize, Respond, and Refer (1 per school and 1 per division) | 2027 Target: 80 Mental First Aid for Adults - Training Participant Count | <b>*T.H.R.I.V.E. Wellness will:</b> <ul style="list-style-type: none"><li>• Provide mental health training to a minimum of 2 schools per area</li><li>• Provide mental health training to a minimum of 4 support staff departments</li><li>• Offer Frontline training class <b>Mental Wellness: Recognize, Respond, &amp; Refer</b></li><li>• Request Area Superintendents to support each principal to dedicate 1 Wellness Ambassador to support efforts &amp; share wellness information</li></ul> |



Key:

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# Elevating Well-Being: The SAFE Center & T.H.R.I.V.E. Roadmap

## Goal Area 5: Mental Health and Wellness

EXPANDING STUDENT SUPPORT (SAFE CENTERS)

STRENGTHENING STAFF & TRAINING (T.H.R.I.V.E. & EAP)



# Implementation Chart - Goal Area 6

| Goal Area 6: Organizational Excellence<br>Performance Objectives                                             | Implementation Years |           |           |           |           |
|--------------------------------------------------------------------------------------------------------------|----------------------|-----------|-----------|-----------|-----------|
|                                                                                                              | 2024-2025            | 2025-2026 | 2026-2027 | 2027-2028 | 2028-2029 |
| 6.1: Provide clean, safe, and efficient school facilities for all students                                   | P                    | I         | R         | R         | R         |
| 6.2: Deliver safe and efficient transportation services to all students.                                     | R                    | R         | R         | R         | R         |
| 6.3: Deliver efficient school nutrition services and healthy meals to all students                           | R                    | R         | R         | R         | R         |
| 6.4: Improve and maintain a secure, accessible, and equitable digital learning environment for all students. | P                    | I         | R         | R         | R         |
| 6.5: Ensure excellent financial management of district resources.                                            | P                    | I         | R         | R         | R         |

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Goal Area 6: Organizational Excellence

| Performance Objectives                                                     | 2029 Goals                                                                                                                                                                                                      | Targets for Year 3 (2026-2027)                                                                                                                                                                        | Progress Update                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6.1 Provide clean, safe, and efficient school facilities for all students. | <p>Smart Goal: By 2029, each school will have a minimum of 2 school facility assessment ratings per year.</p> <p>2029 Target: Construction Overhead/Administrative Cost (Net 30 days) will increase to 95%.</p> | <p>2027 Target: 100% School Facility Assessment Rating (1 per school)</p> <p>2027 Target: 92% Construction Overhead/Administrative Costs</p> <p>2027 Target: 15 Work Order Completion Rate (Days)</p> | <ul style="list-style-type: none"><li>• All schools will be assessed at least 1 time this school year (Annual Facility Assessment Rating)</li><li>• Operations/Capital Improvements has implemented a new electronic invoice processing program (Kahua) to improve the payment process.</li><li>• Implement a focus group to track progress on a quarterly basis from invoice arrival to payment issuance</li></ul> |



Key:

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Goal Area 6: Organizational Excellence

| Performance Objectives                                                   | 2029 Goals                                                                | Targets for Year 3 (2026-2027)                    | Progress Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------|---------------------------------------------------------------------------|---------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6.2. Deliver safe and efficient transportation services to all students. | Smart Goal: By 2029, all routes will average 95% for on time performance. | 2027 Target: 94.3% On-Time Bus Arrival Percentage | <p><b>I. Strengthen Data-Driven Route Optimization and Monitoring</b></p> <p>a. Monthly on-time performance reviews; Quarterly route reviews</p> <p>b. Expand use of GPS tracking and real-time analytics</p> <p><b>Expected Outcome:</b> Sustain system-wide efficiency gains while minimizing delays caused by route design or environmental factors</p> <p><b>II. Maintain and Expand Safety-Focused Operational Practices</b></p> <p>a. Continue biannual emergency evacuation drills for all bus-riding students</p> <p>b. Require annual driver certification and training</p> <p>c. Conduct routine safety audits and ride-along to ensure adherence to district procedures</p> <p><b>Expected Outcome:</b> Sustained high safety compliance while maintaining efficient service delivery</p> <p><b>III. Optimize Service Delivery Through Strategic Program Adjustments</b></p> <p>a. Continue evaluation of specialized transportation programs (e.g., McKinney-Vento supports, alternative transportation models) to ensure efficient and equitable service</p> <p>b. Monitor and adjust service levels based on ridership trends and utilization data</p> <p>c. Collaborate with district leadership on school scheduling, program expansion, and facility changes to proactively plan transportation needs</p> <p><b>Expected Outcome:</b> Efficient allocation of resources aligned to student need and district priorities</p> |



Key:

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Initial Implementation

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Continuous Refinement

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Goal Area 6: Organizational Excellence

| Performance Objectives                                                              | 2029 Goals                                                                       | Targets for Year 3 (2026-2027)                     | Progress Update                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6.3. Deliver efficient school nutrition services and healthy meals to all students. | Smart Goal: By 2029, the school lunch participation rate will increase to 69.6%. | 2027 Target: 68.5% School Lunch Participation Rate | 2027 initiatives will include: <ul style="list-style-type: none"><li>• ABC's of Breakfast</li><li>• Districtwide taste tests and implementation of culturally diverse meals.</li><li>• Launching the implementation of USDA fresh fruits and vegetables grant</li><li>• Rebranding the free-and-reduced meal application to federal eligibility application (FEA)</li></ul> |



Key:

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Goal Area 6: Organizational Excellence

| Performance Objectives                                                                                       | 2029 Goals                                                                                                                                                                                          | Targets for Year 3 (2026-2027)                                                                                                       | Progress Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6.4. Improve and maintain a secure, accessible, and equitable digital learning environment for all students. | <p>Smart Goal: By 2029, the critical technology infrastructure uptime percentage will increase to 100%.</p> <p>Smart Goal: By 2029, the student and staff 1:1 device count will remain at 100%.</p> | <p>2027 Target: 98% Critical Technology Infrastructure Uptime Percentage</p> <p>2027 Target: 100% Staff and Student Device Count</p> | <p><b>Implement an AT&amp;T code managed fiber network</b> to provide a reliable back-up connection that works alongside the district's existing fiber network helping keep schools connected if an outage occurs.</p> <p><b>Reduce reliance on central network locations</b> (Headend by eliminating single points of failure, minimizing the risk that one issue could disrupt internet and network services for multiple schools.</p> <p><b>Improve the security and reliability of critical network infrastructure</b> by restricting access to wiring closets and adding back-up power at key district network locations.</p> |



Key:

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DeKalb County  
School District

Goal Area 6: Organizational Excellence

| Performance Objectives                                            | 2029 Goals                                                                                                                                                  | Targets for Year 3 (2026-2027)                                                                                            | Progress Update                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6.5. Ensure excellent financial management of district resources. | <p>Smart Goal: By 2029, the DCSD will earn a low-risk audit designation.</p> <p>Smart Goal: By 2029, the undesignated fund balance reserve will be 15%.</p> | <p>2027 Target: Low Low-Risk Audit Designation</p> <p>2027 Target: 15.0% Undesignated Fund Balance Reserve Percentage</p> | <p>2027 initiatives will include:</p> <ul style="list-style-type: none"><li>• Low Risk Audit Designation – Though the district received a single finding during the FY2025 audit cycle, we were labeled as "high risk" by the Georgia Department of Audits. This finding stemmed from minor school food salary and benefits discrepancies. To address the finding, the district adopted a corrective action plan outlining efforts to address the core issue. Prior to the close of FY26 – Human Resources will review all base pay for school food employees, Payroll/Accounting/SFN will review any additional compensation paid during the fiscal year. Any issues noted will be reclassified to the general fund.</li><li>• 15% fund balance reserve – though careful planning, budgeting and monitoring efforts from the division of Finance, the district has continued to maintain an undesignated fund balance that exceeds 15% throughout FY26. Similar strategies were used in the adoption of the FY27 budget and at no time do we anticipate the fund balance to drop below 15%.</li></ul> |



Key:

Not Started

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## BLUEPRINT FOR EXCELLENCE: GOAL AREA 6 OPERATIONAL PROGRESS REPORT

Comprehensive update on five key performance objectives for Organizational Excellence: facilities, transportation, nutrition, technology, and finance.



### 6.1 School Facilities

#### 100% Annual Facility Assessment Rating



Every school undergoes a comprehensive facility assessment annually for clean, safe environments.



**Digital Invoice Transition (Kahua)**  
Kahua electronic program implemented to modernize and accelerate the payment process.



**Quarterly Payment Monitoring**  
Dedicated focus group tracks every invoice from arrival to payment issuance quarterly for efficiency.



### 6.4 Digital Learning Environment

#### Managed Fiber Network Redundancy



Implementation of an AT&T code managed fiber network provides a reliable backup, preventing outages.



**Eliminating Single Points of Failure**  
Reducing reliance on central "Headend" locations minimizing risk of single issue disrupting internet access across schools.



#### Enhanced

**Infrastructure Security**  
Reliability bolstered by restricting access to wiring closets and adding backup power at key network locations.



### 6.3 School Nutrition

#### 2027 "ABC's of Breakfast" Initiative



Upcoming goals include districtwide taste tests and introduction of culturally diverse meal options.



#### USDA Grant & FEA Integration

Launching USDA-fresh fruit and vegetable grant and rebranding free-and-reduced meal applications to Federal Eligibility Applications (FEA).

### 6.2 Transportation Services

#### Data-Driven Route Optimization

Monthly on-time performance reviews, quarterly route reviews, and expanded OPS tracking minimize environmental delays.



**Safety-First Operational Practices**  
Safety maintained via biannual student emergency drills, annual driver certifications, and routine safety audits/ride-alongs.



#### Equitable Service Adjustments

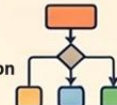
Continuous evaluation of specialized programs (e.g., McKenny Vento) for resource allocation based on student need and ridership trends.



### 6.5 Financial



**Path to "Low Risk" Audit Designation**  
Implementing corrective action plan to review all base pay.



## 15% Fund Balance Reserve Maintained

Undesignated fund balance exceeded 15% throughout FY26 and projected to remain at this level through FY27 through careful budgeting.



# Next Steps

- Update data and goals for 2026-27 as additional data is released for selected performance objectives.
- Refine strategies and adjust as needed.
- Goal Area Sponsors attend Strategic Plan Accountability Framework Workshop meetings monthly to share progress on implementation.
- Progress towards Year 3 goals will be shared with the board and community at the January 2027 board meeting.





# Q&A