

Celebration

STRATEGIC PLAN

MIRACLES

H-PRIDE

MIRACLES IN MAY Celebrations

May 27, 2025



Celebration

Celebration



DONT STOP
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MIRACLES

H-P



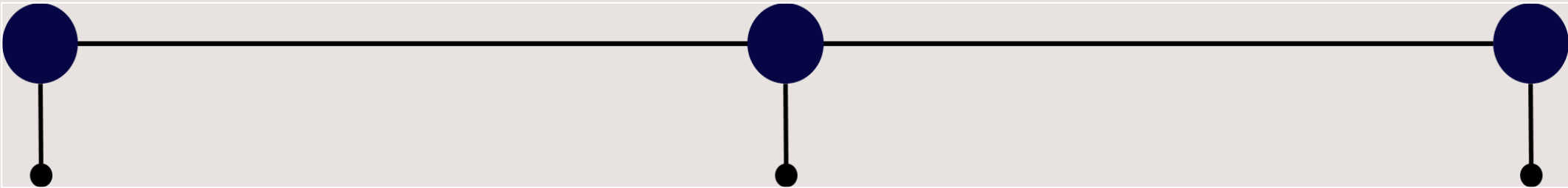
MIRACLES Close-out Celebration

May 27, 2025

Division: Human Resources

2 COMPLETED

THE NUMBER OF PRIORITIES INITIATED AND ADDITIONAL PRIORITIES ADDED AFTER WORKSHOP #1



Number of priorities
initiated – 13

Additional priorities
after Workshop #1 – 2

Total # of Priorities - 15

NUMBER OF COMPLETED PRIORITIES DIVIDED BY THE TOTAL NUMBER OF PRIORITIES FOR THE YEAR



Completed Priorities: 2

- Para To Teacher Program
- Communications – Call Center



Number of Completed /
Total priorities for the
year = .125

NEW PRIORITIES FOR THE UPCOMING YEAR



New Priorities for the upcoming year:

- Progressive Discipline
- Administrative Leave w/Pay Process
- Grievance Process



Three priorities from the Access & Opportunity Audit:

- **Organizational Leadership**
 - Review, revise, and update 100% of existing HR district policies to ensure compliance with current federal, state, and local regulations, as well as alignment with best practices and district priorities, by the end of FY26
 - Develop and implement a standardized HR communication protocol to ensure timely, consistent, and clear dissemination of district-wide messaging, resulting in a 90% stakeholder satisfaction rate with HR communications by the end of the FY26.
- **Professional Learning and Growth**
 - Create a culture of continuous professional learning and growth opportunities by implementing structured, professional development initiatives that includes monthly and quarterly training sessions, and cross-functional learning opportunities.

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MIRACLES FRAMEWORK PRIORITIES

Division: OPERATIONS

2 COMPLETED





Target Completion Date: June 30, 2025

- **Chain of Responsibility (RACI):**
 - Responsible: Erick Hofstetter, COO
 - Accountable: Raymond Stanley, Executive Director of Transportation and Fleet Operation
 - Consulted: Director of Audits, Finance Division, Human Resources Division, National Automotive Fleet Association (NAFA)
 - Informed: Division Chiefs, Area Superintendents
- **Previous 30 days update:** Fleet Services has completed the review of support vehicle utilization and contacting all Department Heads accordingly. We are currently collaborating with various departments to assess and reallocate underutilized vehicles to improve operational efficiency.
- **Future 30 days update:** A total of **53 support vehicles** across the district have been identified as having no recorded usage within the past **90 days**. However, this finding also revealed an additional phase: verifying that all support vehicles are equipped with **active GPS connectivity**. Fleet Services is now working to ensure that GPS tracking is properly installed and functional in each vehicle that is identified as underutilized, as this is critical for accurate utilization reporting and asset management.
- **Support needed from district:** Continued support from the Divisions is essential throughout the assessment and implementation process.



Target Completion Date: August 1, 2025

- **Chain of Responsibility (RACI):**
 - Responsible: Erick Hofstetter, COO
 - Accountable: Raymond Stanley, Executive Director of Transportation and Fleet Operation
 - Consulted: Transportation Director, Managers/Staff; DIIT, Communications
 - Informed: Community, Staff Members
- **Previous 30 days update: Planning and Assessment:** We identified key stakeholders (DIIT, Communications) to initiate support with updating the Transportation webpage. Simultaneously, we audited the existing webpage to understand its current strengths and areas for improvement. **Design & Feature Development:** Utilizing the insights gathered by reviewing other district transportation webpages, we prioritized feature development. We have scheduled meetings with Communications and DIIT to redesign critical elements and revamp core content to ensure clarity, relevance, and accessibility.
- **Future 30 days update:** Continue developing and implementing strategies to increase stakeholder engagement on the DCSD Transportation webpage, by making the page more **interactive, informative, and user-focused**. Continue revising the Transportation webpage with functional & informational improvements, creating communication & feedback opportunities, developing engaging & visual content, sharing timely updates & notifications and building a stakeholder community. Engage the management team in contributing to both the content development and governance of the webpage to ensure alignment with organizational goals and compliance with relevant standards.
- **Support needed from district:** Continued support from the Divisions is essential throughout the assessment and implementation process.

PROGRAM: IMPLEMENTATION OF A WAREHOUSE MANAGEMENT SYSTEM (WMS)
STRATEGIC PLAN GOAL AREA: 6. ORGANIZATIONAL EXCELLENCE
TENET(S): SOUND FISCAL STEWARDSHIP



Target Completion Date: May 1, 2026

- **Chain of Responsibility (RACI):**
 - Responsible: Erick Hofstetter, COO
 - Accountable: Keith Singleton, Director of Business Services
 - Consulted: Facilities, Operations, Finance, Business Services, and Legal
 - Informed: HR, Finance
- **Previous 30 Days – Key Accomplishments:** Completed the contract for Zenventory (approved by Legal). Completed the start up with the vendor. Met with the IT Team to cover Security protocol and final IT approval.
- **Next 30 Days – Upcoming Priorities: Project Timeline:** Dekalb aims for a 3-month implementation, but Zenventory will tailor the plan to meet Dekalb's needs and deadlines, aiming for readiness by next school year.
- **Project Scope:** The project includes onboarding, data migration, training, and a phased rollout.
- **Data Migration:** Dekalb can export current WMS data in Excel format for Zenventory import, starting with item master/product data and capturing inventory counts closer to go-live.
- **Inventory Tracking Goal:** Track warehouse and school inventories, especially consumables and serialized items, to improve usage data and control.
- **Implementation Plan:** Phased approach: warehouses first, then schools. Simple instructions for school users and coordination with Dekalb for implementation and training.
- **Integration and Next Steps:** Potential integration with Munis ERP to provide data exports.
- **Data Exchange and Next Steps:** Zenventory will send data templates and a follow-up email outlining the next steps and required information for implementation.
- **Implementation Timeline:** Develop an implementation timeline, aiming for a draft by the end of the June 2025.
 - **Integration Discussion:** Schedule a follow-up meeting with the IT team to discuss potential integration with the Tyler Munis ERP system.
 - **Support needed from district:** Continued support from DIIT and Finance Divisions during the implementation process.



Target Completion Date: June 30, 2025

- **Chain of Responsibility (RACI):**
 - **Responsible:** Erick Hofstetter, COO
 - **Accountable:** Dr. Connie R. Walker, SNS Executive Director, Janet Stone, Assistant Director, Earlvon Corbin, SNS Business Manager, Charlene Geroge, SNS Technology Manager & Teresa Adams, SNS Procurement Manager
 - **Consulted:** Superintendent, Chief Operations Officer, Ga DOE, Chief of Schools & Other Member of Operations
 - **Informed:** SNS Central Office Team, SNS Managers/Assistant Managers and Food Assistants
- **Previous 30 days update:** SNS finalized and submitted the Administrative Review corrective action documentation on Friday, May 16, 2025. Central Office and the School Level personnel received training on Meal Accountability internal controls, the Meal Edit Check process and reimbursement claim requirements.
- **Future 30 days update:** Obtain Federal/State Administrative Review schools from GaDOE scheduled to be audited in June 2025.
- **Audit Findings/Corrective Action:** The Superintendent received a memo from the State on April 15, 2025. Corrective Action must be completed by **May 16, 2025**. Upon completion, the review will be closed, however auditors may request to conduct a follow-up review for the Afterschool snack programs and to determine if District-wide corrective action has been implemented.
- **Support Needed From District:** Align SNS Managers with SNS once restructuring is completed. In the interim, allow SNS to provide input to the administrative portion of the mid-year and annual evaluations.



Target Completion Date: September 30, 2025

- **Chain of Responsibility (RACI):**
 - Responsible: Erick Hofstetter, COO
 - Accountable: Hans Williams Director of Planning and Capital Improvement Programming
 - Consulted: Executive Director for Capital Improvements, Director of Business Services, Communications Division, Finance Division
 - Informed: Board Members, Superintendents Advisory Committee, Selected community advisories
- **Previous 30 days update:** Improving the Quarterly Update Report for Q3 of FY25 Report. Continue transition to HPM and development of revised reporting format and schedule.
- **Future 30 days update:** Publishing Q3 of FY25 Report. Continue transition to HPM and development of revised reporting format and schedule.
- **Support needed from district:** Continued support from District Divisions and Leadership is essential throughout the assessment and implementation process.



Target Completion Date: November 30, 2025

- **Chain of Responsibility (RACI):**
 - Responsible: Erick Hofstetter, COO
 - Accountable: Hans Williams, Director of Planning/Capital Improvement Programming
 - Consulted: DIIT, Finance Division, Project Managers, Program Managers, Vendor
 - Informed: School Principals, Cabinet Members, Facilities, and Construction Team Members
- **Previous 30 days update:** Brought on Kahua contractor to move Kahua to final implementation and to manage transition of District's PMIS from ACERM to HPM..
- **Future 30 days update:** Finalization of Phase 2 implementation waiting on new CIP program management team to begin in June.
- **Support needed from the district:** Operations and Kahua implementation team members will continue communicating with Finance and IT on Phase 2 of Kahua software implementation.

PROGRAM: PROGRAM FOR SCHEDULED LIFE-CYCLE MAINTENANCE OF FACILITIES

STRATEGIC PLAN GOAL AREA: 6. ORGANIZATIONAL EXCELLENCE

TENET(S): MOTION TOWARD EQUITY



Target Completion Date: June 30, 2025

- **Chain of Responsibility (RACI):**
 - Responsible: Erick Hofstetter, COO
 - Accountable: Keith Ball, Executive Director of Capital Improvement and Facilities Management, Bobby Moncrief, Director of Facility Services
 - Consulted: Facilities Construction, Operations, Planning, Business Services, DIIT
 - Informed: District Administration, Finance, School Administration
- **Previous 30 days update:**
 - **Kitchen Equipment**: Finished inventory of unusable equipment at Sam Moss as part of a collaboration between School Nutrition, Business Services and Maintenance. Freezer/Cooler capital project is moving through the design phase. New equipment on order including items sourced through Grainger.
 - **HVAC**: Filter Pro is currently working on inventory and scanning to fabricate custom made filter frames to be installed on every system district wide. Filters will be changed out 4 times per year starting this fall.
 - **High School Auditoriums**: quotes for each component including stage effects, audio and visual are in process.
 - **Personnel**: Reorganization and hiring is ongoing. Specifically, a Manager III was re-assigned to lead the newly established Grounds & Stadium Department. This staffer will be the single point of contact for athletics and is responsible for all playgrounds, fields, outdoor spaces and stadiums.
- **Future 30 days update**: Complete the due diligence on high school auditoriums refresh including audio, visual, lightning, stage effects (curtain), and seating. Share HVAC data at the next Steering Committee Meeting. Reorganization completed by June 30, 2025
- **Support needed from the district**: Communication of new team members and the appropriate staffer to contact for support.

PROGRAM: DEVELOP AND IMPLEMENT A FACILITIES SAFETY CONDITION PROTOCOL

STRATEGIC PLAN GOAL AREA: 6. ORGANIZATIONAL EXCELLENCE

TENET(S): SOUND FISCAL STEWARDSHIP



- **Chain of Responsibility (RACI):**
 - Responsible: Erick Hofstetter, COO
 - Accountable: Keith Ball, Executive Director for Capital Improvements and Facilities Maintenance
 - Consulted: Director of Facilities Maintenance, Executive Director of Public Safety, Chief of Schools
 - Informed: Local School Based Administration, Director of Planning, School Oriented Operations Staff (Custodial, Plant Engineer, Technicians)
- **Previous 30 days update:** Built out a numeric grading system to measure each facility by category. A QR Code has been created to directly access the instrument from a phone or iPad. Added an optional feature to include photos for each category and question. Ran a beta test to ensure data and photos can be captured and analyzed. Link to instrument: <https://arcg.is/050jyj>
- **Future 30 days update:** Finalize staff and timeline to conduct inspections. Communicate and launch inspection cadence. Proposed timeline: Preplanning/August | NLT October 31, 2025 | NLT March 31, 2026
- **Support needed from district:** Assist in communicating purpose and cadence with Area Superintendents and Principals. Socialize with BOE members as part of the strategic plan.

Target Completion Date: September 30, 2025



**PROGRAM: DEVELOP AND IMPLEMENT A DISTRICT INTERNAL
PROJECT (CAPITAL AND NON-CAPITAL) REQUEST PROTOCOL**

STRATEGIC PLAN GOAL AREA: 6. ORGANIZATIONAL EXCELLENCE

TENET(S): SOUND FISCAL STEWARDSHIP



Target Completion Date: June 30, 2025

- **Chain of Responsibility (RACI):**
 - Responsible: Erick Hofstetter, COO
 - Accountable: Keith Ball, Executive Director for Capital Improvements and Facilities Maintenance,
 - Consulted: Director of Facilities Maintenance, Chief of Schools, Districtwide Engineer
 - Informed: Facility Managers, District Department Leaders
- **Previous 30 days update:** All submissions received on or before April 4, 2025, were reviewed by the Facility Project Request Committee on May 5, 2025. Link to Guidelines: [Facility Project Request Guidelines](#)
- **Future 30 days update:** Principals will be notified of approval or denial status no later than June 13, 2025.
- **Support needed from district:** Reinforce that this process is a compliment to general maintenance projects, E-SPLOST and large-scale capital projects. Not all project requests will be approved due to budget or regulatory constraints. Another submission window will open in SY 25-26.

**PROGRAM: DEVELOP INTERGOVERNMENTAL AGREEMENT (IGA) AND REVISE
COMMUNITY USE OF FACILITIES POLICY (KG) AND PROCEDURE (KG-R)**

STRATEGIC PLAN GOAL AREA: 6. ORGANIZATIONAL EXCELLENCE

TENET(S): SOUND FISCAL STEWARDSHIP



Target Completion Date: June 30, 2025

- **Chain of Responsibility (RACI):**
 - Responsible: Erick Hofstetter, COO
 - Accountable: Antwyn Brown, DCOO
 - Consulted: Legal Counsel, Risk Management, Superintendent's Office
 - Informed: School Principals, Cabinet Members
- **Previous 30 days update:** Met with the original municipalities that previously requested DCSD for partnership with received for consideration regarding municipal speed cameras. Overall Draft IGA language is in development with our legal department and ready for first read; draft KG-R Community Use of School Facilities and associated documents are under legal review and have also been shared with cabinet.
- **Future 30 days update:** Regarding the partnership interest for Speed Zone Cameras; there was no action taken on *HB 225* prohibiting these systems. A few municipalities have inquired about this request. In the interest of progress, it is recommended the Speed Zone Camera be handled separately from the overall IGA. Meet with legal department and district cabinet members to identify/align recommended revisions and considerations with other policy and procedure in support of Policy KG and KG-R. Develop partnership agreement process/protocol in alignment with Policy KG
- **Support needed from district:** Identify current Community Use of Facilities lessees or users and share with Operations Division; Continue to enforce current procedure where applicable

PROGRAM: OPERATIONS DIVISION PROFESSIONAL LEARNING & DEVELOPMENT PLAN
STRATEGIC PLAN GOAL AREA: GOAL AREA 3.2: DEVELOP HIGH PERFORMING STAFF TO ENSURE QUALITY TEACHING AND LEARNING OUTCOMES, AN INNOVATIVE WORKFORCE, AND VISIONARY LEADERS.

TENET(S): ATTRACT AND RETAIN HIGH QUALITY STAFF



Target Completion Date: June 30, 2025

- **Chain of Responsibility (RACI):**
 - Responsible: Erick Hofstetter, Chief Operating Officer
 - Accountable: Antwyn Brown, Deputy Chief Operations Officer
 - Consulted: Devetrice Conyers, Manager of Employee Engagement (Operations), Ayana Smith, Interim Professional Development
 - Informed: Operations Division Leadership, Professional Learning Department, Human Resources Division
- **Previous 30 days update:** Identified technical and leadership skills desired throughout each career pathway in the Operations Division. Developed a draft PD plan to align skills with career pathways. Explored partnership with Gwinnett Technical College for professional development and career training opportunities. Expand participation through APPA/ISSA, GSSA training opportunities, GSBA Risk Management Training, CVIOG “School Financial Accounting Personnel Certificate Program”, and GLIS Leadership Training.
- **Future 30 days update:** This program is designed to foster camaraderie, collaboration, and skill-building among first- and second-level operations supervisors and managers. Through structured roundtable discussions, participants will share experiences, discuss common challenges, and develop leadership skills to advance their careers. The program will focus on topics such as customer service, leadership, strategic planning, and managing difficult employees. (1) Build a supportive community of leaders who can share experiences and best practices. (2) Equip participants with practical skills to handle common leadership challenges. (3) Provide a platform for networking and mentorship among peers. (4) Prepare participants for career advancement by developing critical leadership competencies.
- **Support needed from district:** Accessibility to training time, funding sources, and sustainable incentivization strategies for employee retention based on professional learning/certifications

STRATEGIC PLAN

MIRACLES

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THANK YOU FOR YOUR SUPPORT



THE OPERATIONS TEAM

CONGRATULATIONS

IT'S A TIE

**ALRIGHT
ALRIGHT
ALRIGHT**



MIRACLES Close-out Celebration
May 27, 2025

Division: Schools and Leadership

3 COMPLETED



SLIDE 1: STATE THE NUMBER OF PRIORITIES INITIATED,ALONG WITH ANY ADDITIONAL PRIORITIES THAT WERE ADDED AFTER WORKSHOP #1.
SCHOOLS AND LEADERSHIP INITIATED 16 MIRACLES PRIORITIES THIS YEAR 2024-2025.



4 Priorities were carried over from 2023-2024:

EFFECTIVE PLCs

LEARNING WALKS AND COACHING CYCLES

DISTRICT CONTINUOUS IMPROVEMENT TEAM (CIT)

RESTORATIVE PRACTICE

11 Priorities were created for 2024-2025:

BUILDING LEADER AND TEACHER CAPACITY- July Book Study

PRINCIPAL PROFESSIONAL LEARNING COMMUNITY (PPLCs)

PRINCIPAL COACHING CYCLES- ready to close out

TARGETED PROFESSIONAL LEARNING CSIP SUPPORT

CCRPI READINESS- LEXILE LEVELS- ready to close out

DEKALB LEADERSHIP INSTITUTE (DLI)- ready to close out

DISCONNECT TO RECONNECT

HALF-CAP CEREMONY- ready to close out

SAT PREP PROGRAM- ready to close out

STUDENT ID PROJECT

1 Priority was added after Workshop #1:

DEKALB PRINCIPAL PATHWAY- will close out Cohort #1 in June

HORIZON SCHOOL FY26 SUSTAINED SUPPORT AND TRANSITION

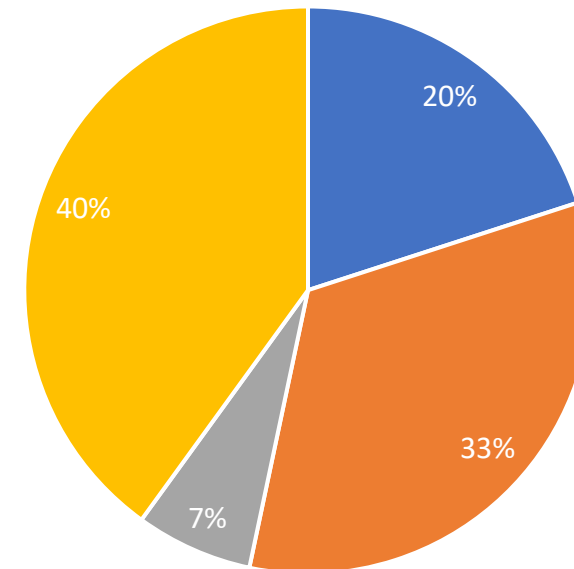
SLIDE 2: CALCULATE THE NUMBER OF COMPLETED PRIORITIES DIVIDED BY THE TOTAL NUMBER OF PRIORITIES FOR THE YEAR; THIS SHOULD SUMMARIZE THE INFORMATION FROM SLIDE 1



- Out of 15* priorities for FY25:
 - 3 have already been celebrated – 20%
 - 5 are ready to be closed out – 33.3%
 - 1 priority can be closed out in June – 6.67%
- Close-out Total: $9/15 = 60\%$
- 6 will be ongoing priorities – 40%

*1 priority was recently added and not included in total

Priorities



■ Closed in April ■ Closed in May ■ Closed in June ■ Ongoing

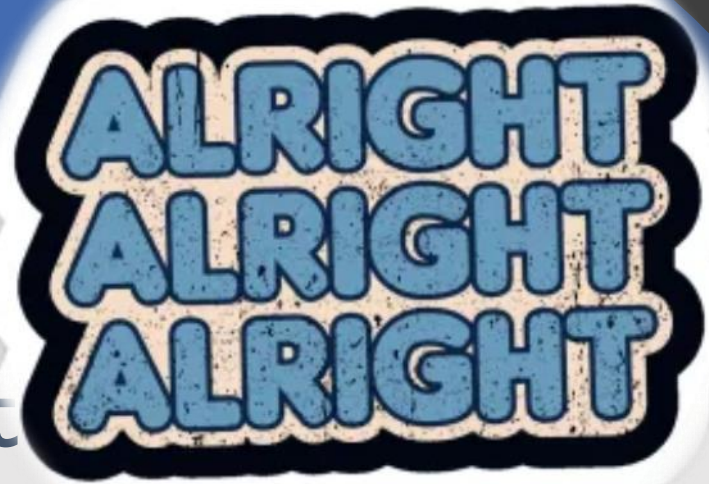
SLIDE 3: PRESENT THE LIST ON NEW PRIORITIES FOR THE UPCOMING YEAR, SPECIFICALLY INCLUDING THREE PRIORITIES DIRECTLY FROM THE ACCESS & OPPORTUNITY AUDIT FINDINGS



- Several priorities within the S & L Division will continue for the 2025-2026 school year.

Three priorities from Schools and Leadership will incorporate how the findings from the ACCESS & OPPORTUNITY audit will be addressed:

- **BUILDING TEACHER AND LEADER CAPACITY**
 - Professional learning related to access and opportunity –to include the five mandatory training topics (Slide 23). Topics: **student mental health, how to teach a diverse student body, implicit bias, de-escalation, and cultural diversity**
 - Use Principals' Learning Opportunities (PLO) to provide leaders PL and training for the five topics.
 - For the FY 26 Book Study, identify a book to enhance understanding of one of the five mandatory training topics
- **EFFECTIVE PLCs**
 - Access and Opportunity Liaisons identified at each school within the guiding coalitions will serve as champions for A and O in PLCs at Work. (Slide 22)
- **LEARNING WALKS AND COACHING CYCLES**
 - Classroom visits will continue with a focus on best practices related to classroom culture and environment, student relationship building, and instructional strategies (Slides 24-26).



MIRACLES Close-out
May 27, 2025



Division of Community Engagement and Innovative Partnerships

3 COMPLETED

NUMBER OF PRIORITIES INITIATED for 24-25:



- To Increase Partnerships with Community Agencies to Build Family Capacity through Integrated Education Training (IET) Programs.
- Coordinate four different Superintendent's Advisory Meetings- Exceptional, Bilingual, Parent and Staff- four meetings each for a total of 16 meetings.
- Hold a TOTY Advisory Council Meeting before the end of the school year.
- CEIP: X
- Family and Community Engagement: 3
- Adult Education: 1
- Grants and Partnerships: X
- Communications: 7 total priorities, 3 completed
 - COMS: 4 total - 1 completed, 3 ongoing (1 initiated in January and 2 initiated in April)
 - Foundation: 3 total - 2 completed, 1 initiated in April

TOTAL for DIVISION:

SLIDE 2: CALCULATE THE NUMBER OF COMPLETED PRIORITIES DIVIDED BY THE TOTAL NUMBER OF PRIORITIES FOR THE YEAR,;THIS SHOULD SUMMARIZE THE INFORMATION FROM SLIDE 1



Number of completed priorities () divided by the total # of priorities () =

- Onboarded partnerships and training with WorkSource Dekalb, Ga. Power and DCSD Operations (10 candidates hired); Launching additional partnerships with DCSD CTAE and GPTC.
- Hosted 16 different Superintendent Advisory Meetings- 3 Staff Advisory, 4 Bilingual, 4 Exceptional Education, 4 Parent, 1 TOTY Advisory Meeting, increase participation and expand councils
- Evaluate multilingual communication channels
- Survey multilingual partnerships and resources
- Expand Fambassador Program
- Launch Family Literacy Initiative (Read and Rise)
- Publish family engagement dashboard
- Increase Partnerships and sponsorships (15 plus)
- Georgia State University was awarded 6 million dollars for the Teacher Quality Partnership Grant
- Family Engagement Conference at Indian Creek with literacy at home workshops
- Fambassadors program concluded training phase
- Completed second quarter IET for custodial tech and Serve Safe management certification
- Community Engagement Communications Calendar
- Established partnership with Nursing Lab and equipment support for C NA INT
- Increase partnerships with community agencies to build family capacity through integrated education training.
- Communications: Completed 3 out of 7 strategic priorities
 - COMS: Successfully completed the NSPRA Communications Audit
 - Foundation: Secured \$135,850 in regular donations and \$14,960 in in-kind contributions
 - Foundation: Partnered with a community partner to host a Spring Break enrichment camp for 36 students

NUMBER OF PRIORITIES INITIATED for 24-25:



	Description	Strategic Plan	MIRACLES	Status
1	CEIP – Evaluate Multilingual Communications Channels	2.4	Motion Towards Equity	Moved to FY26
2	CEIP – Survey Multilingual Partnerships and Resources	2.4	Motion Towards Equity	Moved to FY26
3	COMS – Complete NSPRA Communications Audit	2.3	Commitment to Accountability	Completed
4	COMS/Foundation – Establish Revenue Streams	2.2	Sound Fiscal Stewardship	Completed
5	COMS/Foundation – Implement Student Enrichment Programs Over Breaks	2.1	Motion Towards Equity	Completed
6	Community and Family Engagement – Launch a Family Literacy Initiative “Let’s Read and RISE DeKalb”	2.2	Motion Towards Equity	Completed
7	Community and Family Engagement - Increase the Number of Active FAMBASASODRS by 40%	2.1	Motion Towards Equity	In Progress
8	Community and Family Engagement- Create a Districtwide Family Engagement Dashboard	2.1	Motion Towards Equity	Completed
9	Grants and Partnerships- Increase Partnerships and Sponsorships	2.2	Motion Towards Equity	Completed
10	Grants and Partnerships – Increase Grants and Resources	2.2	Motion Towards Equity	Completed
Miracles Added after Workshop #1				
11	Community and Family Engagement/Adult Education – Increase Partnerships with Community Agencies to Build Family Capacity through Integrated Education Training (IET) Programs	2.2	Motion Towards Equity	In Progress
12	CEIP – Implement Engagement Alliance Strategy	2.4	Motion Towards Equity	Completed
13	COMS – Update Website Content and Migrate/Create New Site	2.4	Motion Towards Equity	In Progress
14	CEIP- Increase Participation in Superintendent’s Advisory Meetings (4) and Create a New TOTY Advisory	2.2	Motion Towards Equity	Completed
15	CEIP – Develop a CEIP Dashboard	2.2	Commitment to Accountability	In Progress
16	CEIP – Identify a Virtual Platform for Multilingual Engagement	2.2	Motion Towards Equity	In Progress
17	COMS/Foundation – Provide \$30,000 in School Grants	2.2	Learning Environments that Support Student Success	In Progress
18	COMS – Create and Implement 25-29 Strategic Communication Plan	2.3	Commitment to Accountability	In Progress
19	COMS – Create and Implement 25-29 Strategic Community Engagement Plan	2.1	Commitment to Accountability	In Progress

SUMMARY: 9/19 Completed = 47%



Completed:

1. CEIP – Implement Engagement Alliance Strategy
2. CEIP- Increase Participation in Superintendent's Advisory Meetings (4) and Create a New TOTY Advisory
3. COMS – Complete NSPRA Communications Audit
4. COMS/Foundation - Establish Revenue Streams
5. COMS/Foundation - Implement Student Enrichment Programs Over Breaks
6. Community and Family Engagement – Launch a Family Literacy Initiative "Let's Read and RISE DeKalb
7. Community and Family Engagement – Create a Districtwide Family Engagement Dashboard
8. Grants and Partnerships – Increase Partnerships and Sponsorships
9. Grants and Partnerships – Increase Grants and Resources

Strategic Plan Alignment:

2.1 - 4 2.2 - 9 2.3 - 2 2.4-4

MIRACLES Alignment:

M:13 I:0 R: 0 A:0 C:4 L:1 E: 0 S:1



**ALRIGHT
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LES Close-out Celebration
May 27, 2025

Division: Office of Legal Affairs

3 COMPLETED



SLIDE 1: STATE THE NUMBER OF PRIORITIES INITIATED, ALONG WITH ANY ADDITIONAL PRIORITIES THAT WERE ADDED AFTER WORKSHOP #1.



10 priorities were initiated and presented at workshop #1 for the Office of Legal Affairs.

SLIDE 2: CALCULATE THE NUMBER OF COMPLETED PRIORITIES DIVIDED BY THE TOTAL NUMBER OF PRIORITIES FOR THE YEAR;;THIS SHOULD SUMMARIZE THE INFORMATION FROM SLIDE I



The number of completed priorities for the Office of Legal Affairs is as follows:

Priorities completed by May 2025: **3**

Priorities projected to be completed by June 2025: **1 priority**

Priorities projected to be completed by July 2025: **6 priorities**

Total Priorities projected to be completed by July 2025: **10 priorities**

SLIDE 3: PRESENT THE LIST ON NEW PRIORITIES FOR THE UPCOMING YEAR, SPECIFICALLY INCLUDING THREE PRIORITIES DIRECTLY FROM THE ACCESS & OPPORTUNITY AUDIT FINDINGS



Office of Legal Affairs Miracles Priorities for school year 2025-2026 (updated and refined specific goals forthcoming):

1. **PRIORITY 1: Contract Administration Process**
2. **PRIORITY 2: Title IX Administration and Training**
3. **PRIORITY 3: Execution of Districtwide Legal Compliance Training**
4. **PRIORITY 4: Update and Revisions to DCSD Administrative Policies**
5. **PRIORITY 5: Effectively Manage DCSD Risk Management & Workers' Compensation Programs**
6. **PRIORITY 6: Ensure Districtwide Compliance with applicable laws, rules and regulations**
7. **PRIORITY 7: Ongoing management, handling and oversight of Districtwide Legal Matters**
8. **PRIORITY 8: Effective management of outside counsel and reduction of legal expenses by stated goal**
9. **PRIORITY 9: Create a Pre-Law Career Club for High School Scholars (New Priority)**
10. **PRIORITY 10: ACCESS & OPPORTUNITY:– Formulate policy, regulation or guideline establishing governing framework.**
11. **PRIORITY 11: ACCESS & OPPORTUNITY: Assessment of impact of executive orders and federal laws on Access & Opportunity goals.**
12. **PRIORITY 12: ACCESS & OPPORTUNITY: Review of Board and Administrative Policies to ensure compliance with executive orders and Federal laws.**



MIRACLES IN MAY CELEBRATION

May 27, 2025

Well done!

Chief of Staff

5 COMPLETED

STRATEGIC PLAN

MIRACLES

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MIRACLES FRAMEWORK PRIORITIES



Division: Chief of Staff

PROGRAM: Visitor Management System Implementation
TENET: Commitment to Accountability
TARGETED AUDIENCE: Students & Staff
STRATEGIC PLAN PRIORITIE(S): Goal Area 6 – Organizational Excellence



Division: Chief of Staff

Chief: Mr. Elijah Palmer

- **Responsibility:** (R.A.C.I) Chief Palmer, Tracey Whaley – M. Dillard & K. Belcher
- **Previous 30 days update: (what has happened since last workshop)**
- Raptor and Centegix VMS Demo's complete
- **Recommendation - Centegix (Ident-A-Kid)**
- **Future 30 days update: (what should we expect next month)**
- **Determine how many printers, scanners & laptops/desktops we will need**
 - Who will purchase scanners, laptops & printers?
- **No additional costs for the software and licenses**
- **Support needed from district: (other supports needed that is out of your control)**
- Continued support from Schools & IT



PROGRAM: Conveyor System Implementation

TENET: Commitment to Accountability

TARGETED AUDIENCE: Students & Staff

STRATEGIC PLAN PRIORITIE(S): Goal Area 6 – Organizational Excellence



Division: Chief of Staff

Chief: Mr. Elijah Palmer

- **Responsibility:** (R.A.C.I) Chief Palmer, Tracey Whaley, M. Dillard
- **Previous 30 days update: (what has happened since last workshop)**
- Evolv Conveyor System piloted at McNair HS
- Feedback gathered from MHS principal & Staff
- **Future 30 days update: (what should we expect next month)**
- Recommendation – Purchase/Lease eXpedite System for use at Applicable schools
- Vendor currently visiting schools and measuring areas where Evolv is currently used
- Effective – Students bags were scanned
- Efficient – After initial use students were able to move through the systems and arrive to class on-time
- **Support needed from district: (other supports needed that is out of your control)**
- Continued support from Schools



PROGRAM: Recruiting & Retention

TENET: Attract and Retain High Quality Staff

TARGETED AUDIENCE: Students & Staff

STRATEGIC PLAN PRIORITIE(S): Goal Area 3 – Recruit, Develop and Retain Talent



Division: Chief of Staff

Chief: Mr. Elijah Palmer

Completed & Continuing (28 SRO hired) 76 ESAs Hired & 20 Campus Supervisors Hired

- **Responsibility:** (R.A.C.I) Chief Palmer, Tracey Whaley, M. Dillard & J. Caracciolo
- **Previous 30 days update: (what has happened since last workshop)**
- **14 SROs** permanently assigned to schools & **3 Recently hire SROs** currently in training
- 3 SROs started as of 2/17/25 (3 starting between 2/19/25 & 3/3/25) - **Original Miracles goal was 20-25 (from 61% to 83%)**
- 76 ESAs in place – **Original Miracles Goal was 0% to 100%**
- 145 Campus Supervisors as of 2/17/25 (Interviewing for 2 additional for Fernbank Science Center) - **Original Goal was increase 10%**
- **Future 30 days update: (what should we expect next month)**
- Social Media recruiting being planned with Communications (SRO & CS)
- Interviews & Recruitment continues
- **Support needed from district: (other supports needed that is out of your control)**
- Continued support from HR & Communications

PROGRAM: Safety Technology Integration
TENET: Learning Environments that Supports Student Success
TARGETED AUDIENCE: Students & Staff
STRATEGIC PLAN PRIORITIE(S): Goal Area 4 – Culture and Climate



Division: Chief of Staff

Chief: Mr. Elijah Palmer

Completed

- **Responsibility:** (R.A.C.I) Chief Palmer, Tracey Whaley & K. Belcher
- **Previous 30 days update: (what has happened since last workshop)**
- Evolv – Systems used at all district owned stadiums
- MPS – Two systems Set In Place (MLK Bus Parking & Godfrey Stadium Bus Parking)
- Facial Recognition – Vendor Search
- **Future 30 days update: (what should we expect next month)**
- Evolv – Continued Usage & Evaluation
- MPS – Continued Usage
- Facial Recognition – Vendor & Software Evaluation
- **Support needed from district: (other supports needed that is out of your control)**
- Continued support from IT (Upcoming Virtual Meeting)

PROGRAM: Staff Mental & Emotional Wellness Training
TENET: Commitment to Accountability
TARGETED AUDIENCE: Full time Public Safety Department members
STRATEGIC PLAN PRIORITIE(S): Goal Area 5 - Mental Health and Wellness



Division: Chief of Staff
Chief: Mr. Elijah Palmer

Completed 1.3.25

- **Responsibility:** (R.A.C.I) Chief Palmer, Tracey Whaley, K. Towns, E. Hilton & B. Scheuneman
- **Previous 30 days update: (what has happened since last workshop)**
- **Completed**
 - Public Safety leadership and training personnel coordinated an 8-hour Mental & Emotional Wellness Training which took place on January 3, 2025 at MLK, Jr. HS.
 - 300+ Employees trained
- **Future 30 days update: (what should we expect next month)**
 - Training currently being assessed
 - Finance payment process currently underway.
- **Support needed from district: (other supports needed that is out of your control)**
 - Continued support from Finance.

TENET: Commitment to Accountability
PROGRAM: Cultural Awareness & Community Engagement Training
TARGETED AUDIENCE: Full time Public Safety Department members
STRATEGIC PLAN PRIORITIE(S): Goal Area 4 – Culture and Climate



Division: Chief of Staff

Completed – 1.6.25

Chief: Mr. Elijah Palmer

- **Responsibility:** (R.A.C.I) Chief Palmer, Tracey Whaley, N. Sauce & M. Dillard
- **Previous 30 days update: (what has happened since last workshop)**
- **Completed**
 - Public Safety training & **Student Services** representatives coordinated & conducted a 4-hour Cultural Awareness & Community Engagement Training which took place on January 6, 2025 at Tucker HS
 - 300+ Employees trained
- **Future 30 days update: (what should we expect next month)**
 - Training currently being assessed
- **Support needed from district: (other supports needed that is out of your control)**
- N/A

PROGRAM: Unified Active Shooter Drill
TENET: Commitment to Accountability
TARGETED AUDIENCE: Schools & Community
STRATEGIC PLAN PRIORITIE(S): Goal Area 2 – School, Family and Community Engagement,
Goal Area 6 - Organizational Excellence



Division: Chief of Staff

Chief: Mr. Elijah Palmer

Completed 2/13/2025

■

- **Responsibility:** (R.A.C.I) Chief Palmer, Tracey Whaley – E. Hofstetter, M. Dillard & J. Caracciolo
- **Previous 30 days update: (what has happened since last workshop)**
 - Table-top exercise completed on 11/19/2024
 - Second table-top exercise completed on 12/19/24
- **Future 30 days update: (what should we expect next month)**
 - Active Shooter Exercise scheduled for 2/19/2025 (Lakeside HS).
 - Continued planning and meetings with partners.
 - Coordination with Communications starting 30 prior to drill.
- **Support needed from district: (other supports needed that is out of your control)**
 - Continued support from Operations, Communications & Schools.



Responsibility: (R.A.C.I) R – Chief of Staff, A - Carolyn Lloyd, C – Board Office Staff, Cabinet, I - Superintendent

Cross Training - Board Office Staff

- **Previous 30 days update: Identify Specific Tasks to Cross Train**
- **Future 30 days update: Create a Cross Training Schedule**
- **Support needed from district: Board Office Staff, Chief of Staff, Superintendent, Board Members**
- **Completion Timeline: December 2025**

Audits & Compliance

- 1.Support Groups Compliance Management** - develop and create a Central Office function for compliance management of booster clubs, PTOs, school foundations and other third-party support organizations.
- 2.Hotline Activity Reporting** - activity reporting for EthicsPoint Hotline case management



MIRACLES Close-out
May 27, 2025

Well
done!



Division: Finance

6 COMPLETED

SLIDE 1: STATE THE NUMBER OF PRIORITIES INITIATED,ALONG WITH ANY ADDITIONAL PRIORITIES THAT WERE ADDED AFTER WORKSHOP #1.



Miracles From Workshop #1 in August:

1. Time & Attendance
2. Financial Reporting Module – **Completed October 2024**
3. ~~DJE – Purchasing Policy~~ – Removed in September 2024
4. ~~Charitable Giving via ESS~~ – Removed in December 2024
5. EProcurement Marketplace – **Completed December 2024**
6. Allovue – Manage – **Completed February 2025**
7. Class Wallet
8. General Billing – Federal Programs – **Completed September 2024**
9. ~~Distinction Award for Excellent Financial Reporting for 2024~~ – Postponed in December 2024
10. MyRetirement Manager Expansion
11. RAMP Revision – **Completed May 2025**

Miracles Added after Workshop #1:

12. Position Control Audit – Added September 2024, **Completed February 2025**
13. Medicaid Reimbursement – Added March 2025
14. Invoice Processing – AP Manager – Added April 2025
15. FY 2027 Budget MUNIS – Added April 2025

SLIDE 2: CALCULATE THE NUMBER OF COMPLETED PRIORITIES DIVIDED BY THE TOTAL NUMBER OF PRIORITIES FOR THE YEAR; THIS SHOULD SUMMARIZE THE INFORMATION FROM SLIDE 1



Finance completed 6 of 15 Miracles, for a 40% completion rate.

Completed Miracles:

1. General Billing – Federal Programs – **Completed September 2024**
2. Financial Reporting Module – **Completed October 2024**
3. EProcurement Marketplace – **Completed December 2024**
4. Allovue – Manage – **Completed February 2025**
5. Position Control Audit – **Completed February 2025**
6. RAMP Revision – **Completed May 2025**

SLIDE 3: PRESENT THE LIST ON NEW PRIORITIES FOR THE UPCOMING YEAR, SPECIFICALLY INCLUDING THREE PRIORITIES DIRECTLY FROM THE ACCESS & OPPORTUNITY AUDIT FINDINGS



- FY 2025 Miracles (Rolled Over):
 - Time & Attendance – September 30th , 2025
 - ClassWallet – August 31st , 2025
 - MyRetirement Manager Expansion - September 30th, 2025
 - Medicaid Reimbursement – December 31st, 2025
 - Invoice Processing & AP Manager – September 30th, 2025
 - FY 2027 Budget MUNIS – June 30th, 2026
- FY 2026 Miracles (New)
 - Distinction Award for Excellent Financial Reporting for FY2025
 - *Sustain and Communicate Existing Successes related to RAMP
 - RAMP Communication and Education
 - *Enhance Needs-Based Resource Allocation using Transparent Budgeting
 - Add poverty component to RAMP
 - *Strategically Target Pilot Initiatives Based on Need
 - Funding SAT/ACT expansion
 - enhancing gifted identification
 - Pre-K 3



KEEP IT UP!



IRACLES Close-out Celebrations May 27, 2025



Division: Accountability and Research

7 COMPLETED

Priorities: During the 2024-2025 school year, the Accountability and Research Division started with 10 MIRACLES Priorities.

Seven priorities were completed, three priorities are ongoing, and four more were added after Workshop #1. We are carrying over 7 total priorities.



#	Program	Tenet	Timeline	Status
1	Monitor and Expend ESSER III	S7 – Sound fiscal stewardship: high level procurement and protocols	Dec-24	Complete
2	Automation of paperwork (80%)	C2- Commitment to Accountability – establish systems to help develop and maintain high quality schools	May-25	Complete
3	SAT Day for all HS Juniors and Seniors	M5 – Motion towards Equity – implementation of best practices	Spring 2025	Complete
4	District Benchmarks Revamp	C5 – Commitment to Accountability – systems and structures guided by practices and practices	Mar-25	Complete
5	School Testing Coordinator Handbook	C3 – Commitment to Accountability- quality written policies revised often	Nov-24	Complete
6	Reality Checks	E3- Perform management driven inquiry – performance management systems with cycles of inquiry	May-25	Complete
7	Freshman on Track, data collection	E4 - Establish targets driven by results	Spring 2025	Complete
8	Infinite Campus Dashboards	E4 - Establish target driven by results	Jun-25	Ongoing
9	CSIP – Monitor and Review (100%)	I6 – Improve Instructional Core - use data and evidence to evaluate what is/not working	Jun-25	Ongoing
10	Assessment Communication Plan	M1 – Motion Toward Equity – create a community of collaboration focused on all students	Sep-25	Ongoing
11	CLIP – Created stakeholders (100%)	C2- Commitment to Accountability - establish systems to help develop and maintain high quality schools	Jun-25	Added
12	Saturday Admin. for Gifted Identification	M1- Motion Toward Equity - create a community of collaboration focused on all students	Sep-25	Added
13	Domo Cloud-Based Business Intelligence	C2- Commitment to Accountability – establish systems to help develop and maintain high quality schools	Ongoing	Added
14	CCRPI Predictive Model	C2- Commitment to Accountability – establish systems to help develop and maintain high quality schools	Ongoing	Added

Summary of Priorities: Priorities for the 2024-2025 School Year:

During the 2024-2025 school year, the Division of Accountability and Research worked with 14 priorities. For the upcoming school year, 2025-2026, the division will have 10 MIRACLES Priorities.



7 Priorities
Completed



14 Priorities
SY24-25 Year



50%
Completion

3 Ongoing
Priorities



4 Newly Added
Priorities



3 Access and
Opportunity
Priorities



10 Priorities
SY25-26

Access and Opportunity Goals: By the end of the 2025-2026 academic year, implement the “Focus on Impact” strategy to enhance the monitoring and assessment of professional learning. This strategy will improve educator engagement, ensure measurable learning outcomes, strengthen implementation fidelity, and increase student achievement – targeting a 10% gain in state identified schools with SWD subgroups.



Professional Learning: **Recommendation 1** - Create a school-based Professional Development Plan; **(G) Tracking Template** – A template or system should be used to track participation and proficiency in professional learning.

1. Federal Programs

- Compile CSIP improvement strategies for all schools – collaborate with PL
- Collaborate across divisions (Curriculum and Instruction, Wrap Around Services, Student Services, Schools and Leadership) to develop aligned observable implementation indicators and evidence of practice or supporting documentation.
- In collaboration with Schools and Leadership, support schools in developing data-driven CSIP action plans using **Canvas** for implementation tracking.

2. Research, Data and Evaluation

- Design a professional learning monitoring and implementation tool using SOGOlytics with aligned indicators.
- Train school leaders on the use of the SOGOlytics tool.
- Create a dynamic SOGOlytics link to monitor CSIP implementation.
- Student proficiency and growth will improve across all tested grades and subjects when implementation of professional learning is consistently monitored and supported. Additional outcomes include reduced chronic absenteeism, fewer discipline resolutions, and increased positive stakeholder perception data.

3. Assessment Administration

- Develop training modules for school test coordinators, test examiners and proctors to complete to reduce the risk of testing irregularities and ensure consistency in test administrations.
- Provide targeted professional learning for test school to ensure full compliance with district, state and national testing procedures.
- Track training participation and proficiency to identify support needs and reinforce accountability.
- Use assessment integrity data to inform continuous improvement efforts and supports schools in achieving valid, reliable student achievement results.

SMARTIE Goal: By the end of the 2025-2026 school year, the Division of Accountability and Research will ensure equitable access to CSIP-related resources and support for all schools. As a result, 90% of state identified schools will report satisfaction with the support received, and there will be a 10% increase in student achievement metrics for schools that have successfully implemented their CSIPs.



Measurable: Increase the percentage of schools completing and submitting CSIPs by the established deadline from 85% to 95%, ensuring timely alignment with district planning and improvement cycles.



Inclusive: Ensure all schools, including those with high needs, receive tailored support, guidance and resources to effectively develop their CSIP.



Relevant: Align CSIP goals with district-wide priorities and initiatives to ensure coherence across schools, strategic focus, and meaningful impact on student outcomes.



Achievable: Provide comprehensive training and technical assistance to all schools throughout the CSIP process, with a goal of at least 90% of participants rating the support as effective and actionable.



Collaborative: Foster meaningful collaboration between district staff and school leaders throughout the CSIP process, with at least 80% of schools reporting improved communication, coordination, and support.



Leadership: Develop leadership capacity in schools by delivering targeted professional development aligned to CSIP implementation, with 75% of participants demonstrating growth in key leadership competencies.



Engaging: Incorporate interactive and innovative methods into CSIP processes to boost participation, with 70% of schools reporting increased engagement in CSIP development and implementation activities.



Sustainable: Implement sustainable practices in CSIP development, monitoring, and continuous improvement to ensure 80% of schools can independently manage and sustain their CSIP processes over time.

4

STRATEGIC PLAN

MIRACLES

KEEP UP
THE
GOOD
WORK



MIRACLES Close-out Celebration
May 27, 2025



Division: Wrap Around Services

8 COMPLETED

DIVISION OF WRAP AROUND SERVICES

2024-2025 MIRACLES PRIORITIES



1. **POSITIVE BEHAVIORAL INTERVENTIONS AND SUPPORTS (PBIS)**

MIRACLES PRIORITY: DeKalb County School District will increase the number of PBIS schools from 50 to 60 by June 2025 and ensure that 75% of all schools (104 out of 138) are implementing PBIS by 2029.

2. **DISCONNECT TO RECONNECT**

MIRACLES PRIORITY: Achieve a 15% reduction in reported classroom disruptions due to cellphone use, as measured by teacher reports and incident logs, by the end of the June 2025.

3. **SUPPORTIVE PROGRAMMING TITLE IV**

MIRACLES PRIORITY: Provide district with supportive programming which will positively impact students, including, communities in schools, check and connect, restorative practices, youth mental health first aid (YMHFA), and positive behavioral interventions and supports (PBIS) by June 2025.

4. **AFTER SCHOOL EXTENDED DAY PROGRAMS (ASEDP)**

MIRACLES PRIORITY: Expand ASEDP to 10 schools by August 2025.

5. **SCHOOL-BASED HEALTH CENTERS**

MIRACLES PRIORITY: Enhance the well-being of students to increase access to healthcare through the development of school-based health centers by September 2026.

6. **ATTENDANCE INTERVENTION PROGRAM**

MIRACLES PRIORITY: Organize a systemic response to address student attendance while increasing the district attendance average rate by 2% by May 2025.

7. **STUDENT SAFE SPACES**

MIRACLES PRIORITY: Create five (5) additional student safe spaces by July 2025.

8. **POST SECONDARY P.U.S.H. PLAN**

MIRACLES PRIORITY: Seventy Percent (70%) of High Schools will meet key performance indicators (KPIs) related to components of the Post-Secondary P.U.S.H. Plan by June 2025.

9. **NAVIANCE IMPLEMENTATION MANUAL**

MIRACLES PRIORITY: Expand Naviance implementation across 70% of schools which will include select educator, support personnel, and leader required tasks for training, completion, and monitoring to ensure all students successfully graduate from high school and are post-secondary ready by June 2025.

10. **DRUG AWARENESS AND PREVENTION**

MIRACLES PRIORITY: Develop a Districtwide drug awareness and prevention program to promote the abstinence of alcohol and drugs by increasing primary, secondary and tertiary preventions by June 2025.

1. POSITIVE BEHAVIORAL INTERVENTIONS AND SUPPORTS (PBIS)
2. DISCONNECT TO RECONNECT
3. SUPPORTIVE PROGRAMMING TITLE IV
4. AFTER SCHOOL CARE PROGRAMS (ASCP)
5. STUDENT SAFE SPACES
6. POST SECONDARY P.U.S.H. PLAN
7. NAVIANCE IMPLEMENTATION MANUAL
8. DRUG AWARENESS AND PREVENTION



ATTENDANCE INTERVENTION PROGRAM (MAY 2025)

- Georgia Department of Education will send official Average Daily Attendance.
- Student Attendance Teams will continue to support schools through the last day of school, May 29, 2025.



SCHOOL-BASED HEALTH CENTERS (SEPTEMBER 2026)

- Ronald E. McNair DLA opened October 2024.
- Modulares are expected to be delivered the week of June 16th.
- Electrical, plumbing, decks and concrete will be completed prior to county inspections.



2025-2026 MIRACLES PRIORITIES



- **Positive Behavioral Interventions And Supports (PBIS)**
MIRACLE Priority: Train 10 of the 60 PBIS schools on the GaDOE Multi-Tiered Systems of Support (GaMTSS) Tier I System Team Training by June 2026 and ensure that 75% of all schools (104 of 138) are implementing GaMTSS/PBIS by 2029.
- **Disconnect To Reconnect:**
MIRACLE Priority: Implement and enforce Phone-Free Zones during the entire instructional day (bell to bell) for all students in grades Pre-K–12 by May 2026.
- **After School Care Program (ASCP)**
MIRACLE Priority: Expand ASCP to five (5) additional schools by August 2026.
- **School Based Health Center**
MIRACLE Priority: Enhance the well-being of students by increasing access to healthcare through developing school-based health centers in identified schools by September 2026.
- **Attendance Intervention Program**
MIRACLE Priority: Organize a systemic response to address chronic absenteeism while increasing the district attendance average rate by 3% by June 2026.
- **Student SAFE Spaces**
MIRACLE Priority: Create four (4) additional student SAFE spaces which will provide access for all students to obtain mental health and wellness support by July 2026.

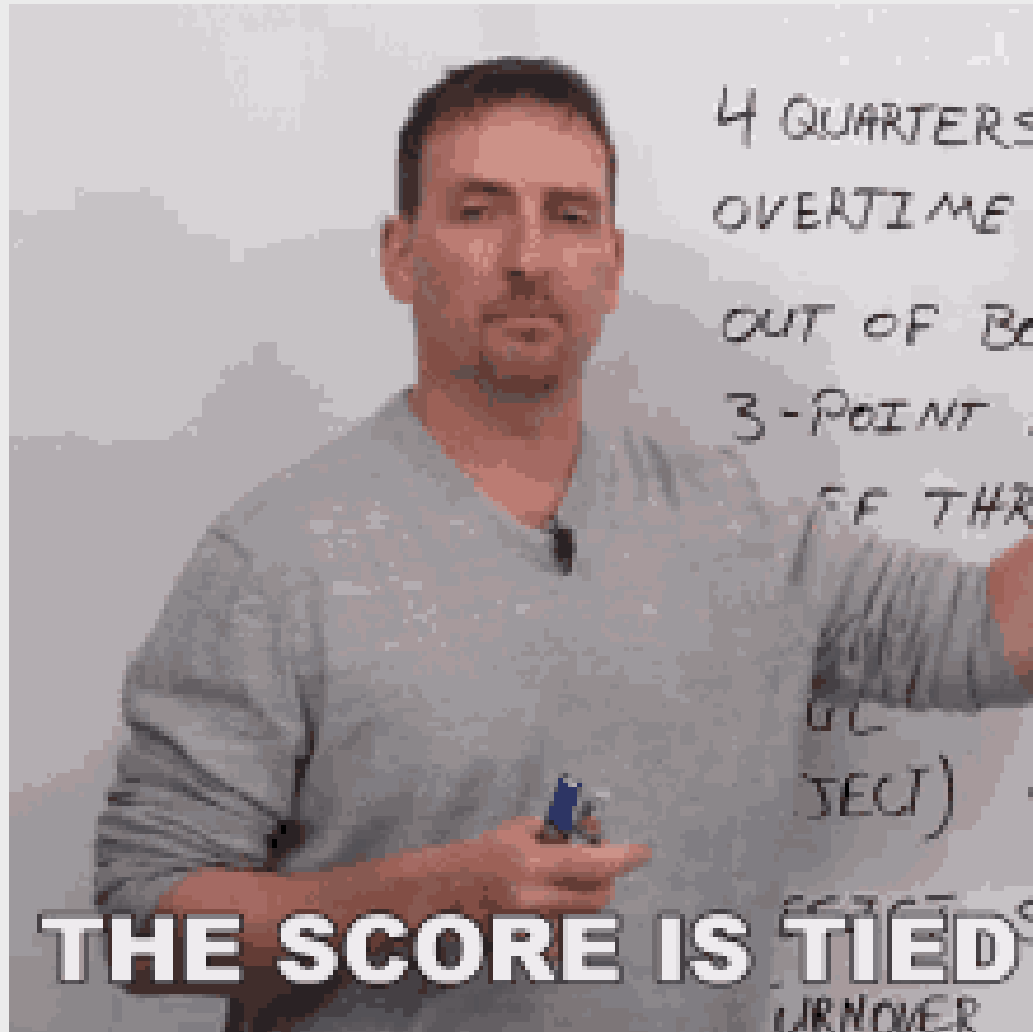
2025-2026 MIRACLES PRIORITIES



- **Freshman On Track:**
MIRACLE Priority: Systematically track and monitor the academic performance of ninth grade scholars (Freshman) and ensure scholars are afforded opportunities to get back on track by the start of the following school term in all high schools by May 2026.
- **Senior Advisor Academy:**
MIRACLE Priority: Enhance connectivity between the Division of Wrap Around Services and school-based Senior Advisor Liaisons by establishing a Senior Advisor Academy which track and monitor advisor outreach and effectiveness by June 2026.
- **School Counseling Readiness:**
MIRACLE Priority: Create a school counseling manual to provide school counselors essential knowledge, attitudes, and skills needed to support students' academic success, social-emotional development, and post-secondary planning by December 2025.
- **4E Plans:**
MIRACLE Priority: Ensure 90% of all Seniors will graduate with a documented, viable 4E Plan: Enrollment, Employment, Enlistment, Entrepreneurship by May 2026.
- **Scholarships and Grants:**
MIRACLE Priority: Increase the amount of scholarships and grants obtained by the senior class by 10% during the 2024-2025 school year.

Access and Opportunity

- **Student Professional Learning:** MIRACLE Priority: Establish informal student-centered and student led professional learning regarding student identity and culture to create a more relevant, effective, and collaborative school climate and culture for marginalized students.
- **Student Board of Education (SBOE):** MIRACLE Priority: Expand student knowledge of the DCSD Board of Education and Superintendent by reviewing board meeting actions and providing recommendations to observe feedback in action during the 2024-2025 school year.





MIRACLES Close-out Ceremony
May 27, 2022

Division: Division of Student Services
9 COMPLETED

SLIDE 1: STATE THE NUMBER OF PRIORITIES INITIATED, ALONG WITH ANY ADDITIONAL PRIORITIES THAT WERE ADDED AFTER WORKSHOP #1.



English Learners Department

1. Provide professional learning experiences for teachers of ELs to increase their capacity to provide evidence-based strategies for increased academic and culture and climate outcomes **(COMPLETED)**
2. Develop Instructional Language Plans (ILPs) for English Learners with no Positive ACCESS Band Growth in SY24 –25 **(COMPLETED)**
3. Provide accessible and Meaningful Translation and Interpretation Services for Local Schools and Departments **(COMPLETED)**

Gifted Education Department

1. Address historical underrepresentation in Gifted Education via expand student access to assessments. **(IN PROGRESS – DATA PENDING)**
2. Increase the number of teachers with gifted endorsement. **(COMPLETED)**
3. Increase parent and staff understanding of Gifted Education. **(COMPLETED)**

SLIDE 1: STATE THE NUMBER OF PRIORITIES INITIATED,ALONG WITH ANY ADDITIONAL PRIORITIES THAT WERE ADDED AFTER WORKSHOP #1.



Department of Early Learning and Pre-K Programs – 3 Priorities

1. Provide professional learning experiences for Pre-K (3&4) teachers and paraprofessionals via the Science of Reading tenants to expand Pre-K staff's early literacy pedagogy. **(COMPLETED)**
2. Expand and deploy the implementation, impact, and scope of the Waterford Instructional Resource platform within all Pre-K3 expansion classes and piloted Pre-K4 classes (10 sites). **(COMPLETED)**
3. Promote Pre-K (3&4) students' foundational social development via increasing teachers' capacity with the SEL frameworks of conscious discipline, Social stories, and the MTSS process. **(In-Progress)**

Department of Exceptional Education-3 Priorities

1. Improve special education pedagogy; supporting students with an Autism Spectrum Disorder (ASD)-**(COMPLETED)**
2. Improve literacy outcomes for students with disabilities in ATSI schools through Wilson Reading System-**(COMPLETED)**
3. Provide social-emotional counseling support for targeted students in Horizon Area schools from school psychologists-**(Paused)**
4. Decrease the suspension rates for students with disabilities by monitoring monthly school level suspension data, making recommendations for improvement, and providing enhanced staff training-**(In-Progress)**

SLIDE 2: CALCULATE THE NUMBER OF COMPLETED PRIORITIES DIVIDED BY THE TOTAL NUMBER OF PRIORITIES FOR THE YEAR; THIS SHOULD SUMMARIZE THE INFORMATION FROM SLIDE 1



English Learners Department - 3/3 MIRACLES priorities completed

1. The EL Department has provided 79 professional learning sessions to 2,521 teachers, administrators and DCSD staff during the SY 24-25 school year.
2. **99.7%** of all required ILPs have been created and implemented for students who did not make positive band-to-band movement on the 2024 ACCESS. 4,798 ILPs and goals
3. In SY24-25, the EL Department provided 28,857 language services.

Gifted Education Department – 2/3 MIRACLES priorities completed

1. Increase the number of teachers with gifted endorsement with 85 certificates being processed.
2. Increase parent and staff understanding of Gifted Education with 2,000+ in attendance at Gifted Education Information Nights and 900+ teachers who participated in professional learning.

Department of Exceptional Education-2/4 MIRACLES priorities completed

1. Through enhanced collaboration with the University of Georgia's center for Autism and Behavioral Education Research, **100% of teachers** indicated effectiveness of the Pilot program and the support provided; **87% of teachers scored proficient or higher** on the Teacher performance and accuracy tool
2. 100% of teacher respondents indicated confidence in Wilson Reading System implementation and students served with the Wilson Reading System experienced an average of 5-point RIT score increase between Fall 2024 and Spring 2025.

Department of Early Learning and Pre-K Programs – 2/3 MIRACLES priorities completed

1. **100%** of our Pre-K (3&4) staff members were trained via our Science of Reading (SOR) PL training sessions.
2. **100%** of our identified Pre-K (3&4) piloted classes utilized and implemented the Waterford supplemental resource on a consistent basis.

SLIDE 3: PRESENT THE LIST ON NEW PRIORITIES FOR THE UPCOMING YEAR, SPECIFICALLY INCLUDING THREE PRIORITIES DIRECTLY FROM THE ACCESS & OPPORTUNITY AUDIT FINDINGS



English Learners Department

1. Scale out professional learning on SIOP framework for all teachers and school leaders to access modular content asynchronously via Canvas
(A & O Audit Priority Recommendation 3- School-Based Access and Opportunity Integration)
2. Develop and monitor implementation of Instructional Language Plans (ILPs) (goals, strategies, progress) for each English Learner with no positive band growth from SY25 ACCESS administration **(A & O Audit Priority Recommendation 2- Access and Opportunity Accountability Framework)**
3. Translation/Interpretation services: expand training and awareness materials for school and department leaders – increase precision of monitoring systems of language services requests by school and department. **(A & O Priority Recommendation 1- Districtwide Access and Opportunity Vision)**

Gifted Education Department

1. Scale out professional learning on Gifted Education for all teachers and school leaders to access modular content asynchronously via Canvas – focused on characteristics of giftedness, gifted identification, gifted services, and developing potentially gifted learners
(A & O Audit Priority Recommendation 3- School-Based Access and Opportunity Integration)
2. Create a cohort of new gifted liaisons to experience face-to-face professional learning throughout the school year to elevate their capacity and impact as inclusive Gifted Education instructional leaders **(A & O Audit Priority Recommendation 3- School-Based Access and Opportunity Integration)**

SLIDE 3: PRESENT THE LIST ON NEW PRIORITIES FOR THE UPCOMING YEAR, SPECIFICALLY INCLUDING THREE PRIORITIES DIRECTLY FROM THE ACCESS & OPPORTUNITY AUDIT FINDINGS



Department of Early Learning and Pre-K Programs

1. Provide a Science of Reading professional learning PL – Phase II rollout for all Pre-K (3&4) teachers and paraprofessionals to support the continued elevation of their instructional capacity in early literacy **(A & O Audit Priority Recommendation 3- School-Based Access and Opportunity Integration)**
2. Develop, deploy, and monitor the implementation of the Waterford Supplemental resource being utilized in every Pre-K (3&4) classroom across the district to enhance the early literacy and early numeracy skills of young scholars during the 2025-2026 SY. **(A & O Audit Priority Recommendation 3- School-Based Access and Opportunity Integration)**
3. The rollout of the Cradle Through Kindergarten Campaign across the district to scale out the footprint of DCSD's early learning tenants from the stages of prenatal through Kindergarten during the 2025-2026 SY. **(A & O Priority Recommendation 1- Districtwide Access and Opportunity Vision)**

Department of Exceptional Education

1. Develop and implement an asynchronous professional development module for all school leaders, special education teachers, and paraprofessionals across the district focused on the effective implementation of Specially Designed Instruction (SDI) **(A & O Audit Priority Recommendation 3- School-Based Access and Opportunity Integration)**
2. Implement coaching and mentoring program for all Lead Special Education Teachers to enhance their pedagogical skills and deepen their knowledge of effective instructional practices to elevate learning conditions and outcomes for students with disabilities **(A & O Priority Recommendation 1- Districtwide Access and Opportunity Vision)**
3. Support schools with decreasing the suspension rates for students with disabilities by monitoring monthly school level suspension data, making recommendations for improvement, and providing enhanced staff training **(A & O Audit Priority Recommendation 2- Access and Opportunity Accountability Framework)**



GREAT JOB!

DISRUPTING FOR E
NEW LE
H

Close-out Celebration
May 27, 2025



Division: Division of Information and Instructional Technology
9 COMPLETED

SLIDE 1: STATE THE NUMBER OF PRIORITIES INITIATED,ALONG WITH ANY ADDITIONAL PRIORITIES THAT WERE ADDED AFTER WORKSHOP #1.



- Website Modernization Phase I
- Technology Software Review and Evaluation Process Phase I
- Data Governance
- District Wide Records Digitization
- Ignite U Professional Learning
- AI Awareness
- Digital Dreamers Hub – Student Skills Backpack Course
- Network Infrastructure Phase I Upgrade – Cabling, Switches, & Wireless Access Points
- Device Lifecycle Management Phase I
- Physical Security Phase I – Intrusion Alarm and Door Access Control
- Enhance the district's digital privacy, safety, and security posture
- Refine and expand the existing IT security framework

SLIDE 2: CALCULATE THE NUMBER OF COMPLETED PRIORITIES DIVIDED BY THE TOTAL NUMBER OF PRIORITIES FOR THE YEAR; THIS SHOULD SUMMARIZE THE INFORMATION FROM SLIDE 1



Completed 9 / 12 MIRACLES Tasks in 2024-2025. Some of the goals were multiyear projects or recurring.

- Website Modernization Phase I: Procurement / vendor section and design complete.
- Technology Review and Evaluation Process Phase I: Implemented a technology assessment framework to accelerate the seamless integration of innovative technology solutions into the DCSD technology ecosystem.
- Data Governance: Established a cross functional data governance committee. Completed a comprehensive data catalog of all interfaces. Completed Phase I on the district's return on investment (ROI) analysis for our investment in digital resource utilization.
- District Wide Records Digitization Phase I: Determined the targeted audience for the proof of concept (HR). Implemented and documented the proof of concept. Established a data retention steering committee. Begin the scanning process.
- Ignite U Professional Learning , AI Awareness, Backpack of Success Skills Course
- Complete Device Lifecycle Management Phase I RFP's and RFQ's
- Established a Cyber Champions initiative to provide cybersecurity awareness and training for students.
- Evaluated existing security services and strengthened third party vendor partnerships.
- Established a cybersecurity awareness blueprint.

SLIDE 3: PRESENT THE LIST ON NEW PRIORITIES FOR THE UPCOMING YEAR, SPECIFICALLY INCLUDING THREE PRIORITIES DIRECTLY FROM THE ACCESS & OPPORTUNITY AUDIT FINDINGS



Access and Opportunity: New Priorities

- DIIT needs to encourage leadership to scale the access and opportunity plan specific to our Department ensuring that all students have access to instructional devices and resources.
- DIIT will contribute to the district's overall professional development plan by modeling asynchronous professional learning sessions that promote ongoing staff training based on best practices. Additionally, DIIT will leverage asynchronous learning opportunities to offer guidance and resources for staff in key areas of professional development, including the Backpack of Success Skills.

DCSD Strategic Plan: New Priorities

- Create DIIT Digital Transformation Handbook based on best practices
- Website Modernization Phase II
- Deploy passphrase authentication to enhance security
- Integrate Incident IQ Enterprise and Asset Management
- Add content hosting to support online testing
- Deploy Rapid Identity Lifecycle Management
- Upgrade the district firewall and bandwidth
- Complete network infrastructure phase I
- Integration Microsoft Team's voice
- Complete Phase I physical security upgrade

AMAZING!



MIRACLES Close-out Celebration

May 27, 2025

Division: Access and Opportunity

10 COMPLETED



SLIDE 1: STATE THE NUMBER OF PRIORITIES INITIATED,ALONG WITH ANY ADDITIONAL PRIORITIES THAT WERE ADDED AFTER WORKSHOP #1.



The Division of Access and Opportunity had 16 Priorities for FY25:

- Access and Opportunity: 3
- School Innovation: 3
- Student Mentorship and Partnerships: 3
- Athletics: 4
- Student Assignment: 3

SLIDE 2: CALCULATE THE NUMBER OF COMPLETED PRIORITIES DIVIDED BY THE TOTAL NUMBER OF PRIORITIES FOR THE YEAR; THIS SHOULD SUMMARIZE THE INFORMATION FROM SLIDE 1



The Division of Access and Opportunity has completed the following priorities:

- Ten (10) MIRACLES Priorities have been completed as of May 27th
- Five (5) MIRACLES Priorities will be completed by June 2025
- One (1) MIRACLES Priority will carry over into FY26
- **62.5%** of the MIRACLES Priorities have been completed as of May 27th

SLIDE 3: PRESENT THE LIST ON **NEW PRIORITIES** FOR THE UPCOMING YEAR, SPECIFICALLY INCLUDING THREE PRIORITIES DIRECTLY FROM THE ACCESS & OPPORTUNITY AUDIT FINDINGS



Access and Opportunity Priorities for FY26

- By May 2026, create and publish a district-wide Access and Opportunity Playbook that defines what access and opportunity mean at each level of the system—central office, school leaders, teachers, families, and students. The playbook will include guidance documents and actionable strategies for each group.
- By June 2026, develop and implement an Access and Opportunity Professional Learning Series to build a shared understanding and commitment to equity. The series will be delivered through at least 6 sessions held during PLC meetings, town halls, departmental, and divisional meetings.
- By February 2026, develop a comprehensive Access and Opportunity Policy for Board consideration that ensures equitable access to high-quality educational programs, resources, and learning experiences.
- By June 2026, strengthen Principal Advisory Councils (PACs), as identified in the Access & Opportunity audit, by establishing standard operating procedures, and providing two professional learning sessions for principals and PAC members to build capacity in inclusive decision-making and access and opportunity leadership.
- By June 2026, address 100% of the findings and recommendations from the GA Charter School Authorizer Evaluation by creating an action plan with specific tasks, timelines, and responsible individuals for each identified area. Progress will be measured by quarterly check-ins, and documentation of completed tasks, with a final report summarizing actions taken and outcomes achieved.

SLIDE 3: PRESENT THE LIST ON **NEW PRIORITIES** FOR THE UPCOMING YEAR, SPECIFICALLY INCLUDING THREE PRIORITIES DIRECTLY FROM THE ACCESS & OPPORTUNITY AUDIT FINDINGS



Additional New Priorities for FY26

- By May 2026, increase female student participation in middle school athletics by 10% compared to the baseline enrollment in the 2024–2025 school year.
- By May 2026, increase the number of elementary schools offering participation in three or more sports by 20% compared to the 2024–2025 baseline.
- By May 2026, revise the Middle School Athletics Handbook, develop comprehensive Standard Operating Procedures (SOPs), and provide training to head coaches to ensure consistent implementation and compliance of athletics programs across all middle schools.
- By May 2026, identify and define metrics to evaluate new school choice programs in the district.
- By June 2026, streamline the work of the Student Achievement (SA) team to enhance unity and efficiency by providing Project Management Training for 100% of the SALT (Student Assignment Leadership Team).
- By April 2026, increase the number of active community and corporate partners by 30% (from baseline) by developing targeted outreach, quarterly partnership events, and recognition campaigns to retain and attract partners.
- By February 2026, increase awareness of the Student Mentorship & Partnerships (SMP) department by launching a quarterly digital newsletter and maintaining an up-to-date website that highlights key initiatives, staff spotlights, and partner contributions.



Congratulations



MIRACLES IN MAY Celebrations May 27, 2025



Division: CURRICULUM & INSTRUCTION

13 COMPLETED

SLIDE 1: STATE THE NUMBER OF PRIORITIES INITIATED,ALONG WITH ANY ADDITIONAL PRIORITIES THAT WERE ADDED AFTER WORKSHOP #1.



1. Numeracy
2. Literacy
3. MAP Fluency
4. Literacy Campaign
5. Ensure students receive academic, behavior, and social/emotional support through the Multi-Tiered System of Support (MTSS)
6. Collaborate with Post-Secondary Institutions and metro area industry partners to build and enhance our middle and high school CTAE programs
7. Content Learning Walks
8. Innovative Educational Opportunity – ChanceLight
9. Innovative Educational Opportunity – Acceleration Academy
10. FLEX Academy – To provide virtual options for students to obtain course credits in grades 6-12
11. AVID - to prepare students for college eligibility and empower them to strive for academic excellence
12. Student Success Skills Backpack (SSSB)
13. Academic Skills Center (ASC)
14. Georgia Aquarium Partnership
15. Curriculum Audit
16. Magnet Schools of America

SLIDE 1: STATE THE NUMBER OF PRIORITIES INITIATED, ALONG WITH ANY ADDITIONAL PRIORITIES THAT WERE ADDED AFTER WORKSHOP #1.



Completed 13 out of 16 priorities = 81% Some goals are dependent on data and will conclude June 2025.

1. Numeracy – **In-Progress**- 96 content learning walks (goal 56); Georgia Milestones Data pending
2. Literacy – **In-Progress** - 67% complete; CAAG and Unit Plan development continues through June 2025; 37 content learning walks completed, shifted to participate in CCVs; Georgia Milestones Data pending
3. MAP Fluency – **Completed**; NWEA data pending (Fall to Spring comparison 3% increase for 80% of K-3 students)
4. Literacy Campaign - **Completed**
5. Ensure students receive academic, behavior, and social/emotional support through the Multi-Tiered System of Support (MTSS) - **Completed** - Pending data from May 23 final data dig
6. Collaborate with Post-Secondary Institutions and metro area industry partners to build and enhance our middle and high school CTAE programs – **Completed** – Pending release of EOPA data; WBL enrollment increased by 9%, Four middle schools will offer high school CTAE level one courses in the FY25-26 school year
7. Content Learning Walks – **Completed**
8. Innovative Educational Opportunity – ChanceLight – **Completed** (18 students)
9. Innovative Educational Opportunity – Acceleration Academy – **Completed** FY25 tasks/**In-Progress**- (73 current enrollment/8 pending orientation, 121 courses completed, 16.5 credits earned);
10. FLEX Academy – To provide virtual options for students to obtain course credits in grades 6-12 – **Completed** – FLEX Academy – 217 (Goal 130), FLEX Beyond the Day – 750 (Goal 325), FLEX Restore – 382 (Goal 400)
11. AVID - to prepare students for college eligibility and empower them to strive for academic excellence – **Completed** 80% (4 of 5) Sites are in deferment but not all have an AVID elective in the planning phase
12. Student Success Skills Backpack (SSSB) - **Completed** (Defenses still in progress)
13. Academic Skills Center (ASC) - **In-Progress** - 75% (3 of 4) - GMAS (3%) and discipline data (5%) pending
14. Georgia Aquarium Partnership – **Completed** 75% - (3 of 4); expanded survey to focus on STEM; GA Aquarium partnership kickoff will be replaced with a partnership showcase
15. Curriculum Audit - **Completed** – Report pending final focus group on May 22
16. Magnet Schools of America – **Completed** – 6 schools preparing for the process (Wadsworth, Kitteridge, Chamblee HS, Southwest DeKalb HS, Narvie J. Harris ES, Robert Shaw)

SLIDE 3: PRESENT THE LIST ON NEW PRIORITIES FOR THE UPCOMING YEAR, SPECIFICALLY INCLUDING THREE PRIORITIES DIRECTLY FROM THE ACCESS & OPPORTUNITY AUDIT FINDINGS



1. **Accelerate 8: Inquiry Architects*** pp. 51-57
2. **Advanced Academic Pathways (AP, IB, Dual Enrollment, AVID)*** pp. 56-57
3. **Innovative Educational Opportunities (ChanceLight, Acceleration Academies, and FLEX)*** p. 30
4. **Reimagining Magnet and Theme Schools*** pp. 58-59; 76
5. STEAM Strategic Initiative
6. Content Learning Walks
7. Comprehensive Professional Learning
8. Academic Supports (Academic Skills Center and Tutoring)
9. Portrait of a Graduate: Student Success Skills Backpack
10. K-12 High Demand CTAE Pathways & Workforce Development (Georgia Aquarium, WorkSource DeKalb, Decide DeKalb)*
11. Literacy (K-3 Amira)
12. MTSS (Whole Child Supports)
13. Partnerships
14. DCSD Coach UP! (Academic Coach Pipeline)

**Access and Opportunity priorities*