



Operations Report – September 2025

Chief of Staff Elijah Palmer

Division of Operations

Senior Coordinator Vitella Dodson

Strategic Planning

Building on the momentum from August, September marked an acceleration of efforts as teams updated goal-area workbooks for the 2025-2026 school year. Strategies were aligned to SMART goals, action steps, and benchmarks to strengthen accountability and consistency across all goal areas. These steps are designed to enhance transparency, support ongoing monitoring, and prepare for districtwide communication of Year 2 progress. During the September Board meeting, Goal Area 1: Student Academic Success with Equity and Access highlighted Year 1 accomplishments and outlined Year 2 priorities. Planning also advanced for the upcoming October Board presentation on Goal Area 2: School, Family, and Community Engagement.

Director Joel Thibodeaux

Internal Audits & Compliance

Booster Club Policy & Governance

Board Policy *LE: School-Community Organizations Relations* was approved and became effective at the September 8 BOE meeting. Administrative Regulations related to the policy, LE-R1 through LE-R3, were authored to support the objectives of the new policy and submitted to Legal Affairs for final review on September 27, 2025. Related to passage of Board Policy LE, Board Policy *DFK – Gifts & Bequests*, Board Policy *KEB – Solicitations*, and regulation *KEB-R(1) – Solicitations-Fundraising* were revised to clarify the disposition and allocation of donated assets and set standards for fundraising that apply to support organizations as well as schools. Board Policies DFK and KEB are scheduled for First Read at the October 6, 2025, Board of Education meeting.

The governance and compliance administration for community support groups is under development within Internal Audits & Compliance. A Coordinator-level job specification has been submitted to HR for classification. This position will lead centralized compliance administration for parent- and community-based support groups. Based on years of experience investigating and resolving missteps in booster, PTO, and foundation activities, DCSD needs to establish a uniform District-wide standard for support organization oversight. We have fast-tracked the development of the Booster Club Handbook for implementation this school year. We expect to complete full development of this function and information assets by the end of March 2026, with deployment in time for pre-planning the 2026-27 school year.

Internal Audits & Compliance continues to build internal capacity through investment in training and continuing professional education. As part of this year’s goal setting and evaluations, Internal Audits & Compliance has identified and developed “specialist” roles within the team with the guidance and support of the Executive Director. The roles reflect expertise and job priorities of the incumbents and are not new job titles. The following roles have been developed and assigned:

Employee	Job Title	Specialized Role
Danielle Valentine	Senior Compliance Auditor	Enterprise Risk Management; Compliance Specialist
Chibuzor Motanya	Senior Financial Auditor	Fraud Risk Management - Investigations & Prevention
Cynthia Simien	Audit Data Specialist II	Data Analytics; Platform Management; DIIT Liaison
Sherida Ragland	Internal Auditor III	Local School Compliance Liaison
Tisha Smoots	Internal Auditor III	Audit Plan Management ; Pre-Audit Assessments
Geraldine Thomas	Internal Auditor III	Time & Attendance Functionality & Compliance
DeAndre Campbell	Internal Auditor III	Post-Audit Implementation, Verification, & Monitoring
Victoria King	Administrative Assistant	Logistics, Scheduling & Communication; Certification & PL Administrator

We expect that assigning functional priorities to individual team members will enhance our team’s overall capacity to handle multiple projects simultaneously, while also improving the quality of our assessments and reporting.

Post-Audit monitoring and Reporting

The MIRACLES initiative is currently in the initial phase of cataloguing and classifying the risk mitigation measures implemented by management in Operations, DIIT, and Finance in response to the Plante Moran forensic audit. Fleet Management and Procurement are among the initial areas where monitoring will be implemented, with management reporting to follow.

Interim Chief Jennifer Caracciolo**Community Engagement and Innovative Partnerships****Director Dr. Marcia Oglesby****Grants and Partnerships**

The Grants and Partnerships team continues to actively secure resources and build strong community connections to support the DeKalb County School District's (DCSD) programs and priorities. The Grants and Partnerships team members available to provide support with securing partnerships, seeking donations, and applying for grants are as follows: Dr. Marcia Oglesby, Director; Mrs. Libritta Anderson-Griffin, Coordinator II; Ms. Demetric Crittle, Coordinator; Ms. Tanya Arrington, Strategic Partners Manager; and Dr. Donald Porter, Lead Grant Strategist.

Highlights of the work completed during September include the following:

- The Ben Carson Reading Room grant of \$20,000 was awarded to Redan Elementary School to provide a space for high-interest books that students can select from. The goal is to make reading fun, relaxing, and rewarding.
- The Student Support and Intervention department received an invitation and applied for a \$20,000 donation from Kaiser Permanente Georgia. If awarded, the donation will be used to outfit the DCSD SEL/Mindful Student Support project. This project is a Counseling Department initiative to provide mindfulness and SEL tools for the DCSD Counseling Team of approximately 300 counselors as they support students in each Social and Emotional Learning (SEL) tenet: self-awareness, self-regulation, social awareness, interpersonal skills, and responsible decision-making.
- The Dobbs Foundation awarded the Montessori Partnerships for Georgia, a nonprofit organization, a grant to provide services that help close the opportunity gap at Montessori schools in DeKalb. The Montessori Partnership for Georgia has partnered with Huntley Hills Elementary School and Briar Vista Elementary School to provide coaching services, supporting teachers in strengthening their Montessori practices and adhering to Montessori principles. Each school will be assigned a Montessori-trained and experienced coach to work with each teacher.
- The Grants and Partnerships team has provided grant support to various schools and departments to include, but not limited to, DeKalb School of the Arts, Toney Elementary School, Montclair Elementary School, Oakcliff Elementary School, Fermbank Elementary School, Dunaire Elementary School, Chamblee High School, Redan High School, Stephenson High School, Wraparound and Support Services, Family and Community Empowerment, Student Advancement, Culture and Climate, Curriculum and Instruction, Career Tech Education, and Warren Tech.

- The Grants and Partnerships team is providing ongoing support to the ten (10) schools that were the recipients of funds from the American Rescue Plan Act (ARPA) donated by the City of Stonecrest to provide support to students and their families. The team monitors the expenditure of funds and provides ongoing communication with the principals and bookkeepers. Four (4) schools have expended 99% of their funds from this donation. These schools include Browns Mill Elementary School, Murphy Candler Elementary School, Stoneview Elementary School, and Lithonia High School. Each school received \$100,000.
- The team met with Chief Whaley to discuss the development of grant applications for the Bureau of Justice Assistance's Students, Teachers, and Officers Prevention (*STOP*) Violence grant. This grant program represents a significant effort to foster safer school environments and reduce the risk of violence through proactive measures and community engagement. If awarded, the grant competition provides up to \$1,000,000 in funding for 36 months for technology solutions, training, and other resources for law enforcement departments. The deadline to apply is November 3, 2025.
- The Superintendent's Bilingual, Staff, and Exceptional Education Advisory Council meetings were held. Meetings were well-attended and focused on the issues raised in the ThoughtExchange. Each team developed a well-executed agenda that allowed council members to participate and ask questions, furthering discussions and bringing new insights into how each council will structure upcoming meetings.
- Superintendent Horton launched a new student center initiative, NextGen Affinity Leaders, in September. This initiative will focus on five DCSD high schools: Towers, Redan, Stone Mountain, Cross Keys, and Clarkston. Students will work closely with Tom Burton (former Superintendent in Ohio) to develop student leaders. Two more meetings will bring this high-level group of student leaders together in October.
- Members of the Grants and Partnerships team participated in our partner's One Million Meal Pack event, sponsored by State Farm and the Atlanta Hawks, on Saturday, September 27. This volunteer opportunity provided over one million meals to five local community food banks. Over 5,000 adults and children volunteered their time to this community-based initiative.
- The Grants and Partnerships team has successfully partnered with the DeKalb County Housing Authority for the Impact Aid Grant program. This collaboration will provide access to low-income housing and help identify families in DeKalb County who may benefit from additional support and resources.
- The Grants and Partnerships Team convened with the U.S. Department of Education (*USDOE*) to verify that the guidelines for securing the Impact Aid Grant for students residing in federal and low-income housing align with eligibility requirements for federal funding. Following this meeting, the team received valuable feedback from the US Department of Education. It collaborated with the Research, Data, and Evaluation Department to initiate revisions to the survey form regarding military branches and ranks.

- **Partnership Spotlights:** The Grants and Partnerships team highlighted its collaborations on Instagram, showcasing partnerships with Georgia Power, Rondah Thomas, Corners Outreach, and the Boys and Girls Club of Metro Atlanta at McNair Discovery Learning Academy. Additionally, they featured their director, Sedric Wytch, Jr., and recognized State Farm for its Million Meals Pack initiative, where several DCSD employees volunteered their time to help.
- **Funding Focus Fridays:** This initiative started in September 2025, intending to highlight available grants in a concise and regularly distributed format. Every Friday last month, all DCSD leaders, teachers, and staff received information about grant opportunities for DonorsChoose, Teachers Innovation Grants, Ben Carson Reading Room Projects, and Mr. Holland's Opus Musical Instrument Grants.
- **Collaborative Efforts:** The Principal for a Day (PFAD) team collaborated to discover creative strategies for enhancing engagement in the Principal for a Day Initiative. Each team member was tasked with securing at least 20 new partners by the end of the business day on Friday, October 3, 2025. The team has successfully secured 44 new partners, and 82 schools have committed to participating in the launch. The goal is to have 100% of the schools participate in the PFAD initiative.
 - **Expanding Reach:** The PFAD Team invited notable local businesses, including airlines, utility companies, and department stores, beyond the Chamber. Additionally, we've engaged with various news and talk shows, dynamic law firms, community organizations, faith-based groups, medical facilities, and restaurant chains.
 - **Sponsorship:** Secured a signature sponsorship for the PFAD Initiative: Children's Healthcare of Atlanta
 - **Pending Sponsorship for PFAD:** Nordstrom Corporation

Program Administrator Dr. Damienne Denham Shabazz

Adult Education and ESL Program

The **Adult Education Team has been in high gear since our September 15th Orientation and Registration Sessions, as well as our recent Marketing Push.** We have over 500 students who have signed up to take Adult Education Classes in DCSD. We are currently in the process of Onboarding Registrants who have responded to Phase II of Registration by completing all required State documents, with appropriate identification. This process includes pre-testing all registrants on TABE 13/14 or TABE Clase E, creating an enrollment line in GALIS, our online student data system, and providing students and instructors with schedules. **We are scheduling students for classes at the following locations:**

- Cross Keys HS – GED and ESL - Evening
- Elizabeth Andrews HS (AIC) - GED and ESL – Morning and Evening
- Goodwill of North Georgia (Lawrenceville Hwy location) - GED and ESL - Morning

- McNair HS – Safe Center – GED – Morning and Evening
- Sequoyah MS – ESL – Morning
- Virtual Options are available for the GED course only

Our **Integrated English Language and Civics Education (IELCE)** program is moving forward, in partnership with the **Ethiopian Community Association of Atlanta (ECAA)**. We hosted Orientation and Registration on September 24th, where we welcomed 10 registrants in person to the DCSD Adult Education family. We are working with leadership to finalize and complete applications for about 10 more registrants. Our next steps include CASA and TABE Class E pretesting, creating enrollment lines, and providing class schedules.

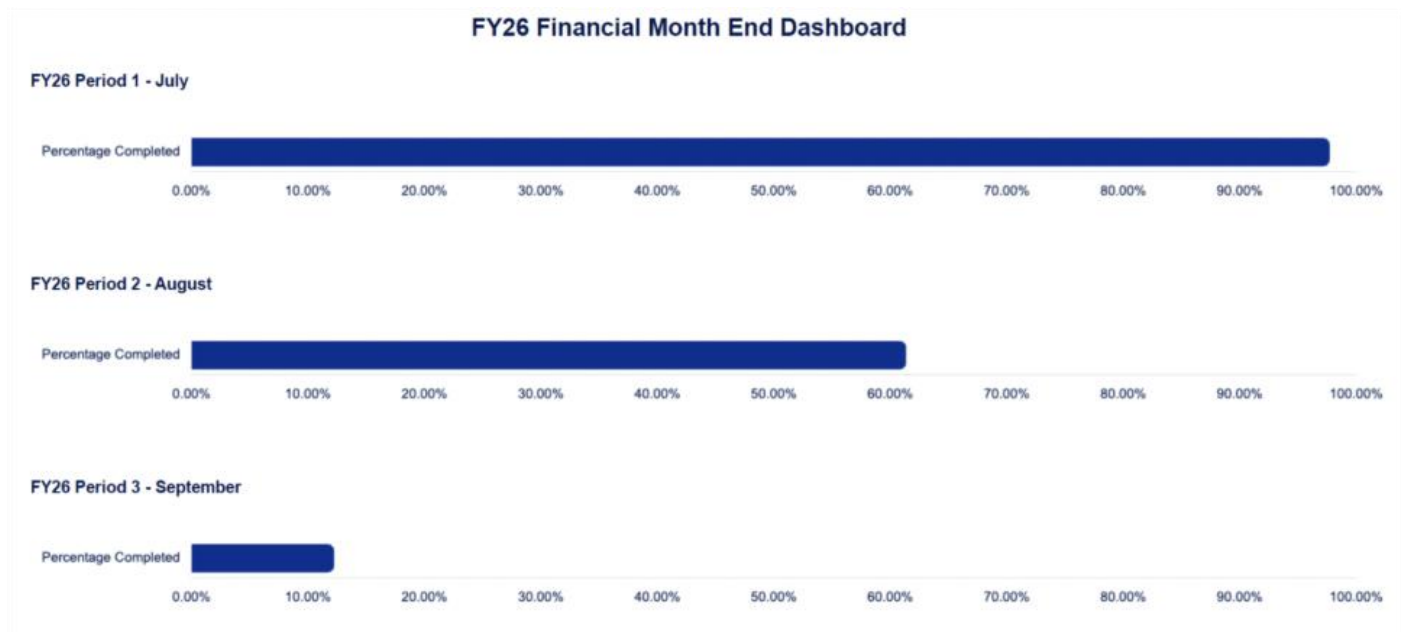
The **Workforce Development arm of Adult Education** has just concluded our first **Integrated Education Training (IET)** cohort for Custodial Tech Certification. In partnership with **Quintin DeGroot, Director of HR for Operations**, the **First Choice Program** has provided opportunities for Adult Education students to upskill their training for improved employment opportunities. Focusing on the theme of “Grow Your Own”, **DCSD Operations, in partnership with the DCSD Adult Education program, provides IET opportunities with the possibility of employment in the areas of Custodial Technicians and School Nutrition Assistants.**

We are finalizing our application to add a third **Certified Nursing Assistant (CNA) for the Adult Learners** pathway through our **CTAE Department**. In partnership with the Director of CTAE, Ms. Doriayne Gunter, and Dr. Kenyatta Arnette, Healthcare Sciences Coordinator, we are creating greater access and opportunities for our DCSD stakeholders to obtain viable employment through industry-level certification in critical needs areas. **We are scheduled to launch this IET in January.**

Finance

Monthly Tasks

The Division of Finance utilizes Google Sheets to keep track of routine and monthly tasks. These tasks are primarily accounting and payroll-related. It is essential to keep track of these tasks and ensure they are completed on time and accurately; this, in turn, will lead to efficient payroll processing with fewer errors and reliable financial reporting. While we are aggressive, we aim to have all tasks completed by the end of the following month.



Annual Tasks

The Division of Finance utilizes Google Sheets to keep track of annual tasks, reports, and activities related to Finance. This dashboard incorporates all areas within Finance and helps us backwards plan for and remember upcoming deadlines that occur quarterly or annually.

FY26 Annual Finance Tasks

Metrics

Quick Links

-  FY26 Annual Finance Task Sheet
-  At Risk Tasks
-  High Priority Tasks Due
-  Recently Completed Tasks

Outstanding Tasks by Status

51
Outstanding Tasks

43
Planned Tasks

0
Initiated Tasks

8
Ongoing Tasks

Task Analysis

74
Total Tasks

51
Outstanding Tasks

43
Average Task Time (days)

85%
Completed Early or On Time

Completed Tasks

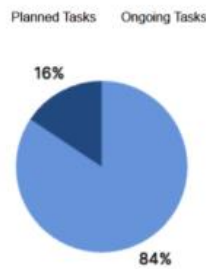
14
Completed Early

3
Completed on Time

4
Completed Late

20
Completed Total

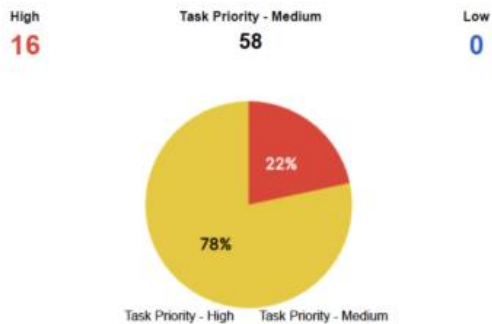
Outstanding Tasks by Status



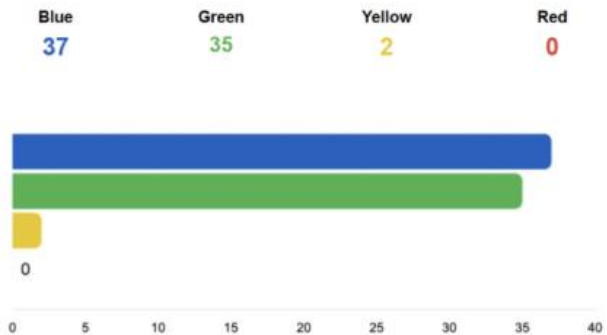
Completed Tasks by Time



Total Tasks by Priority



Total Tasks by Health



High Priority Tasks Due

Task Name	Estimated Completion Date
Draft Regulation to go with T&A rollout	09/30/25
Book Indirect Costs for July 1st - September 30th	09/30/25
Update Positions / Job Salary Charge Codes for Grants	10/03/25
Agenda Items - Finance Contracts - HBS (Renewal 4 of 5)	10/15/25
Agenda Item - SFN - Sanitation - Sanitech Systems, Inc	10/15/25
DE-046B - FY26 Initial Budget	10/17/25
Annual Completion Report - Due 10/30 (Group 3)	10/30/25
Charter School - Final True Up of Prior Year	10/31/25
941 Federal Tax Reconciliation 2025 Q3	10/31/25
G7 State Tax Reconciliation 2025 Q3	10/31/25
Vendor Seminar - Non-Capital	10/31/25
Agenda Items - Finance Contracts - DT Spade (Renewal 4 of 4)	11/14/25
Agenda Items - Finance Contracts - Temporary Staffing (Renewal 4 of 4)	11/14/25
Agenda Item - SFN - Ice Cream - Hershey Creamery Company	11/14/25
Agenda Item - SFN - Large Equipment	11/14/25
Charter School FTE Review - Verify October FTE Counts to Projected Counts for Forward Funding	11/28/25

Recently Completed Tasks

Task Name	Description	Task Priority	Contact(s)	Start Date	Estimated Completion Date	Actual Completion Date	Latest Comment
Task Health							
							
Annual Completion Report - Due 6/30 (Group 1)		—	Kelly Brown	05/31/25	06/30/25	06/30/25	
Agenda Items - Finance Contracts - Loomis Armored Car Services (Renewal 2 of 4)		—	Lance McConkey	06/01/25	07/15/25	08/11/25	
Annual Completion Report - Due 7/30 (Group 2)		—	Kelly Brown	06/30/25	07/30/25	07/31/25	
Agenda Items - Non-Resident Tuition		—	Lance McConkey	07/01/25	08/14/25	08/11/25	
CS-1 (Salary & Travel Detail)		—	Dan Copeland	07/01/25	08/15/25	08/14/25	
DE-046B - FY25 Final Budget		—	Dan Copeland	07/01/25	08/22/25	08/14/25	
FY26 Budget Uploaded to CVIOG		—	Regina Bagley	07/01/25	08/29/25	07/29/25	
Payroll - Implement PreNote Process		—	Asheia Hines	07/01/25	08/29/25	09/30/25	
Evaluations Part I- Goal Setting and Self Evaluation		—	Byron Schueneman, L	08/01/25	08/29/25	08/29/25	
Annual Indirect Cost Report GADOE		—	Lance McConkey, Th	08/01/25	09/01/25	07/01/25	
FY25 Corrective Action Plan		—	Lance McConkey	07/01/25	09/10/25	08/14/25	Byron Schueneman - collaborate to comple
DE-046A - FY25 Actuals		—	Dan Copeland	07/01/25	09/19/25	09/19/25	
Maintenance of Effort - Special Education		—	Kathryn Rees, Lanc	09/01/25	09/25/25	09/26/25	
TIGA (Transparency in Government)		—	Dan Copeland	07/01/25	10/01/25	09/30/25	
P-Card DOAS Detail		—	Dan Copeland	07/01/25	10/01/25	09/30/25	
School Kickoff Bookkeeper Collaborative Training		—	Asheia Hines, Carla S	08/15/25	10/15/25	06/04/25	Byron Schueneman -
Agenda Items - Budget Calendar		—	Regina Bagley	09/01/25	10/15/25	06/09/25	

Miracles and Other Finance Projects

The third Smart Sheet dashboard we use monitors significant projects spearheaded by the Division of Finance. Within this dashboard, we can plan project milestones, assign responsibilities, monitor overall health, and track both planned and actual completion dates.

Finance FY26 Project Tracker

Done	Task Name	Assigned To	Projected / Actual End Date	Deliverable / Comments
☐	Medicaid Reimbursement	Byron Schueneiman	12/31/25	Reimbursement for eligible services provided.
☒	Treasury Management - Debtbooks	Lance McConkey	05/31/25	Formal treasury management strategy.
☒	My Retirement Manager	Lance McConkey	10/31/25	Streamline 403b & 457 sign-up and processing.
☒	Capital Asset Scanner Integration	Lance McConkey	08/31/25	Improve inventory process of capital assets.
☐	Payroll - Electronic Processing of Child Support BGA	Ashlea Hines	08/31/25	Speeds up the remittance and delivery of child support.
☐	Payroll - Time & Attendance	Ashlea Hines	10/31/25	District wide time & attendance solution.
☒	ClassWallet	Byron Schueneiman	08/31/25	Platform to provide teacher allotments to buy supplies.
☒	Invoice Entry & Management in Munis	Carla Smith	09/30/25	Reengineering of invoice processing for greater efficiency.
☒	Munis Cash Reconciliation Module	Lance McConkey	06/30/25	Accurately track bank balances by bank & fund.
☐	BGT BGA Role Analysis & Budget Workflow Update	Regina Bagley	08/31/25	Update roles and workflow for Budget efficiency.
☐	Budget - Strategically Target Pilot Initiatives Based on Need	Regina Bagley	06/30/26	Earmark contingency for enhancing access and opportunity.
☒	Budget - Fiscal Year Roll	Regina Bagley	09/30/25	Provide uninterrupted access to budget through YEC.
☐	Payroll - Fiscal Year Roll	Ashlea Hines	10/15/25	Roll salaries and charge codes accurately and timely.
☐	Allotments - Enhancing Needs Based Allocations	Milton Hall	03/31/26	Develop a poverty weight for allotments formula.
☐	Allotments - Sustain & Communicate Existing Successes Related to RAMP	Milton Hall	03/31/26	Communication campaign to explain RAMP.
☐	Vendor Services - Enhancing Relationships with Vendors	Carla Smith	06/30/26	Improve vendor relationships and provide timely payment.
☐	Comptroller - Distinction Award for Excellent Financial Reporting	Lance McConkey	11/15/25	Timely and accurate annual financial reporting.
☒	Comptroller - DE-046 Produced out of Munis	Lance McConkey	09/12/25	Build efficiencies using existing ERP state reporting tools.
☒	Payroll - Direct Deposit Change, Prorate Process	Ashlea Hines	10/31/25	Safeguard the district and employees from fraud.

Deputy Chief Financial Officer Lauren Scott

Division of Finance

The School Nutrition Services department is pleased to share that the Georgia Department of Education has completed its administrative review of the District's School Nutrition Services. The district has successfully addressed all findings through a comprehensive corrective action plan, which has been reviewed and approved by the State. As a result, DeKalb County School Nutrition is no longer in withholding status. Full reimbursement will resume with the processing of the following submitted claim. We appreciate the collaboration and dedication of the School Nutrition team in resolving these matters and ensuring continued compliance with state and federal guidelines.

Director Regina Bagley

Budget

FY2027 Budget Development

The budget team has completed the FY2027 Budget Development HUB and it is now available to end-users. We will conduct budget kick-off meetings with cabinet members in October. In this budget development cycle, we utilize an incremental budgeting model. Each budget work session is comprised of a representative from budget, position control, and human resources. The budget work sessions will guide spending trends and current budget usage, and will also include training on the Munis platform.

FY2026 Budget Book Submission to ASBO and GFOA

The budget team has completed the FY2026 Budget Book submission for consideration of the ASBO Meritorious Budget Award and the Distinguished Budget Presentation Award. The applications and budget book will be submitted in October.

Allotments

District Balancing

The initial District Balancing Report, submitted on Monday, August 18, 2025, underwent revisions through a collaborative effort involving multiple department representatives. The revised report was submitted to Dr. Devon Horton for review and approval during the week of August 25, 2025.

Upon final approval, effective September 16, 2025, at 4:16 PM, as per Dr. Horton's direction, the Division of Human Resources was designated to assume full responsibility for implementing the following steps and to lead the contact with the schools impacted by the approved District Balancing Report.

FTE Comprehensive Checklist

The Office of Allotments initiated the development of a collaborative and comprehensive checklist to support principals and building leaders during the upcoming FTE process. Recognizing that various departments and divisions were already engaging with schools in their respective areas of expertise, this unified and comprehensive tool is intended to help schools maximize earnings in the areas of FTE and QBE.

The checklist will serve as a practical guide to ensure that:

- Appropriate delivery models are accurately assigned to scheduled courses within each program,
- Master schedules are constructed in a way that minimizes FTE-related errors,
- School leaders are supported with clear, actionable steps aligned with district priorities.

To ensure the checklist's relevance and effectiveness, we invited representatives from the areas of Special Education, Gifted Education, English Learner Services, State Reporting, and Scheduling/Data Management to provide input and to collaborate on the development of this tool.

Scheduling Training

During the week of September 29, 2025, the Allotment Managers will engage in scheduling training in collaboration with the SIS Scheduling/Data Management Team to ensure alignment when supporting local schools through the FTE process. Additionally, the Allotment Team continues to meet with individual schools to provide scheduling assistance and ensure that each school is well-positioned to maximize FTE funding.

Director Asheia Hines

Payroll, Time, and Attendance

Over the past 30 days, the team has continued to provide on-demand training to various stakeholders, supporting the successful implementation of the Time & Attendance System. Ongoing collaboration with the Tyler support team has focused on refining employee configurations to ensure accuracy and system readiness. In preparation for change management

and the upcoming Go Live, a formal request was sent to Dr. Alexander to initiate TregoEd support. Looking ahead, status meetings will continue on an as-needed basis, pending further direction from the CFO. Divisions are expected to remain focused on delivering key project components that are critical to the overall success of the initiative. In parallel, efforts will continue to focus on employee profile configurations, workflow design, and the development of approval structures to support whole system functionality.

Comptroller Lance McConkey

Accounting & Financial Reporting, Capital Assets, Deferred Compensation, Local School Accounting

FY25 Year-End Close

The Business Services teams completed the fiscal year 2025 year-end closing procedures in MUNIS on Monday, September 15, 2025. The DE-046A was generated via MUNIS and submitted to GDOE on Friday, September 19, 2025, meeting the deadline. The completion of this work achieved the FY26 Miracle – DE-046A Produced via MUNIS and completed another requirement towards achieving the FY26 Miracle – Distinction for Excellent Financial Reporting.

FY25 Financial and Single Audits

The Georgia Department of Audits and Accounts (DOAA) will complete the fiscal year 2025 financial and single audits. Finance is finalizing the financial statements, note disclosures, and schedules with the intention of submitting to DOAA in October 2025. Additionally, we have started gathering and providing information on the initial request list received from DOAA. The audit team has begun the planning procedures and will be on-site beginning in October 2025. The single audits haven't been determined at this time. This work supports the FY26 Miracle – Distinction for Excellent Financial Reporting.

MyRetirement Manager Platform Expansion

The implementation is complete. The upgrades and improvements went live on September 30, 2025. Employees, both current and former, now have access to more detailed information about their retirement plans through the platform. The first submission of contributions through the platform will be completed for the October 15, 2025, payroll. The completion of this work achieved the FY25 Miracle – MyRetirement Manager Expansion.

Medicaid Reimbursement

Finance established a new Miracles project in March 2025 in collaboration with the Student Services Division and the Special Education Department. This project will initiate and sustain Medicaid billing and reimbursement for services provided to students in the District. Go Solutions was selected as the vendor to support the District's program. The agreement with Go Solutions has been reviewed by the District's Legal Division and completed with the vendor. Additionally, Finance, Accounting, and Financial Reporting employees attended mandatory State training on Tuesday, June 17, 2025. The State has committed to assisting Finance employees in establishing the program. The

Finance, Accounting & Financial Reporting, and Special Education teams have worked collaboratively several times over the last 30 days, completing the required documentation submissions with both the Federal and State Agencies. These are in the final stages and will be submitted within the next 30 days. Next steps: Job postings will be requested for additional staff to support the program. These positions will be fully funded through reimbursements received from the program. The goal is to complete this project by the end of 2025. This work supports the FY25 Miracle – Medicaid Reimbursement.

Human Resources

HR Advisory

I'm pleased to share that we held our first meeting of the HR Advisory Committee this week, and the group is energized and excited about the opportunity to serve.

The HR Advisory Committee was established to foster open dialogue, provide valuable insight, and strengthen the connection between HR and the broader DCSD community. This group will help guide initiatives, share feedback from the field, and serve as thought partners as we work to enhance HR processes, services, and employee engagement across the district.

We look forward to the tremendous work, fresh ideas, and collaborative solutions that will emerge from this dedicated committee. Together, we will continue to advance our mission of supporting and empowering our staff, enabling them to focus on delivering excellence for our students.

Deputy Chief Jason E. Kennedy

HR Core Team

Phase II: IQ Ticketing System

The HR Core Team is excited to announce that the **HR IQ Ticketing System** has successfully moved into **Phase II** of the project. As part of this phase, the team has added the **Total Rewards** division to the system, expanding its reach and functionality.

The next step will be to onboard the **remaining HR departments** into the IQ System. This expansion will streamline the process for submitting inquiries and is expected to significantly **reduce response times**, ensuring employees receive timely and efficient support.

The team remains committed to improving the employee experience and enhancing service delivery across the HR Division.

Difference Maker

We're excited to announce that the Difference Maker Awards are back for the 2025–2026 school year!

The Difference Maker Award celebrates employees whose dedication, innovation, and support make a lasting, positive impact on our students, schools, and district. These individuals embody the very best of DCSD's spirit of service and excellence.

Be on the lookout for the next nomination window, which will be announced soon through DCSD: NewsFlash emails. Don't miss the opportunity to recognize the colleagues who go above and beyond to make a difference every day!

Thank you for joining us in celebrating the extraordinary people who help shape our district's success.

Talent Acquisition

The Talent Acquisition team has successfully concluded the district balancing process, ensuring that all teachers are effectively placed at their new school locations for the 2025–2026 school year. This critical milestone ensures that staffing is aligned with the needs of students and schools. In the area of Certification, HR is actively requesting updated certificates from the State for new teachers to ensure compliance with CPI requirements. The team is diligently planning the Provider Fair, scheduled for October 21, which will provide teachers with opportunities to enter accredited teacher education programs with waiver and provisional certificates.

Talent Acquisition Managers are working proactively to update Standard Operating Procedures (SOPs) in preparation for the upcoming hiring season. They are also reviewing teachers who are currently serving under waivers or provisional certificates to ensure compliance and alignment with district standards. Similarly, the Recruitment team is planning the district Job Fair, slated for November 15, designed to attract highly qualified candidates for both certified and non-certified positions, while highlighting the district as an employer of choice.

Staffing Technicians continue to refine SOPs and processes for virtual onboarding, improving the new hire experience and ensuring that all employees are prepared to begin work efficiently. Meanwhile, Substitute Services focuses on cleaning and verifying school rosters within AESOP, ensuring accurate substitute placement and minimizing scheduling conflicts.

Collectively, these coordinated efforts across Talent Acquisition, Certification, Recruitment, Staffing, and Substitute Services reflect the district's ongoing commitment to adequate staffing, regulatory compliance, and a seamless onboarding process that supports employee success and student achievement.

Interim Director Rhonda Mapp

Total Rewards

Driving Accuracy, Compliance, and Employee Support

The Total Rewards Team is developing and implementing a proactive audit calendar to improve process accuracy, ensure compliance, and elevate service delivery for employees.

Meanwhile, the Insurance Team is preparing for Open Enrollment by coordinating training sessions for bookkeepers and other key stakeholders. The team is also strengthening partnerships with SHBP and Alight/DOAS to streamline benefits processes and identify new opportunities that enhance employee support and access to benefits.

Additionally, Total Rewards team members are actively applying skills from recent Excel training to enhance efficiency and support data-driven decision-making in their daily work.

Human Resources Information Systems

This week, the HRIS team made significant progress across multiple initiatives in support of the upcoming CPI reporting cycle and broader organizational goals. Highlights include delivering a targeted presentation to the Charter School Collaborative, finalizing the most extensive salary step increase process to date, and launching the grade and step feature in Employee Access for fiscal year 2026. The team also advanced paperless onboarding efforts by implementing W4 and G4 forms in Frontline and supported Finance with GL account updates for over 13,000 employee pay files. Ongoing efforts include CPI data reconciliation, participation in HRMS vendor evaluations, and support for the rollout of the **Corebridge** Retirement Manager. Additionally, HRIS conducted process improvement trainings and is collaborating with DIIT on data ownership and system access audits to ensure accuracy and efficiency across platforms.

Performance Evaluation Coordinator Kismet Sims & Corey Stegall

Evaluations Team

The table below provides a snapshot of the evaluation process, including evaluation types, the number offers a snapshot of the evaluation process, including the number of employees in the portal, and outstanding items such as incomplete goals and self-assessment data pending review. The data is updated throughout the day.

Evaluation Type	Number of Employees in Portal	Number of incomplete goals, if applicable. (TKES/LKES Orientation)	Number of incomplete self-assessment, if applicable
SuperEval	128	15	15
DeKalb Keys (DKES)	-	752	1627
Teacher Keys (TKES)	6748	373	510
Leader Keys (LKES)	438	80	26
Counselor Keys (CKES)	-	-	-
Social Workers (GWWSEP)	-	-	-
School Librarian (SLEI)	126	-	52
School Psychologists (GASP-SEI)	66	0	0

The Evaluation team met with the SuperEval team to finalize the timeline and review the PowerPoint presentation for the upcoming Evaluation team met with the SuperEval team to finalize the timeline and review the PowerPoint Evaluation team met with the SuperEval team to finalize the timeline and review the PowerPoint presentation for the upcoming Chiefs meeting, October 20th. The evaluation team met with the SuperEval team to finalize the timeline and review the PowerPoint presentation for the forthcoming meeting, scheduled for October 20th. We also

conducted a training session with the leaders at Clarkston HS on DKES, ensuring all employees were listed in the portal, and facilitated the Innovation team's DKES Orientation.

Employee Relations Manager Jamel Crawford

Employee Relations Team

The Employee Relations Team has collaborated with the Director of Education Media to determine alternative locations for employees who have been placed on Administrative Leave with Pay. This is a MIRACLES Goal, and we do not want employees sitting at home. Employee Relations is collaborating with the GBI to implement the "GAPS" (Georgia Applicant Processing Service). HR will utilize the GAPS system, allowing potential candidates for hire to conduct background checks and fingerprinting at local police departments or approved locations in various states. This will help the candidate complete these background checks more efficiently, rather than having to report to DCSCD to complete them, especially if they live outside the state. The background information will be sent to DCSD's Human Resources.

Legal Services

The Office of Legal Affairs completed the Fall 2025 Legal Symposium, which provided District personnel with legal compliance training presentations from both staff attorneys and outside legal counsel. The presentation was well received by District personnel. Further, the OLA participated in the Miracles Workshop for September 2025 and presented status updates on progress regarding the OLA's Miracles Goals. The OLA is on target to meet its established completion deadlines for its Miracles Goals. The OLA has also completed a legal review of all Board Agenda items for the September 2025 Board meeting. It is on track to complete the review of the October 2025 Board Agenda items in accordance with established deadlines. OLA attorneys provided legal support to both the Board and the Administrative Policy Committees. Additionally, the OLA coordinated with outside counsel on litigation matters, legislative affairs, and annexation issues. Finally, OLA Attorneys provided legal support during the September 2025 BOE meeting and handled numerous day-to-day legal problems presented by District leadership and personnel.

Executive Legal Director and Title IX Coordinator Marissa Key, Esq.

Employee Relations

Policies

The team is prioritizing policies identified by the Board. Administrative Policy Committee members continue to meet with division leaders to review and draft revisions to priority policies. The policy fellow joined the team in September and has been instrumental in the policy revision process. The G policy review is ongoing.

Title IX

Primary staff assigned roles in the Title IX structure have been added to the Title IX training platform. Practical skills training is being provided to specific departments. The Title IX team is collaborating with DIIT to include Title IX information on local school websites.

Open Records

As of October 3, 2025, the Open Records Team received 425 requests for the 2025-2026 SY. 96% of the requests received are closed.

Legal Director Ginton R. Darien, Jr., Esq.

Risk Management and Workers' Compensation

Liability Claims

The Office of Legal Affairs handles the school bus accident claims for the District. On October 1, 2025, the Swift Currie law firm presented liability training during the legal symposium. The team investigates, negotiates, and resolves claims related to school bus accidents. Additionally, this

team reviews and handles claims related to the use of any District vehicle or truck. To assist with this process, templates for the Fleet Vehicle Accident Report and Transportation Vehicle Accident are provided on the OLA website. Student accident claims are also forwarded to OLA for review. A template Incident Report form is provided to assist with this process and is also available on the OLA website.

On October 1, 2025, the Office of Legal Affairs finalized the Standard Operating Procedure for student injuries. This document will be posted on the OLA website.

Workers Compensation Claims

The Office of Legal Affairs handles workers' compensation matters for employees. The team investigates and resolves claims related to injuries that occur during the course of employment. Employees may contact OLA for assistance after a work-related injury. To assist with this process, template reports for completion are provided on the OLA website. These include the Employee Accident Report and the Authorization to Physician Form. Additionally, the team has implemented current best practices to prevent work-related injuries. The Office of Legal Affairs is currently reviewing and updating its Panel of Physicians, which contains a list of physicians authorized to treat an employee after a work-related injury.

On October 1, 2025, the Swift Currie law firm presented workers' compensation training during the legal symposium. Additionally, OLA has finalized the Standard Operating Procedure for workers' compensation claims.

Document Retention Management

The Office of Legal Affairs is working with IT on document retention management. This involves formulating a plan for transferring documents to electronic storage and implementing document destruction. On September 26, 2025, a representative of the Office of Legal Affairs attended the Records Digitization: Data Retention Steering Committee and School Leadership meeting. During this meeting, discussions were held regarding HR records, finance records, student records digitization, milestone tracking, production updates, coordination of pickups, retention schedule review, technical approach for retention automation, standard operating procedures, policy updates, technical support, budget overview, the Scribbles software agreement process, and next steps.

Insurance Matters

The Office of Legal Affairs has assisted with providing Special Event Insurance Policies requested by several schools, including Evansdale Elementary School. Lastly, OLA oversaw the framework required by the District's property insurer, Alliant, for the control survey of eleven District locations.

Risk Management

The Office of Legal Affairs continues its ongoing work with Gartner representatives. On September 17, 2025, a member of the Office of Legal Affairs attended a comprehensive webinar entitled "The General Counsel's Role in Regulatory Management and Government Relations."

The primary areas of support provided by Gartner include Legal, Compliance, Privacy, Risk, and Audit. For Legal, the focus is on Board Management and Governance, Legal Service Provider Selection, Strategy and Performance Management, Contracts Management, Emerging Technologies Planning and Strategy, Legal Operations, and Talent Management. For Risk, the main areas are Risk Management, Operational Risk Assessment, Business Continuity Management, Cyber Risk Management, Enterprise Process, Program Management, and Risk Response Strategies. For Compliance, the focus is on Compliance Function Strategy, Structure, and Metrics, Third Party Risk Management, Compliance Risk Mitigation Strategies, Code and Policy Management, Training and Communications, Technology Roadmaps, and Planning.

Senior Legal Counsel Chasity Middlebrooks-Cody, Esq.

Employee Relations & Student Relations

Training & Legal Compliance

The Office of Legal Affairs (OLA) completed the Fall 2025 Legal Symposium on October 1, 2025. The event targeted school based leaders and provided a wealth of informing including, but not limited to: Employee Matters (Harassment, Age Discrimination, and Disability Discrimination); General Education Student Matters (FERPA, Enrollment, Withdrawal, Court Orders, Infinite Campus, and Parent Engagement); Exceptional Education Student Matters (Federal Statutes Governing Students with Disabilities, Initial Request for Disability Services, and Discipline); Navigating Risk: Workers' Compensation, Student Injuries, and Transportation Incidents; and From Draft to Signature: Mastering the Contract Submission Process Before Services Begin.

Student Relations

The Office of Legal Affairs continues to collaborate with the Division of Wrap Around Services and the Division of Schools and Leadership to provide support on matters related to student enrollment, withdrawal, FERPA, and discipline. The OLA will begin verifying compliance with new state laws that require implementation in 2026.

Parent & Student Matters

The Office of Legal Affairs continues to provide support to local schools as they address legal matters affecting student enrollment and parent concerns. School-based staff encourage parents to submit legal documentation that impacts access to the student and their records to the registrar, along with a written, detailed request. The standard processing time for reviewing court orders impacting student enrollment and access is 48 hours.

Contract Administration

Contracts Management

Since the last Operations Report, the Contract Administration team has reviewed over 80 contracts, prepared more than 10 agreements and amendments, and uploaded over 60 agreements and related documentation into our internal database on behalf of various departments. The team continues to hold weekly meetings to review contract activity, address time-sensitive matters, and identify opportunities to improve contract administration processes.

To support this work, five active tracking charts have been implemented to monitor agreements from initial preparation through final execution and readiness for use, including those requiring Board approval. These charts are updated every week to ensure accurate and timely tracking.

Additionally, several new contract forms have been officially introduced. These were introduced during the 2025 Fall Legal Symposium and communicated to leadership teams and designated Legal Liaisons.

Training Management

The Contract Administration team participated in the Fall Legal Symposium and delivered a training session on the contract submission process, with a focus on procedures specific to school-based leaders.

As part of our ongoing efforts to improve and streamline contract administration, we are planning additional department-specific training to enhance efficiency and provide targeted support across the district. Additionally, we will be hosting a virtual training session later this month to introduce and explain the new form contracts that have been recently implemented.

Earlier this year, we identified Legal Liaisons within each department to serve as the primary points of contact for all contract-related matters. To support their role, we are developing Standard Operating Procedures (SOPs) that will be shared with the Legal Liaisons to help further streamline and standardize the contract administration process.

Senior Legal Counsel Vicki Lewis, Esq.

Exceptional Education and Section 504

The Office for Legal Affairs (OLA) continues to collaborate with the Executive Director of Exceptional Education (EE) to review existing processes and procedures. It has begun developing internal guidance to ensure compliance with federal regulations. OLA will pilot the use of a Legal Request Form with EE Coordinators to track the nature of requests and response times, providing prompt and effective legal counsel.

Training

A recent survey provided insight into areas of training needs and OLA will work collaboratively with other departments to ensure staff training needs in the area of exceptional education are met.