

June 2026

Strategic Plan Accountability Framework Report



Goal Area 3: Recruit, Develop, and Retain Talent

Goal Area 5 Mental Health and Wellness

The Architecture of Excellence

Transforming Human Capital in DeKalb County School District

Strategic Investments in Talent Development (Goal 3) and Workforce Wellness (Goal 5)

The Division Highlights consist primarily of a detailed strategic plan summary from the DeKalb County School District (DCSD) for June 2026, outlining progress across six key goal areas. This report provides a transparent update on the focused, high-leverage initiatives undertaken to achieve our district's mission and vision. It demonstrates how our collective efforts are strategically aligned to fulfill the promises of our Strategic Plan, holding us accountable for meaningful progress in every goal area.



STRATEGIC PLAN 2024-2029 SUMMARY



GOAL AREA 1



Student Academic Success with Equity and Access

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



GOAL AREA 2



School, Family, and Community Engagement

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



GOAL AREA 3



Recruit, Develop, and Retain Talent

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



DeKalb County School District

Culture and Climate

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

Mental Health and Wellness

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

Organizational Excellence

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

GOAL AREA 4



GOAL AREA 5



GOAL AREA 6



Exceptional Outcomes Require a Thriving Workforce

Our thesis is simple: The investments we make in Goal 3 (Talent) and Goal 5 (Wellness) are not compliance checkboxes. They are interconnected gears driving a high-performing, sustainable ecosystem.

Systemic Capacity

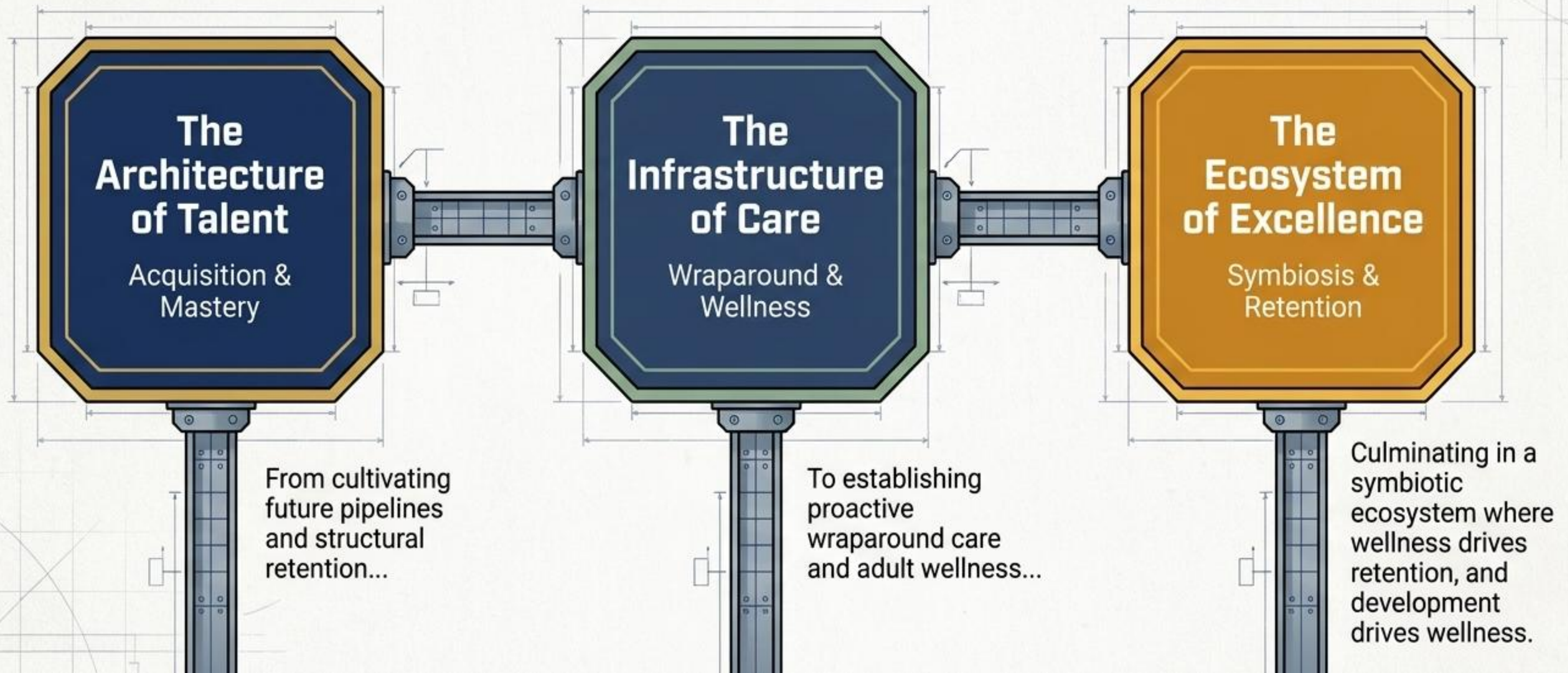
Recruiting and developing the absolute best talent to drive student achievement.

Human Infrastructure

Actively supporting the mental, emotional, and physical well-being of our workforce so they can sustain their excellence.

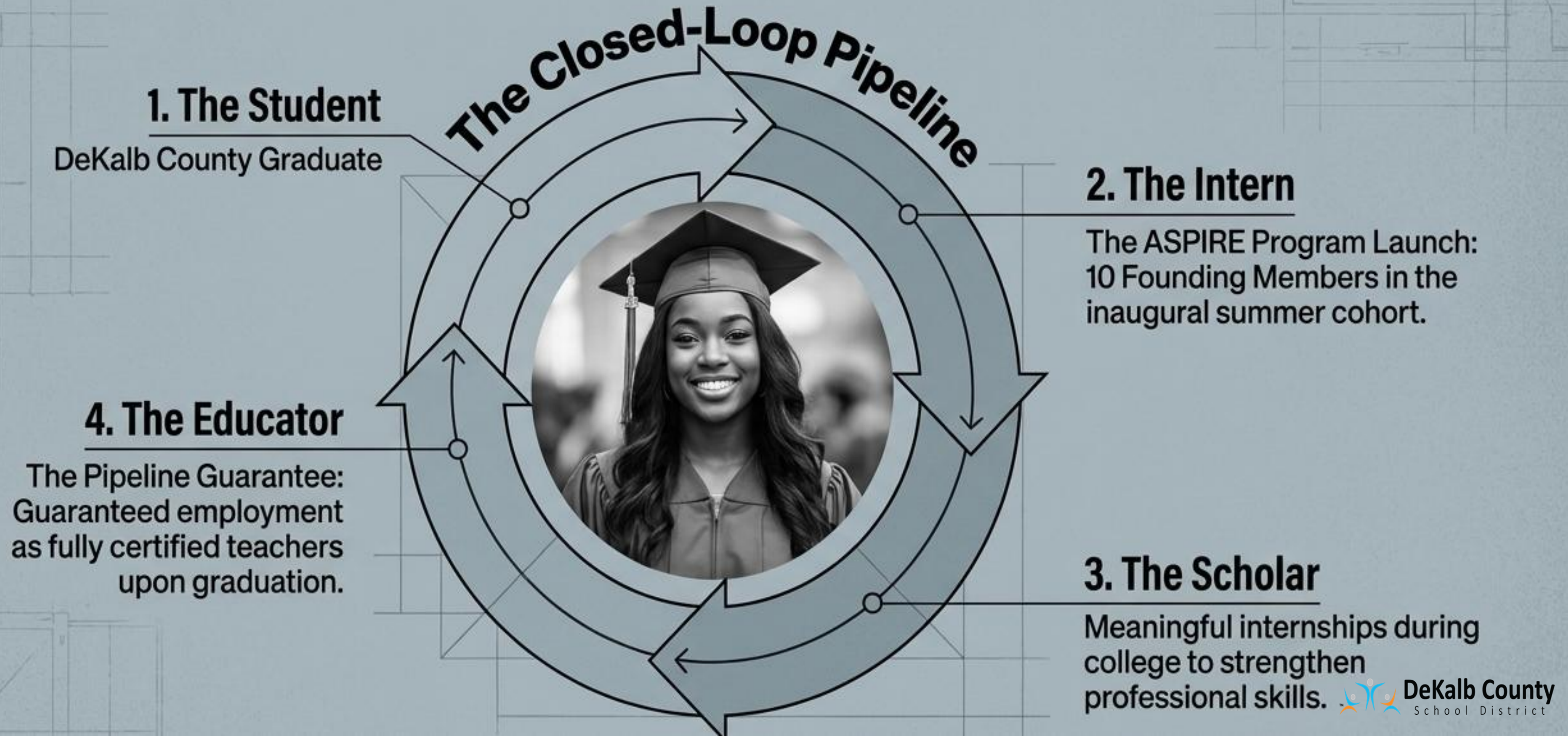
The Human-Centric Systems Arc

We are reorganizing our district-wide initiatives around the complete employee lifecycle.



Cultivating Future Pipelines from Within

To build a sustainable workforce, we are engineering pathways that recruit our own community.

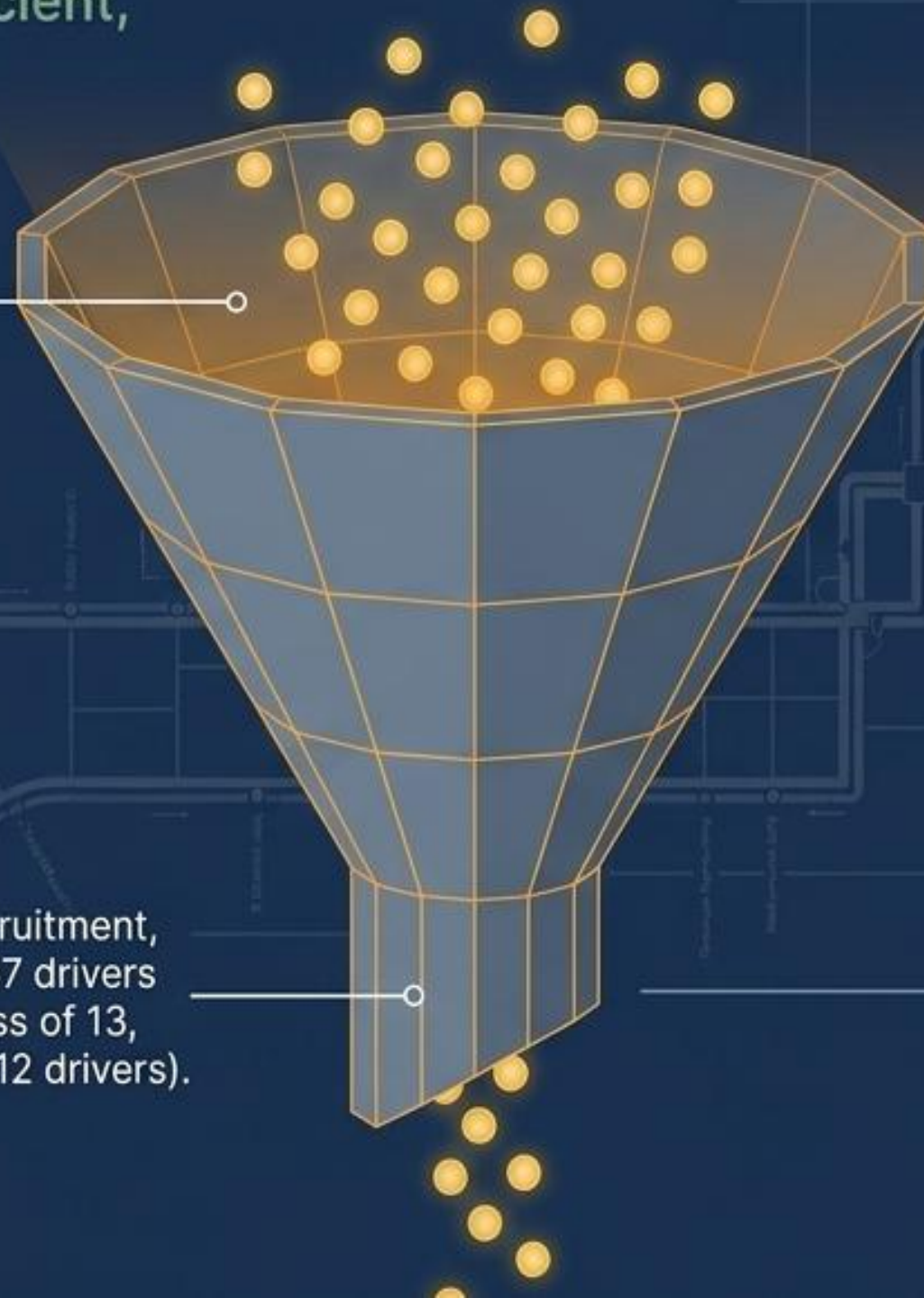


The Recruitment vs. Retention Tension in Transportation

Our recruitment engine is highly efficient, yet operational excellence requires sustained retention.

The Inflow: 99 driver candidates entered training -> 97 attended -> 76 successfully completed (78% completion rate).

The Reality: Despite robust recruitment, the department started with 657 drivers and currently has 644 (a net loss of 13, with an estimated turnover of 112 drivers).



The Stakes

800+
Employees

720+
Daily Routes

50,000
Students Transported

95%
On-Time Goal

Retention is our
operational imperative.

Engineering Structural Retention



Financial Investment

Enhancing the 403(b) matching program. Beginning July 2026, all eligible DCSD employees receive a 2% employer match after two years of continuous service.



Operational Efficiency

Division of Operations reduced hiring process delays by 35% through streamlined workflows and HR collaboration, successfully onboarding 90 new critical employees.



Systemic Capacity

Internal Audits & Compliance relaunched the TeamMate+ platform with new AI-driven features to increase performance efficiency, reduce audit timelines, and expand fraud monitoring for SY/FY 2027.



DeKalb County
School District

Mastery in Practice: Scaling Instructional Excellence

Phase II Science of Reading (SOR)

294 out of **306** targeted staff members have completed training, exceeding our 90% district goal.

Gifted Certification

107 teachers completed the rigorous 200-hour Gifted Endorsement program, alongside **931** teachers completing face-to-face or online PL.

Targeted Role Design

Collaborated with HR to engineer a highly specific QBE Literacy Coach job description (HB 538-aligned) to build a candidate pool for 80 schools.



The Leadership and Certification Matrix

Pathway	Target Audience	Format	Strategic Outcome
District Leadership Institute (DLI) & DPP	Aspiring School Leaders (155+ applicants)	Double-blind scoring & clinical performance	Expand pool of qualified future principals.
SEED Grant Apprenticeships	Paraprofessionals & Assistants	\$350k grant, paid earn-and-learn with GSU	Convert early-career staff into certified teachers.
LEAD Literacy SEED	Aspiring Leaders	Tier 1 coursework & AI Literacy	Equip 10 leaders to drive reading outcomes in high-need schools.
DIIT AI Cohorts	District Educators & Leaders	Multi-level technical training	155 completed Level I; 17 completed Level II; 1 recognized as Google AI Strategic Leader.

Targeted Expertise Drives Student Outcomes

38

Multilingual Access

Hired 2 new interpreters to expand the English Learners Department team to 38 professionals speaking 13 languages, ensuring equitable access for families.

100%

Senior Advisors

96% of Senior Advisors participated in the new tracking academy. The result? 100% of the Class of 2027 graduated with a 4E plan, and scholarship earnings surged 32% (from \$210M to \$278M).

45

FACE Advocates

45 Advocates across 21 schools utilized Data Talks as intensive development labs, transforming them from basic mentors into data-driven decision-makers securing the BAG metrics for high-risk students.

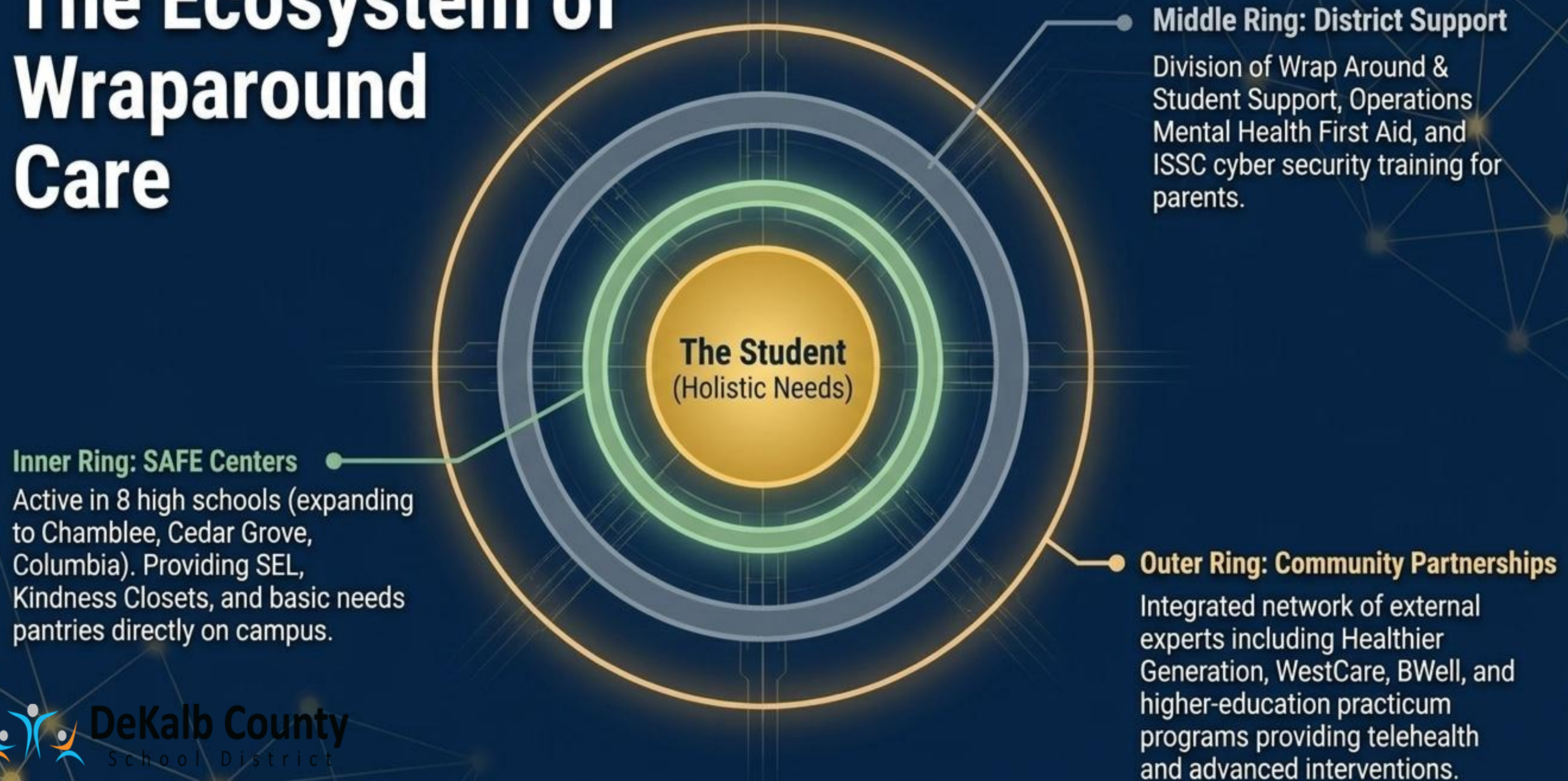
The Infrastructure of Care: Transitioning to Goal 5

Our students benefit most when the adults who serve them are emotionally well and professionally supported.

The Strategic Shift: Historically, school social workers have focused entirely on student crisis intervention. But adults need emotional support, too.

This year, Human Resources partnered with Health Advocate Solutions to launch a comprehensive Employee Assistance Program (EAP) to proactively support the mental health and resilience of our staff.

The Ecosystem of Wraparound Care





Proactive Student Wellness Monitoring

Systemic Monitoring

Schools & Leadership conducted Whole Child Data Meetings and Operation Graduation reviews across 6 major high schools to identify and track behavioral, attendance, and academic risk factors.

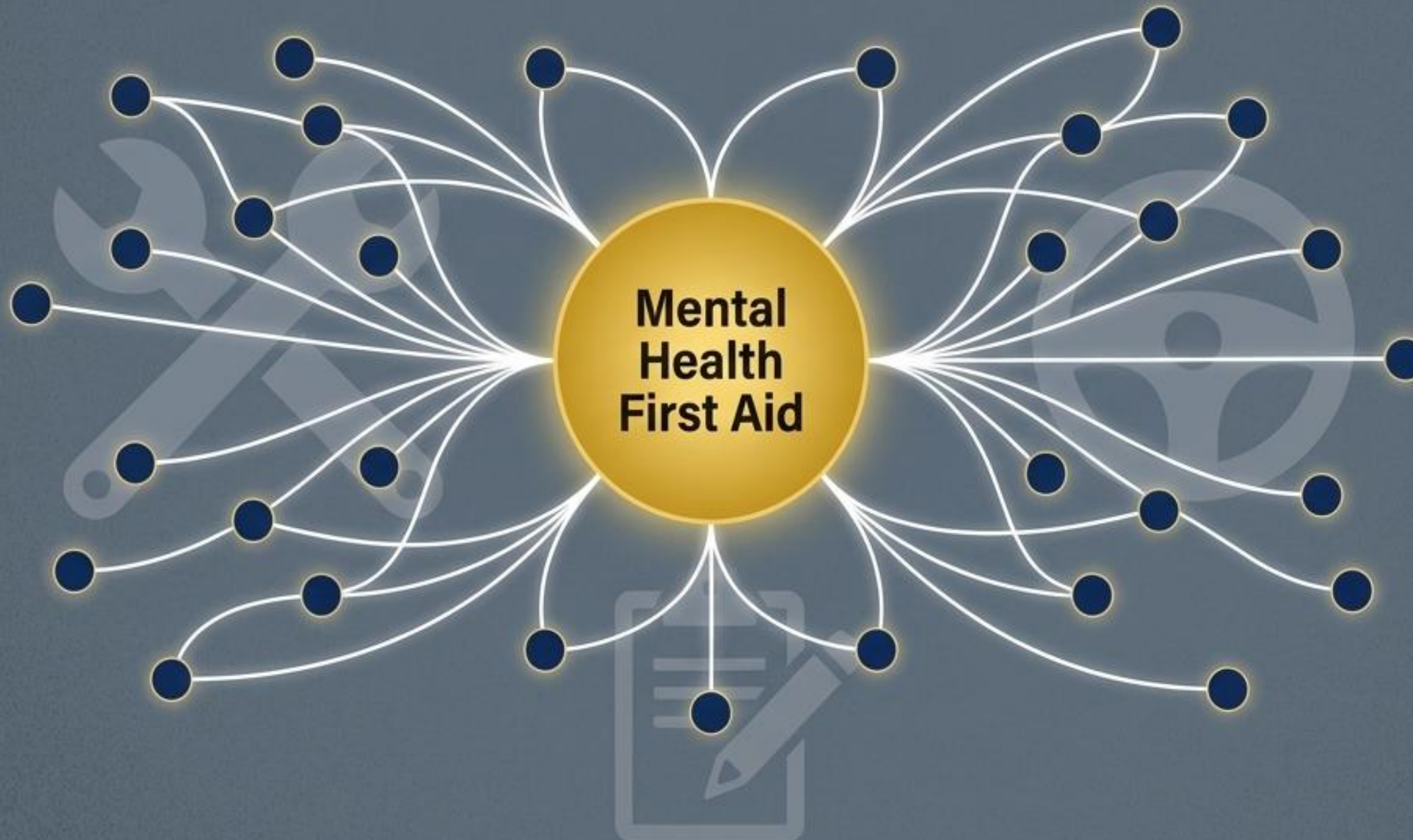
Direct Interventions & Clinical Support

- OSK and MBK Summer Camps partnered with Wholistic Wellness and Kona Fitness Studio to provide active mental health sessions and coping strategies for 86 at-risk mentees.
- Specialty Area teams collaborated with Cartwheel Mental Health to establish clinical intervention bridges for students in immediate need.

**Whole
Child
Supported**

Equipping the Adults: A Division-Wide Support Network

Building capacity outside the classroom.



Operations Mental Health First Aid

27 employees (12 frontline, 15 managers) trained as mental health advocates, representing 100% of the Operations Division trades.

The Framework

Trained to Listen, Assess, and Refer colleagues to Health Advocate Solutions and Unum EAP services.

Community Empowerment

The International Student Screening Center (ISSC) hosted targeted Cyber Security sessions for 20+ parents of English Learners, teaching them to minimize online risks and utilize cyber tiplines.

Cultivating Joy, Mindfulness, and Recognition



Synthesis: The Ecosystem of Excellence

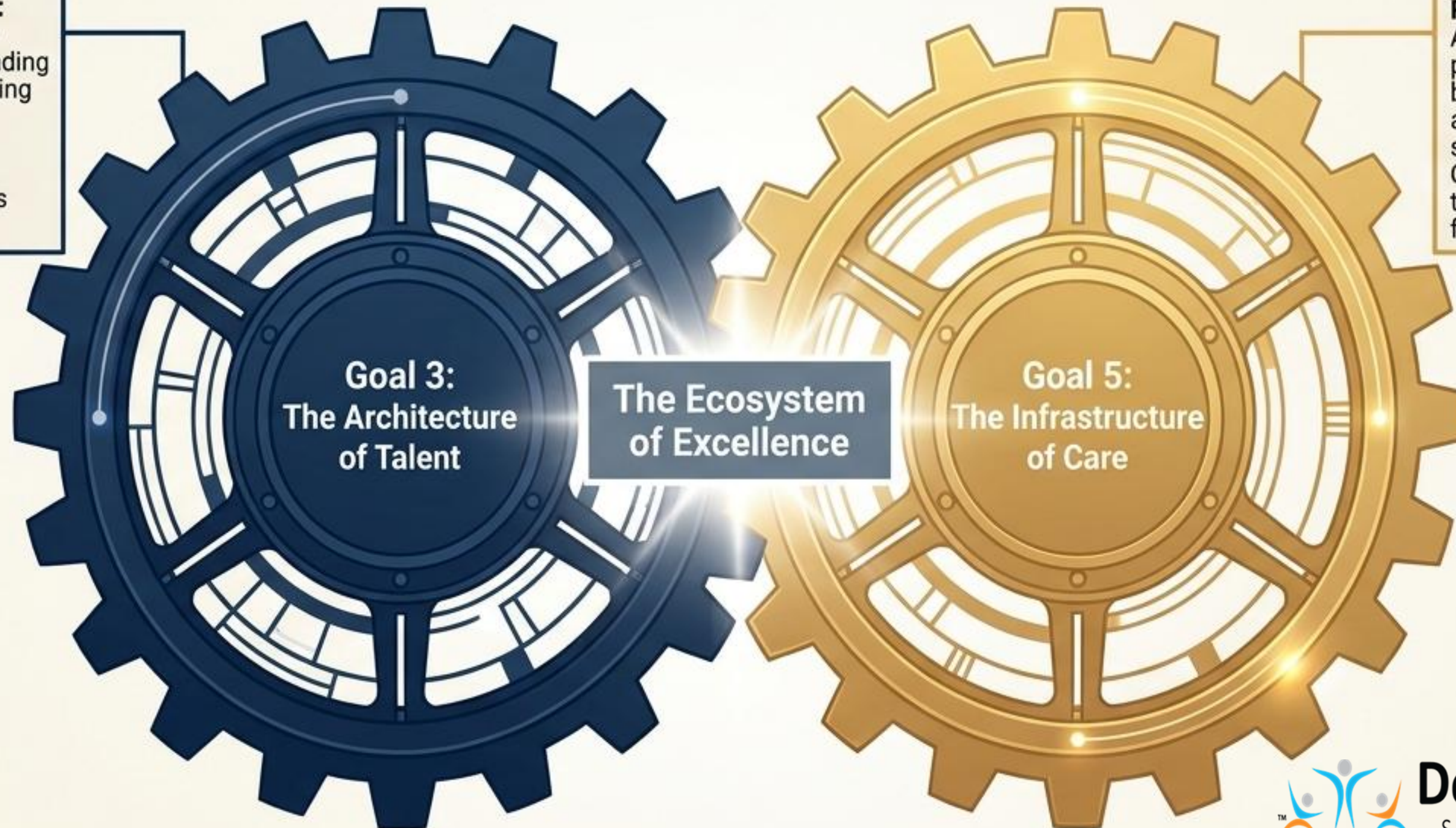
Goal 3 and Goal 5 are not parallel initiatives; they are a symbiotic loop.

Development is a Wellness Strategy:

Providing a teacher with Science of Reading mastery or an aspiring principal with DLI coaching reduces burnout, increases efficacy, and fosters professional joy.

Wellness is a Retention Strategy:

A supported, psychologically safe bus driver, teacher, or auditor is one who stays in DeKalb County. (Countering the Transportation funnel leak).



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Pulse Metrics:

The Scale of Our Impact



100%

Evaluation Completion

100% of Horizon Area DKES and SuperEval evaluations finalized, ensuring universal feedback.



\$1.6M

Reinvested

Title I/II funds directly fueling 170 summer professional learning sessions to build staff capacity.



92%

IGNITE U Completion

Near-universal engagement in DIIT's internal professional learning and leadership pathways.



8

Active SAFE Centers

High-impact wraparound hubs actively removing basic-needs barriers to instruction.

The Engine of Student Success

Our systems, matrices, and pipelines exist for one reason: to place a masterful, supported, and healthy adult in front of every student in DeKalb County School District.

By deeply investing in the architecture of talent and the infrastructure of care, we are not just managing human capital—we are building the foundation of student excellence.



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