Cherokee County School District

Work Session Meeting | 11/19/2026 – 5:30 PM

Dr. Frank R. Petruzielo Educational Services Facility | 1205 Bluffs Parkway, Canton, GA 30114

I. **Call to Order Work Session**

II. **Superintendent Welcome**

III. **Superintendent Reports**

1. Safety and Security:
    a. Safety and Security Report
    Chief Buster Cushing, Chief School Police Officer
2. Academics and Accountability:
    a. Literacy Framework
    Dr. Josh Heath, Chief Academics and Accountability Officer
    b. Graduation Rate
    Dr. Josh Heath, Chief Academics and Accountability Officer
3. Finance:
    a. Monthly Finance Report
    Tina Farmer, Chief Financial Officer
    b. FY2028 Budget Outlook
    Tina Farmer, Chief Financial Officer
4. Capital Outlay:
    a. Monthly Capital Outlay Report
    Trey Moores, Chief Support Services Officer

IV. **Adjourn**







Cherokee County School District

School Safety & Security

Protecting students and staff in safe, positive, welcoming schools

Chief Buster Cushing • November 2026

Cherokee County School District

Taking Every Threat Seriously

Every tip receives attention

We take all threats seriously and investigate concerns involving any CCSD school, whether reported in person or online.

Assess and protect

School Police and school leaders assess the concern and determine appropriate safety measures and next steps.

Our priority is the safety of students and staff at every school.

Coordinated communication

District leaders and law enforcement coordinate timely, accurate updates while protecting student privacy and the investigation.

Reporting remains essential

Share concerns through Vector Alert, law enforcement, or a trusted adult. Call 911 for an emergency.

We continually review our response and look for ways to strengthen safeguards.

Cherokee County School District

How We Respond to Threats

Receive and investigate

School Police review reports, gather information, and investigate the circumstances of each threat.

Assess and coordinate

School Police, school leaders, and public safety partners assess risks and coordinate protective actions as needed.

Actions are based on the facts of each situation.



Multi-agency training exercise

Follow through and improve

Determine appropriate interventions and any disciplinary or legal action. Review the response, provide follow-up support, and identify opportunities to strengthen school safety.

Cherokee County School District

Three Pillars of Safety and Security

Every safety investment, daily practice, drill, and plan supports a shared framework.

01

PREPARATION

Build readiness through plans, training, and drills.

02

PREVENTION

Reduce risk through people and daily safeguards.

03

RESPONSE

Support timely action with alerts and coordination.

Current practices and future investments align to these pillars

Cherokee County School District

Pillar 1: Preparation

Emergency drills

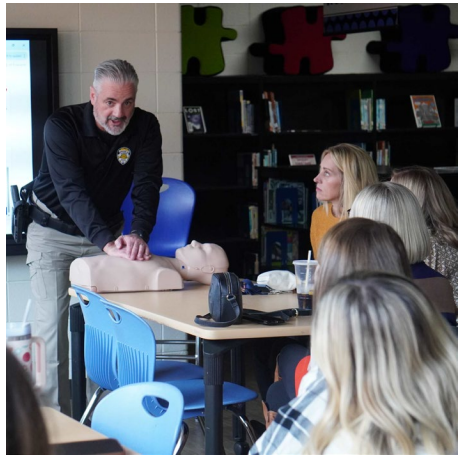
Severe weather, fire, Code Red, and Code Yellow.

Planning and practice

School safety plans, tabletop exercises, and coordination with public safety partners.

Life-saving skills and officer readiness

CPR, AED use, Stop the Bleed, required officer training, and Narcan recertification.





School Police and School Nurses train staff at Sixes ES

Cherokee County School District

Pillar 2: Prevention

People on campus

School Police Officers, safety monitors at multi-building campuses, and crossing guards.

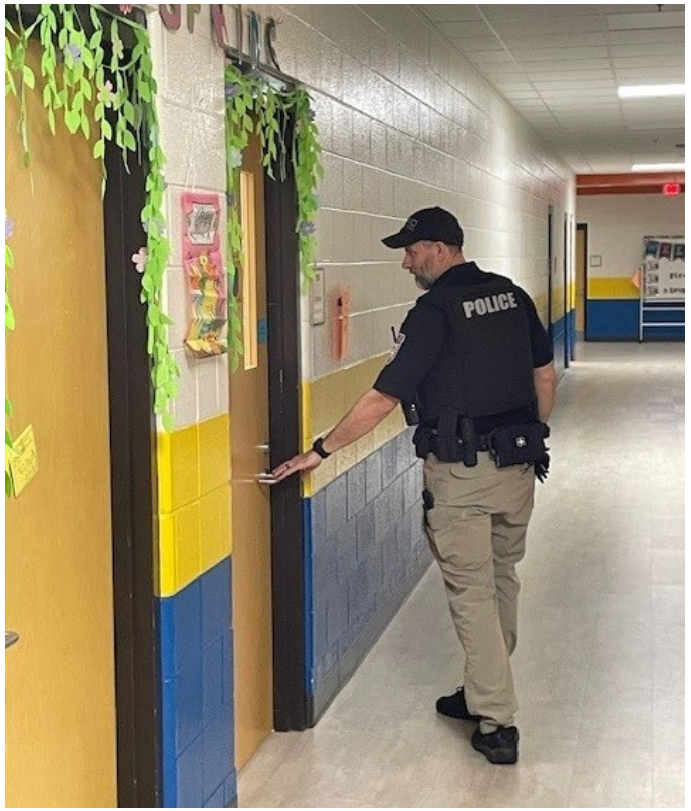
Layered access controls

Badge readers, entrance cameras, window film, security vestibules, and visitor management.

Daily safety practices

Campus monitoring, Shut & Secure checks, review of concerns, and Vector Alert reporting.

Transportation safety: Bus stop-arm cameras



Daily security checks

Cherokee County School District

Pillar 3: Response

Situational awareness

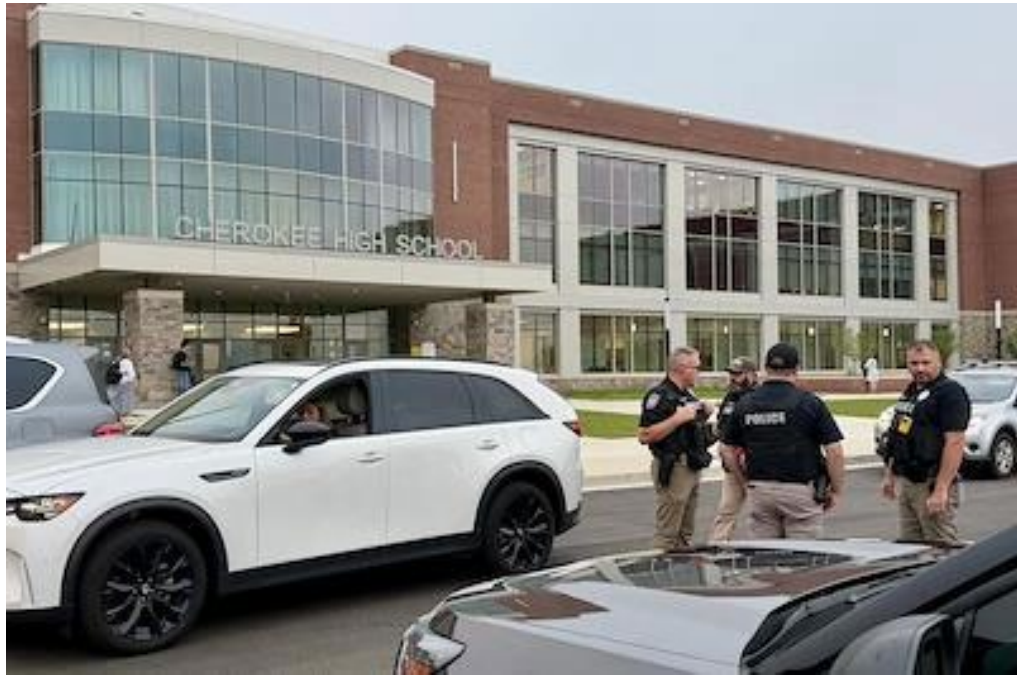
School campus cameras, bus cameras, body cameras, and digital mapping of emergency assets.

Notification and coordination

Crisis Alert, security and fire alarms, emergency radios, and responding agency partnerships.

Immediate support and access

Narcan, AEDs, Stop the Bleed kits, and law enforcement access cards.



Incident response

Cherokee County School District

Ed-SPLOST and Continued Improvement

Proposed investments support preparation, prevention, and response.

Additional Police officers	Increase law enforcement presence across school campuses.
Security vestibules	Strengthen controlled entry at school entrances.
Radio systems	Improve coverage and coordination with public safety partners.
Video coverage	Expand cameras to improve situational awareness.

Next steps

Prioritize needs, define project scopes and costs, and develop an implementation sequence for consideration.

Cherokee County School District

Fulfilling the Promise

The Ultimate Goal

A secure environment

where administrators lead
and teachers teach and students learn.

CCSD students can learn more, grow more, and achieve more here

than anywhere else in the
state of Georgia.



Cherokee County School District

SUPPORTIVE ACCOUNTABILITY GOVERNANCE MODEL

Core Beliefs

1. All students are highly engaged in their education and capable of reaching their full learning potential.
2. Employees are trusted and supported as professionals and provided with resources to elevate student outcomes.
3. Families and our community are involved partners in student success and can expect all students to receive the best education possible.
4. Schools are positive and welcoming environments with clear expectations and accountability in all academic and operational areas.

Core Policies

Policy **BAB**: Balanced Autonomy with Supportive Accountability
Cohesive System of Teaching & Learning
Standards, Instructional Resources, Monitoring Student Learning
Accountability & Support
Board-set Performance Goals, Aligned Superintendent Evaluation, Aligned School Improvement Goals

Policy **IFAD**: Literacy in CCSD
Policy **IHA & IHE**: Student Responsibility and Academic Ownership
Policy **IFB**: Balance of Instructional Tools and Screentime Guidelines

Student Achievement Goals

	READING			ENGLISH LANGUAGE ARTS			MATHEMATICS		
	Baseline (2024)	Midpoint (2026)	Goal (2027)	Baseline (2024)	Midpoint (2026)	Goal (2027)	Baseline (2024)	Midpoint (2026)	Goal (2027)
3rd Grade	72%	DECEMBER	78%	47%	DECEMBER	53%	57%	59.8%	65%
4th Grade	65%		71%	47%		53%	61%	62.0%	70%
5th Grade	78%		84%	56%		62%	56%	58.4%	65%
6th Grade	63%		69%	48%		54%	44%	49.5%	50%
7th Grade	74%		78%	45%		54%	48%	56.3%	60%
8th Grade	75%		81%	48%		54%	51%	63.0%	59%
High School	80%		86%	56%		62%	49%	62.3%	55%

Vision

We are committed to creating opportunities for every learner to achieve academic success, build strong relationships, contribute to their community, and thrive in life.

Elevate the Excellence!

Key Priorities

1. Elevate the Excellence in academics and achievement for all students
2. Elevate the Excellence in effective School Board-Superintendent Governance
3. Elevate the Excellence in the district's coordination of goals, systems, and processes
4. Elevate the Excellence by embracing a pervasive high-quality school environment defined by high standards, effective supports, and consistent practices

Elevate 2032

1. Academic Performance and Workforce Readiness
2. Professional Excellence
3. Safe and Supported Schools
4. Financial and Operational Accountability



Cherokee County School District

Literacy in CCSD

November 19, 2026

SUPPORTIVE ACCOUNTABILITY GOVERNANCE MODEL

Cherokee County School District

Core Beliefs

1. All students are highly engaged in their education and capable of reaching their full learning potential.
2. Employees are trusted and supported as professionals and provided with resources to elevate student outcomes.
3. Families and our community are involved partners in student success and can expect all students to receive the best education possible.
4. Schools are positive and welcoming environments with clear expectations and accountability in all academic and operational areas.

Core Policies

Policy **BAB**: Balanced Autonomy with Supportive Accountability
Cohesive System of Teaching & Learning
Standards, Instructional Resources, Monitoring Student Learning
Accountability & Support
Board-set Performance Goals, Aligned Superintendent Evaluation, Aligned School Improvement Goals

Policy **IFAD**: Literacy in CCSD
Policy **IHA & IHE**: Student Responsibility and Academic Ownership
Policy **IFB**: Balance of Instructional Tools and Screentime Guidelines

Student Achievement Goals

	READING			ENGLISH LANGUAGE ARTS			MATHEMATICS		
	Baseline (2024)	Midpoint (2026)	Goal (2027)	Baseline (2024)	Midpoint (2026)	Goal (2027)	Baseline (2024)	Midpoint (2026)	Goal (2027)
3rd Grade	72%	DECEMBER	78%	47%	DECEMBER	53%	57%	59.8%	65%
4th Grade	65%		71%	47%		53%	61%	62.0%	70%
5th Grade	78%		84%	56%		62%	56%	58.4%	65%
6th Grade	63%		69%	48%		54%	44%	49.5%	50%
7th Grade	74%		78%	45%		54%	48%	56.3%	60%
8th Grade	75%		81%	48%		54%	51%	63.0%	59%
High School	80%		86%	56%		62%	49%	62.3%	55%

Vision

We are committed to creating opportunities for every learner to achieve academic success, build strong relationships, contribute to their community, and thrive in life.

Elevate the Excellence!

Key Priorities

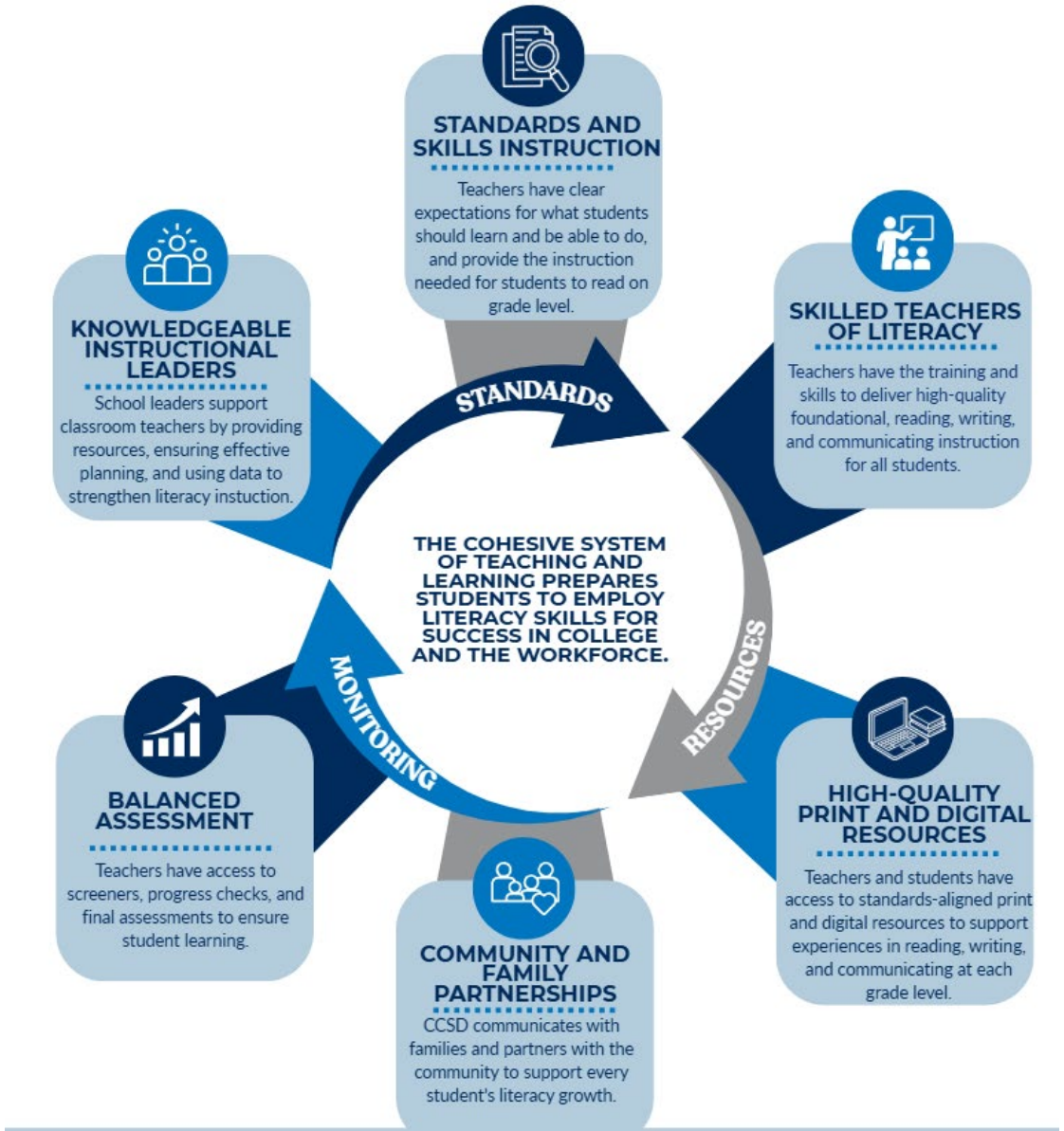
1. Elevate the Excellence in academics and achievement for all students
2. Elevate the Excellence in effective School Board-Superintendent Governance
3. Elevate the Excellence in the district's coordination of goals, systems, and processes
4. Elevate the Excellence by embracing a pervasive high-quality school environment defined by high standards, effective supports, and consistent practices

Elevate2032

1. Academic Performance and Workforce Readiness
2. Professional Excellence
3. Safe and Supported Schools
4. Financial and Operational Accountability

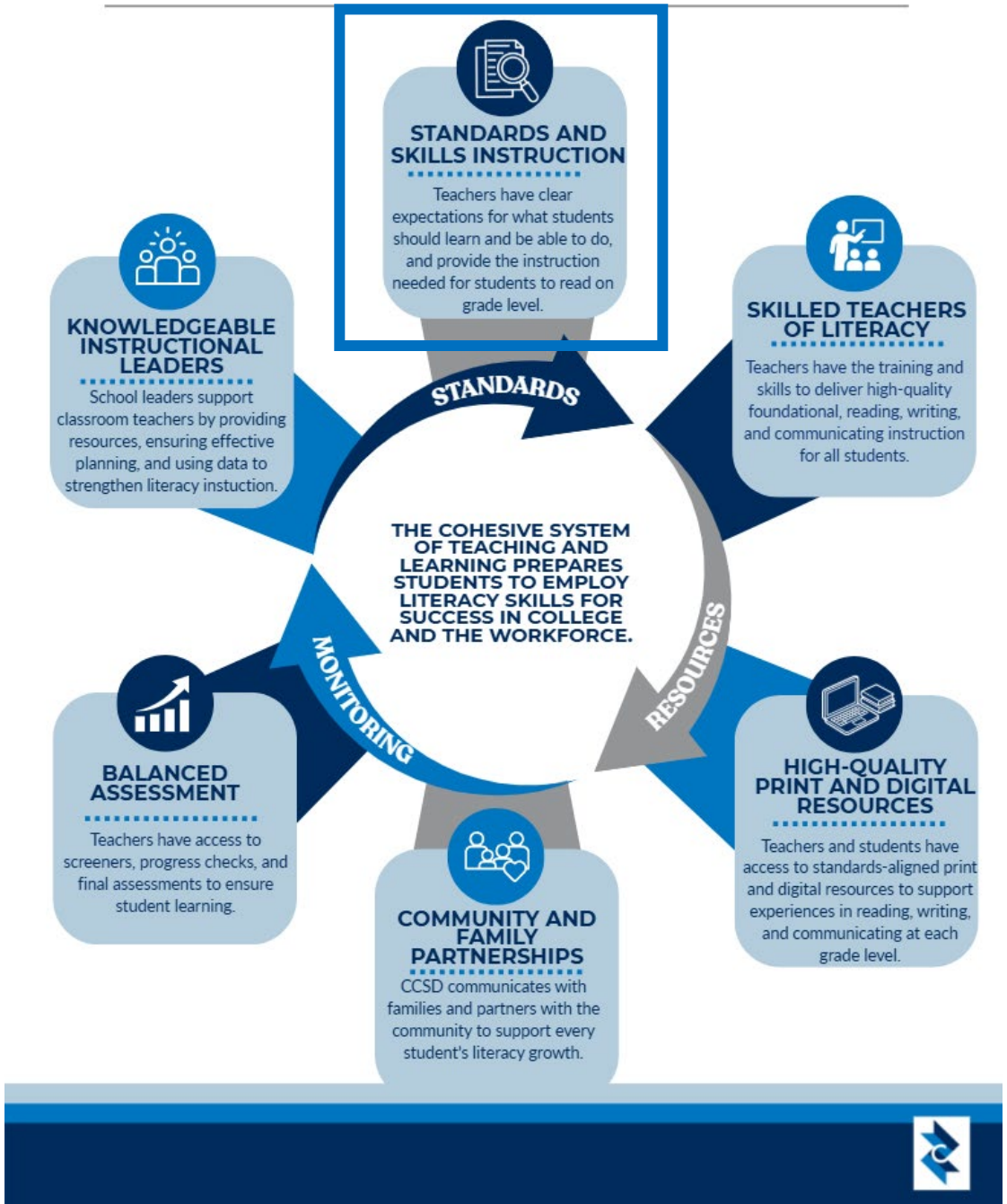
Cherokee County School District

CCSD LITERACY FRAMEWORK



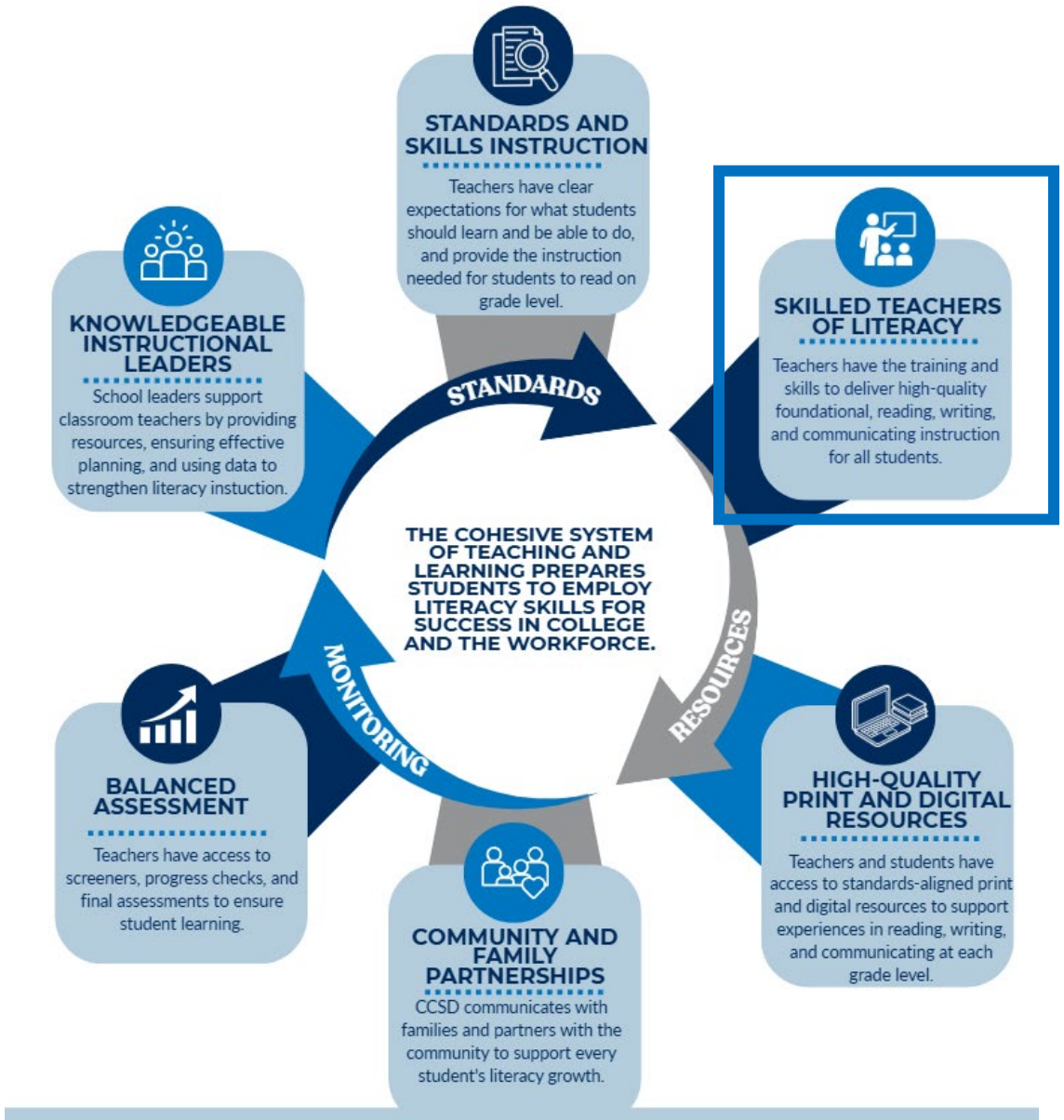
Cherokee County School District

CCSD LITERACY FRAMEWORK



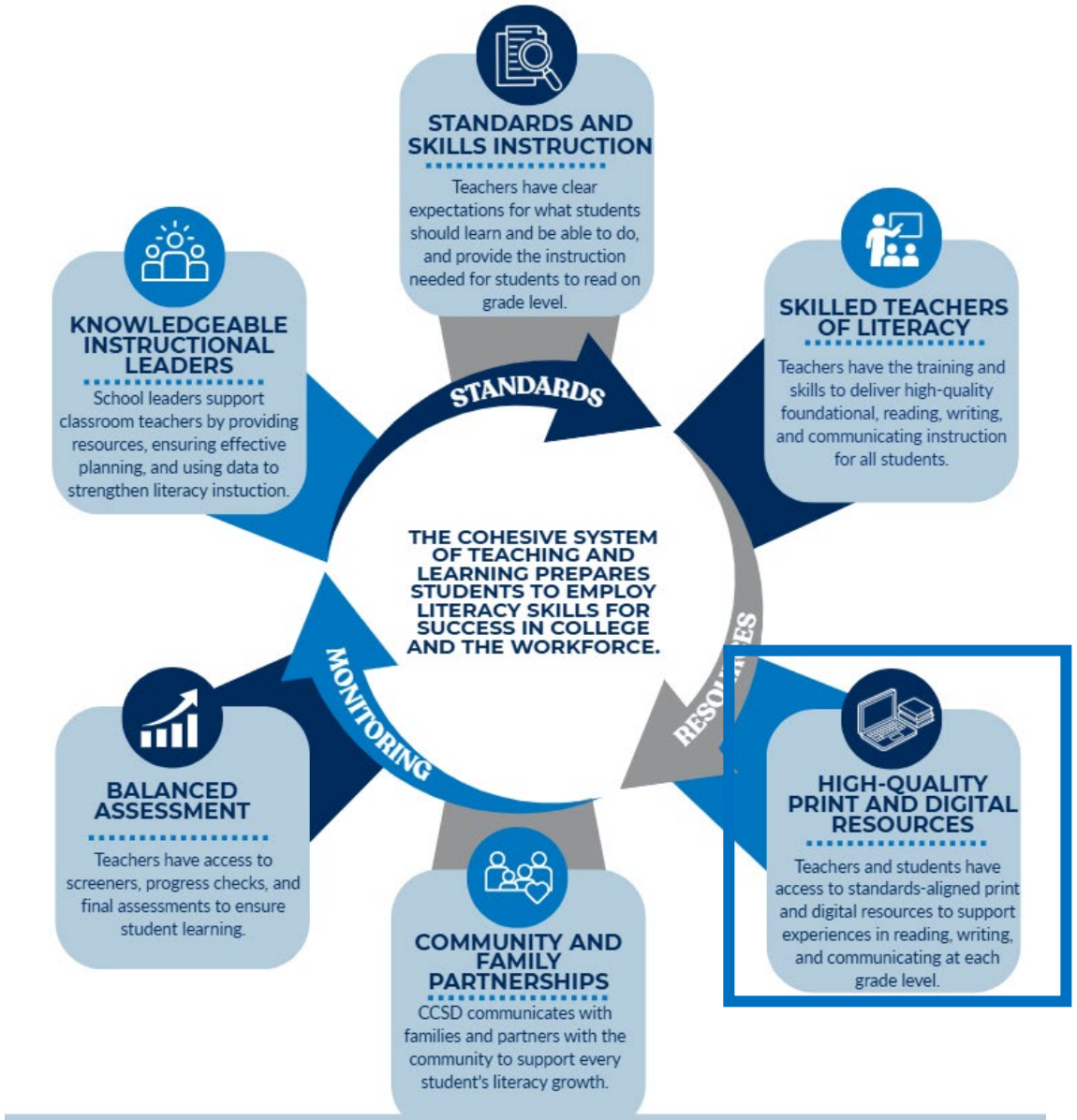
Cherokee County School District

CCSD LITERACY FRAMEWORK



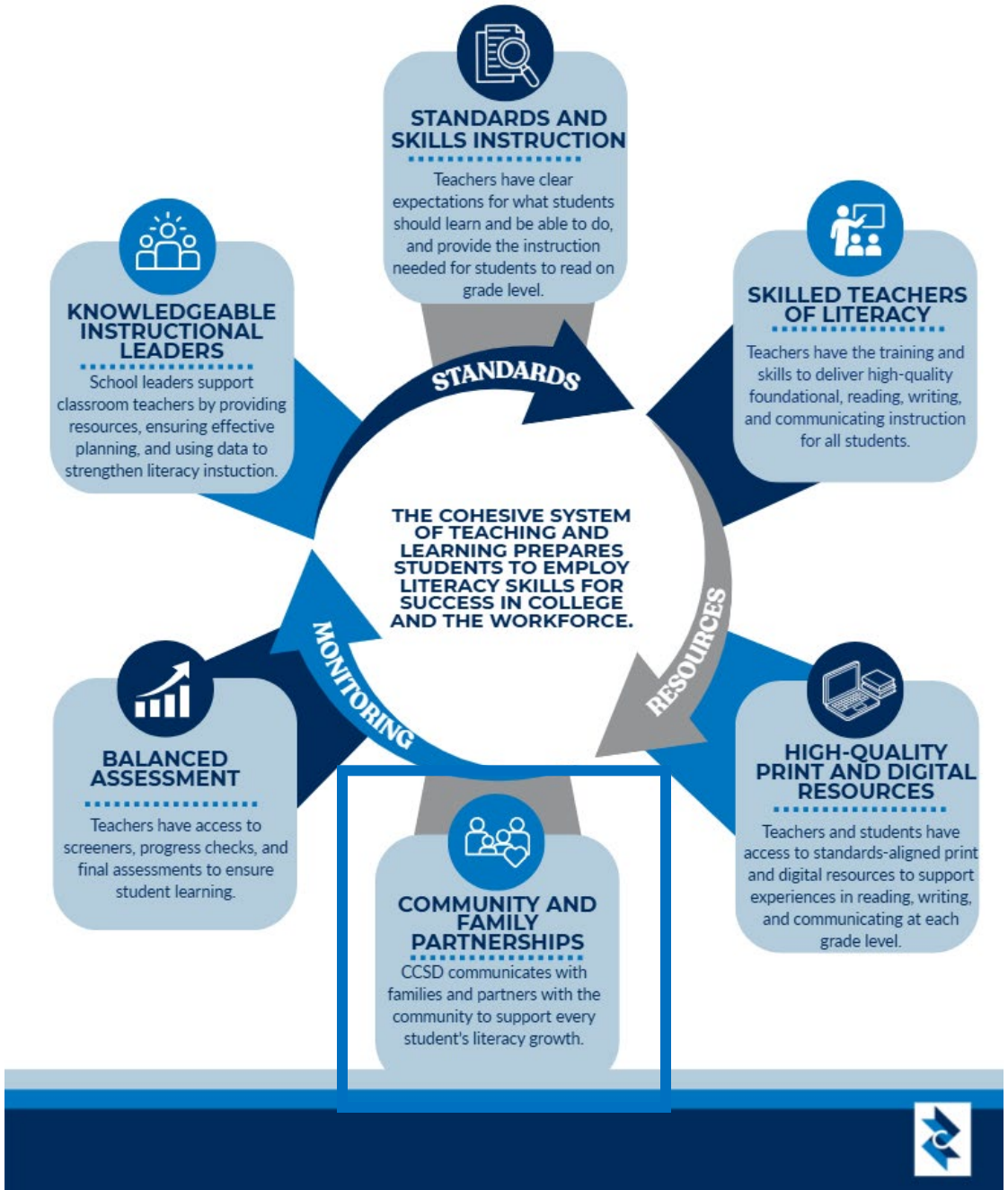
Cherokee County School District

CCSD LITERACY FRAMEWORK



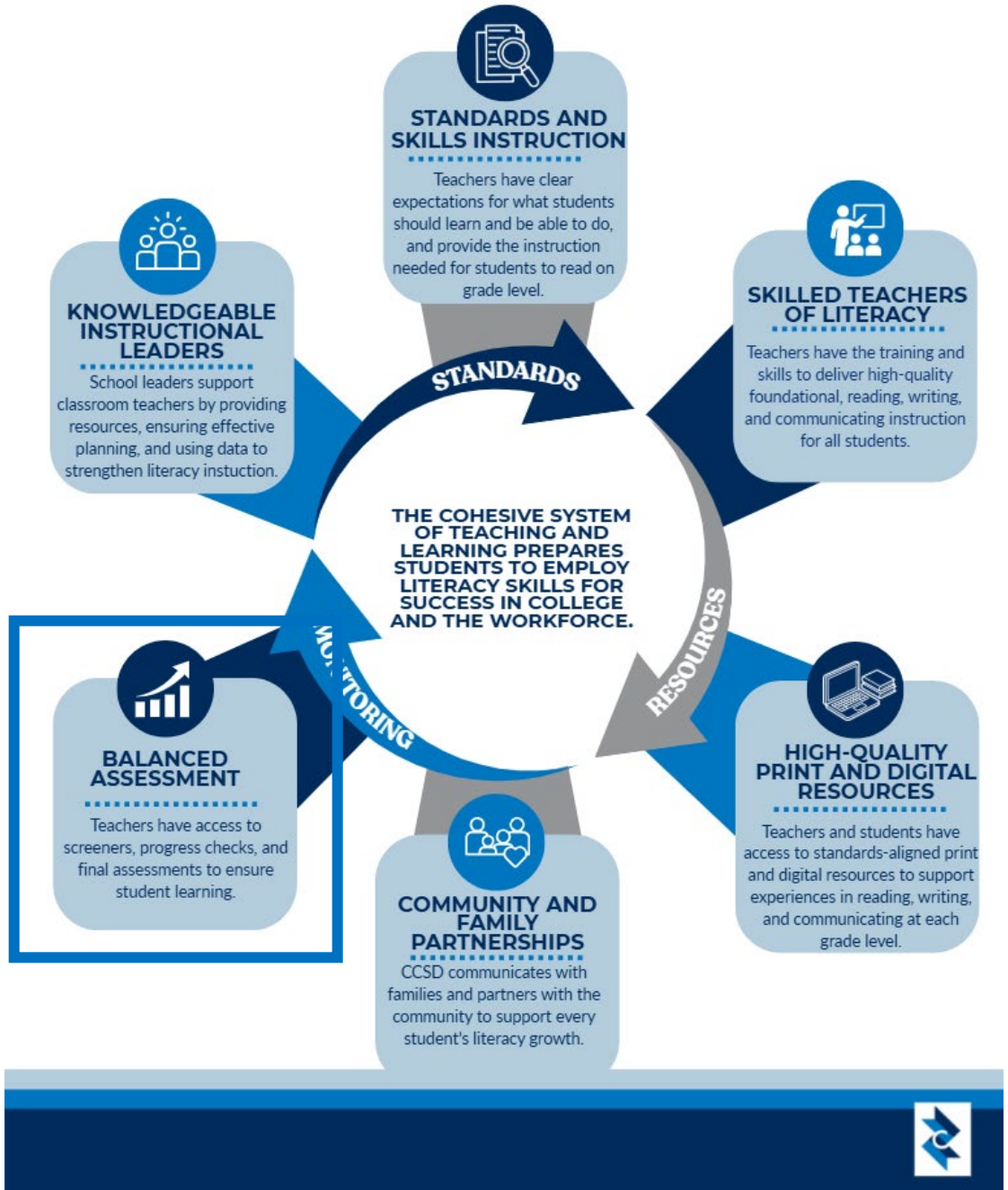
Cherokee County School District

CCSD LITERACY FRAMEWORK



Cherokee County School District

CCSD LITERACY FRAMEWORK



Cherokee County School District

CCSD LITERACY FRAMEWORK



Cherokee County School District

Literacy Framework – Next Steps

- ❑ Design literacy block expectations and exemplars
- ❑ Continue to support parent communication of student progress
- ❑ Amplify data access and professional development for short cycles of improvement
- ❑ Continue designing supports for students served through special education, English Language learners, and students served through academic intervention



Cherokee County School District

2026 Graduation Rate

November 19, 2026

SUPPORTIVE ACCOUNTABILITY GOVERNANCE MODEL

Cherokee County School District

Core Beliefs

1. All students are highly engaged in their education and capable of reaching their full learning potential.
2. Employees are trusted and supported as professionals and provided with resources to elevate student outcomes.
3. Families and our community are involved partners in student success and can expect all students to receive the best education possible.
4. Schools are positive and welcoming environments with clear expectations and accountability in all academic and operational areas.

Core Policies

Policy **BAB**: Balanced Autonomy with Supportive Accountability
Cohesive System of Teaching & Learning
Standards, Instructional Resources, Monitoring Student Learning
Accountability & Support
Board-set Performance Goals, Aligned Superintendent Evaluation, Aligned School Improvement Goals

Policy **IFAD**: Literacy in CCSD
Policy **IHA & IHE**: Student Responsibility and Academic Ownership
Policy **IFB**: Balance of Instructional Tools and Screentime Guidelines

Student Achievement Goals

	READING			ENGLISH LANGUAGE ARTS			MATHEMATICS		
	Baseline (2024)	Midpoint (2026)	Goal (2027)	Baseline (2024)	Midpoint (2026)	Goal (2027)	Baseline (2024)	Midpoint (2026)	Goal (2027)
3rd Grade	72%	DECEMBER	78%	47%	DECEMBER	53%	57%	59.8%	65%
4th Grade	65%		71%	47%		53%	61%	62.0%	70%
5th Grade	78%		84%	56%		62%	56%	58.4%	65%
6th Grade	63%		69%	48%		54%	44%	49.5%	50%
7th Grade	74%		78%	45%		54%	48%	56.3%	60%
8th Grade	75%		81%	48%		54%	51%	63.0%	59%
High School	80%		86%	56%		62%	49%	62.3%	55%

Vision

We are committed to creating opportunities for every learner to achieve academic success, build strong relationships, contribute to their community, and thrive in life.

Elevate the Excellence!

Key Priorities

1. Elevate the Excellence in academics and achievement for all students
2. Elevate the Excellence in effective School Board-Superintendent Governance
3. Elevate the Excellence in the district's coordination of goals, systems, and processes
4. Elevate the Excellence by embracing a pervasive high-quality school environment defined by high standards, effective supports, and consistent practices

Elevate2032

1. Academic Performance and Workforce Readiness
2. Professional Excellence
3. Safe and Supported Schools
4. Financial and Operational Accountability

Cherokee County School District

2026 State Accountability Review
Graduation Rate

The intent of the graduation rate component is to determine if students are graduating from high school with a regular diploma in four or five years

Data Sources: 4-year and 5-year graduation rate for high schools

Cherokee County School District

Executive Summary

Graduation Rate

- For the 4-year cohort for 2026, there was an **increase** to 93.8% from 91.8% in 2025
- For the 5-year cohort for 2026, there was a **slight decrease** to 93.5% from 94.8% in 2025
- **Five CCSD high schools increased** their 4-year cohort graduation rate in 2026 compared to 2025
- CCSD's 4-year cohort graduation rate is over **5% above the state** score

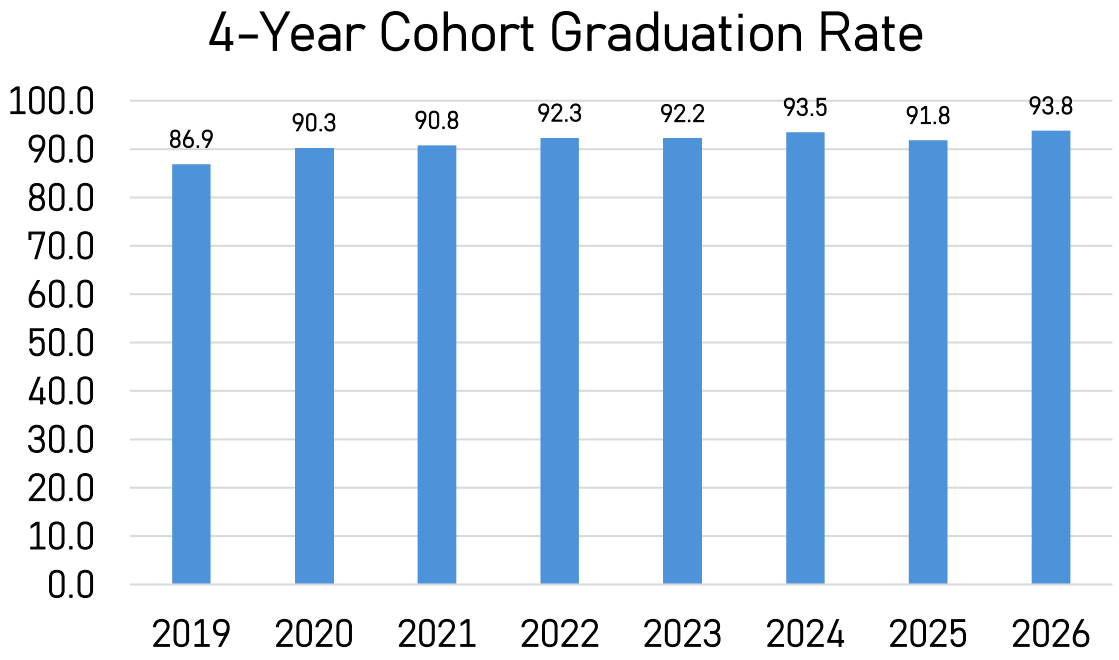
Cherokee County School District

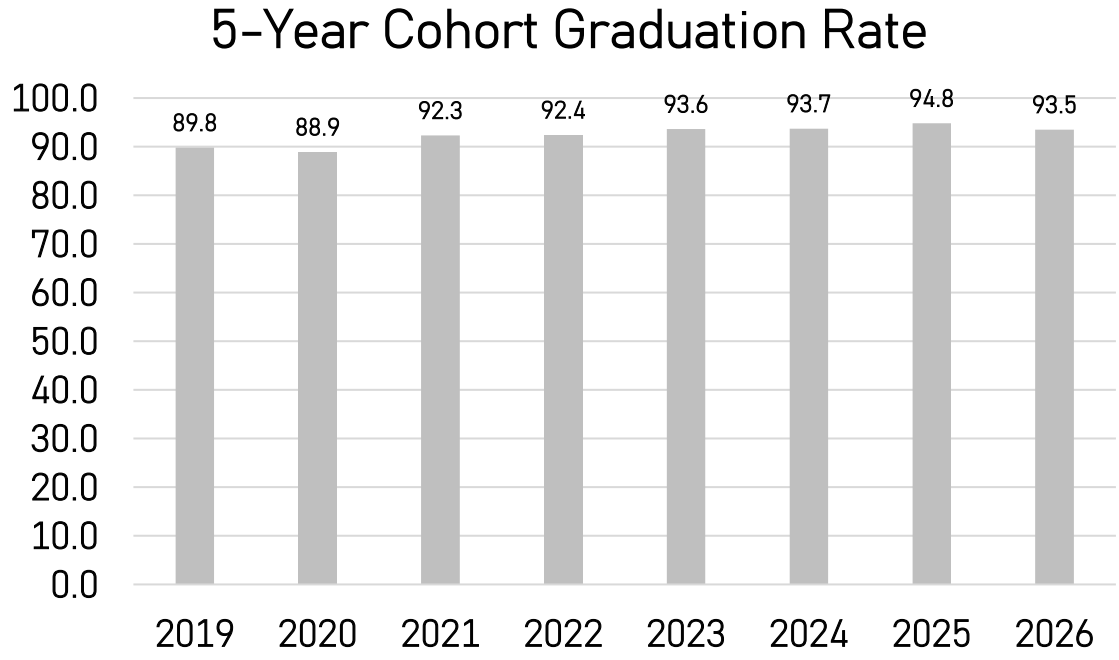
Graduation Rate (4-year) District Comparison Over Time (2024 to 2026)

Graduation Rate	2024	2025	2026
CCSD	93.5	91.8	93.8
Georgia	85.4	87.2	88.5

Cherokee County School District

4-Year and 5-Year Cohort Graduation Rate District Comparison Over Time (2019 to 2026)





Cherokee County School District

4-Year and 5-Year Cohort Graduation Rate Local School Bright Spots (2025 to 2026)

High Schools with an Increase in 4-Year Cohort Graduation Rate	High Schools with an Increase in 5-Year Cohort Graduation Rate
Cherokee	Etowah
Etowah	River Ridge
River Ridge	Woodstock
Sequoyah	
Woodstock	

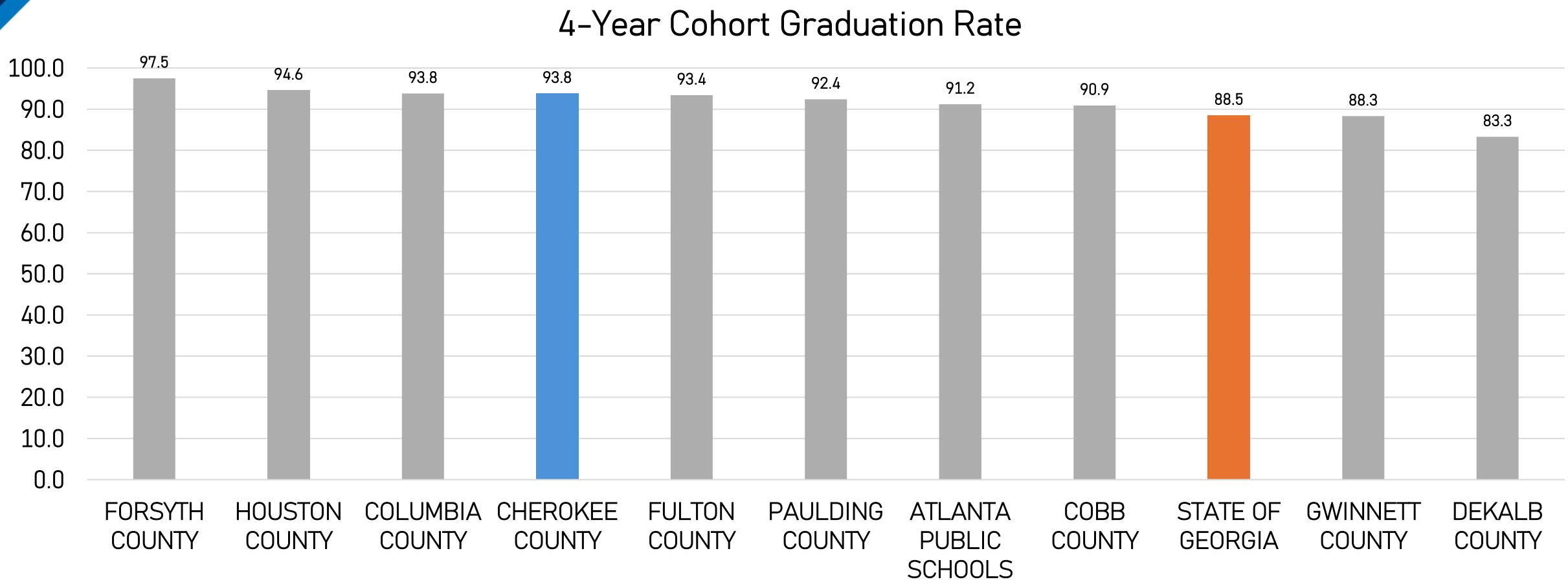
Cherokee County School District

High School Graduation Rate
Local School Bright Spots
(2025 to 2026)

High Schools with an Increase in Graduation Rate Score
Cherokee
Etowah
River Ridge
Sequoyah
Woodstock

Cherokee County School District

Graduation Rate
State Comparison School Districts
(2026)



SUPPORTIVE ACCOUNTABILITY GOVERNANCE MODEL

Cherokee County School District

Core Beliefs

1. All students are highly engaged in their education and capable of reaching their full learning potential.
2. Employees are trusted and supported as professionals and provided with resources to elevate student outcomes.
3. Families and our community are involved partners in student success and can expect all students to receive the best education possible.
4. Schools are positive and welcoming environments with clear expectations and accountability in all academic and operational areas.

Core Policies

Policy **BAB**: Balanced Autonomy with Supportive Accountability
Cohesive System of Teaching & Learning
Standards, Instructional Resources, Monitoring Student Learning
Accountability & Support
Board-set Performance Goals, Aligned Superintendent Evaluation, Aligned School Improvement Goals

Policy **IFAD**: Literacy in CCSD
Policy **IHA & IHE**: Student Responsibility and Academic Ownership
Policy **IFB**: Balance of Instructional Tools and Screentime Guidelines

Student Achievement Goals

	READING			ENGLISH LANGUAGE ARTS			MATHEMATICS		
	Baseline (2024)	Midpoint (2026)	Goal (2027)	Baseline (2024)	Midpoint (2026)	Goal (2027)	Baseline (2024)	Midpoint (2026)	Goal (2027)
3rd Grade	72%	DECEMBER	78%	47%	DECEMBER	53%	57%	59.8%	65%
4th Grade	65%		71%	47%		53%	61%	62.0%	70%
5th Grade	78%		84%	56%		62%	56%	58.4%	65%
6th Grade	63%		69%	48%		54%	44%	49.5%	50%
7th Grade	74%		78%	45%		54%	48%	56.3%	60%
8th Grade	75%		81%	48%		54%	51%	63.0%	59%
High School	80%		86%	56%		62%	49%	62.3%	55%

Vision

We are committed to creating opportunities for every learner to achieve academic success, build strong relationships, contribute to their community, and thrive in life.

Elevate the Excellence!

Key Priorities

1. Elevate the Excellence in academics and achievement for all students
2. Elevate the Excellence in effective School Board-Superintendent Governance
3. Elevate the Excellence in the district's coordination of goals, systems, and processes
4. Elevate the Excellence by embracing a pervasive high-quality school environment defined by high standards, effective supports, and consistent practices

Elevate2032

1. Academic Performance and Workforce Readiness
2. Professional Excellence
3. Safe and Supported Schools
4. Financial and Operational Accountability

Cherokee County School District

Monthly Financial Report

Work Session | 11.19.2026













Mary Elizabeth Davis, PhD
Superintendent of Schools

CHEROKEE COUNTY BOARD OF EDUCATION

Mary Elizabeth Davis PhD, Superintendent
Tina Farmer, Chief Financial Officer

FINANCIAL REPORT
OCTOBER 2026

General Fund

For the month ending October 31, 2026, the fourth month of the 2026-27 Fiscal Year, the School District's Operating Account (General Fund) has received $70,482,412 in revenue (year-to-date) consisting of state funds of $53,478,337 (18% of budget), $15,589,239 local revenues (5% of budget), and other funds of $1,414,836 (36% of budget). All operating expenditures of $169,726,890 (27% of budget) are within the Board of Education's approved 2026-27 budget.

Building Fund/Ed-SPLOST Collections

The Capital Outlay Fund balance of $142,191,031 as of October 31, 2026 reflects Special Purpose Local Option Sales Tax for Education (Ed-SPLOST) collections, proceeds of bond sales for capital outlay purposes, and transfers from the General Fund less bond refundings, bond issuance costs, transfers of Ed-SPLOST to the Debt Service Fund and capital outlay expenses paid.

Cherokee County School District received $6,259,491 for sales tax collections in October 2026, for the month of September 2026, the 48th month of 60 monthly sales tax collections for the 2022-2027 SPLOST. Collections received were above projections for the month by $1,357,343 and above cumulative projections by $43,725,127.

Ed-SPLOST collections are accumulated within the Building Fund to be used for specified capital outlay purchases (limited pay-as-you-go) and transferred to the Debt Service Fund at the appropriate time to meet annual bond obligations (January and July). Excess Ed-SPLOST collections above projections are used to meet critical capital outlay needs and/or transferred to the Debt Service Fund as a safeguard against future negative economic conditions, assuring the School District can meet future bond payments.

Debt Service Fund

The Debt Service Fund balance as October 31, 2026 is $39,679,241 representing funds accumulated from Ed-SPLOST collections, collections from the 1.5 mills of property tax approved by the School Board, interest earned from investments and Invested Sinking Fund earnings. The Invested Sinking Fund is attached to the Series 2010B Bond issuance and is structured to fully pay the annual debt service on the Series 2010B bonds through August 2028. Annual Debt Service payments are made in February and August of each year, according to the Debt Service Schedule published annually in the Cherokee County School District Budget Book.

Federal/State/Competitive Grants and School Nutrition Funds

The School Nutrition Fund Balance as of October 31, 2026 is $12,742,815 and represents the difference between revenues from all sources and all expenditures. This amount is held in reserve to cover potential funding shortfalls or unexpected expenses.

Federal, State and Competitive grant funds are annually awarded to the School District based on funding formulas (Federal Title Programs) and/or program applications (State and competitive grants). As funds are expended, reimbursements are sought from the various programs. Local funds are not intended to cover shortfalls within grant programs nor are grants intended to carry a fund balance.

CHEROKEE COUNTY SCHOOL DISTRICT
FINANCIAL REPORT
AS OF OCTOBER 31, 2026

BALANCE SHEET	GENERAL FUND	DEBT SERVICE FUND	BUILDING FUND	FED FUNDS/ SCHOOL NUTRITION	TOTAL
ASSETS					
Cash and Cash Equivalents	$ 79,693,661	$ 2,308,803	$ 142,215,537	$ 2,750,498	$ 226,968,499
Investments	-	36,332,383	-	-	36,332,383
Receivables	6,316,782	1,038,055	-	10,357,987	17,712,824
Inventories	1,462,286	-	-	1,068,584	2,530,870
TOTAL ASSETS	$ 87,472,729	$ 39,679,241	$ 142,215,537	$ 14,177,069	$ 283,544,576
LIABILITIES					
Accounts Payable	$ 6,744,810	$ -	$ 24,506	$ 682,836	$ 7,452,152
Salaries and Benefits Payable	20,654,118	-	-	751,418	21,405,536
FUND BALANCE	60,073,801	39,679,241	142,191,031	12,742,815	254,686,888
TOTAL LIABILITIES AND FUND BALANCE	$ 87,472,729	$ 39,679,241	$ 142,215,537	$ 14,177,069	$ 283,544,576
REVENUE AND EXPENSE					
REVENUE	$ 70,482,412	$ 1,649,748	$ 20,565,722	$ 13,560,312	$ 106,258,194
EXPENDITURES	169,726,890	30,569,517	16,779,059	14,015,094	231,090,560
EXCESS REVENUE OVER EXPENDITURES	(99,244,478)	(28,919,769)	3,786,663	(454,782)	(124,832,366)
OTHER FINANCING SOURCES (USES)	(357,000)	21,972,877	(21,972,877)	-	(357,000)
BEGINNING FUND BALANCE	159,675,279	46,626,133	160,377,245	13,197,597	379,876,254
ENDING FUND BALANCE	**$ 60,073,801**	**$ 39,679,241**	**$ 142,191,031**	**$ 12,742,815**	**$ 254,686,888**

CHEROKEE COUNTY SCHOOL DISTRICT
GENERAL FUND COMPARISON OF BUDGET TO ACTUAL
JULY 1, 2026 - OCTOBER 31, 2026

	2026-2027 APPROVED BUDGET	YEAR TO DATE	ENCUMBRANCES	AVAILABLE BUDGET
REVENUE				
Local Revenue	$ 331,642,266	$ 15,589,239		$ 316,053,027
State Revenue	294,295,927	53,478,337		240,817,590
Federal Revenue	330,649	307,856		22,793
Investment Earnings	3,588,818	1,106,980		2,481,838
TOTAL REVENUE	**629,857,660**	**70,482,412**		**559,375,248**
EXPENDITURES				
Instructional Services	423,678,089	101,410,529	$ 1,018,133	321,249,427
Pupil Services	46,180,091	11,641,631	15,931	34,522,529
Improvement of Instructional Services	25,822,186	10,956,869	716,063	14,149,254
Instructional Staff Training	844,185	249,796	13,397	580,992
Educational Media Services	6,855,779	1,698,089	83,464	5,074,226
General Administration	4,277,317	1,604,114	259	2,672,944
School Administration	39,612,950	12,823,678	58,648	26,730,624
Support Services-Business	5,894,903	2,208,300	1,689,527	1,997,076
Maintenance & Operation of Plant Services	38,524,752	13,210,247	305,576	25,008,929
School Safety and Security	5,038,784	1,917,075	225,605	2,896,104
Student Transportation Services	31,698,106	9,068,854	754,158	21,875,094
Support Services-Central	8,133,258	2,937,708	6,575	5,188,975
School Nutrition Program	381,421	-	-	381,421
TOTAL EXPENDITURES	**636,941,821**	**169,726,890**	**4,887,336**	**462,327,595**
OTHER FINANCING SOURCES (USES)				
Proceeds from Sale of Assets	492,803	-		492,803
Accounts Transfers Out	(2,142,214)	(357,000)		(1,785,214)
TOTAL OTHER FIN SOURCES (USES)	**(1,649,411)**	**(357,000)**		**(1,292,411)**
NET CHANGE FUND BALANCES	**$ (8,733,572)**	**$ (99,601,478)**	**$ (4,887,336)**	**$ 95,755,242**

CHEROKEE COUNTY SCHOOL DISTRICT
DEBT SERVICE FUND COMPARISON OF BUDGET TO ACTUAL
JULY 1, 2026 - OCTOBER 31, 2026

	2026-2027 APPROVED BUDGET	YEAR TO DATE	AVAILABLE BUDGET
REVENUE			
Local Revenue	$ 27,158,177	$ 152,414	$ 27,005,763
Investment Earnings	1,584,614	249,074	1,335,540
Miscellaneous Revenue	2,323,876	1,248,260	1,075,616
TOTAL REVENUE	**31,066,667**	**1,649,748**	**29,416,919**
EXPENDITURES			
Debt Service	71,638,167	30,569,517	41,068,650
TOTAL EXPENDITURES	**71,638,167**	**30,569,517**	**41,068,650**
OTHER FINANCING SOURCES (USES)			
Accounts Transfers In	42,055,575	21,972,877	20,082,698
TOTAL OTHER FIN SOURCES (USES)	**42,055,575**	**21,972,877**	**20,082,698**
NET CHANGE FUND BALANCES	**$ 1,484,075**	**$ (6,946,892)**	**$ 8,430,967**

CHEROKEE COUNTY SCHOOL DISTRICT
BUILDING FUND COMPARISON OF BUDGET TO ACTUAL
JULY 1, 2026 - OCTOBER 31, 2026

	2026-2027 APPROVED BUDGET	YEAR TO DATE	ENCUMBRANCES	AVAILABLE BUDGET
REVENUE				
Local Revenue	$ 60,552,388	$ 18,361,433		$ 42,190,955
State Revenue	3,153,686	-		3,153,686
Investment Earnings	4,685,762	2,204,289		2,481,473
TOTAL REVENUE	**68,391,836**	**20,565,722**		**47,826,114**
EXPENDITURES				
Instructional Services	8,155,923	7,494,420	978,349	(316,846)
Support Services-Business	-	-	-	-
Facilities Acquisition and Construction Svs.	64,463,012	9,284,639	404,548	54,773,825
TOTAL EXPENDITURES	**72,618,935**	**16,779,059**	**1,382,897**	**54,456,979**
OTHER FINANCING SOURCES (USES)				
Bond Issuance	-	-		-
Premiums on Bonds Sold	-	-		-
Deposit with Escrow Agent	-	-		-
Accounts Transfers In	-	13,164,587		(13,164,587)
Accounts Transfers Out	(42,055,575)	(35,137,464)		(6,918,111)
TOTAL OTHER FIN SOURCES (USES)	**(42,055,575)**	**(21,972,877)**		**(20,082,698)**
NET CHANGE FUND BALANCES	**$ (46,282,674)**	**$ (18,186,214)**	**$ (1,382,897)**	**$ (26,713,563)**

CHEROKEE COUNTY SCHOOL DISTRICT
FEDERAL FUNDS AND SCHOOL NUTRITION COMPARISON OF BUDGET TO ACTUAL
JULY 1, 2026 - OCTOBER 31, 2026

	2026-2027 APPROVED BUDGET	YEAR TO DATE	ENCUMBRANCES	AVAILABLE BUDGET
REVENUE				
Local Revenue	$ 9,771,140	$ 2,887,650		$ 6,883,490
State Revenue	1,912,725	661,752		1,250,973
Federal Revenue	33,083,010	9,891,519		23,191,491
Investment Earnings	600,000	119,391		480,609
TOTAL REVENUE	**45,366,875**	**13,560,312**		**31,806,563**
EXPENDITURES				
Instructional Services	10,455,418	3,349,015	$ 37,296	7,069,107
Pupil Services	7,566,796	1,767,424	30,712	5,768,660
Improvement of Instructional Services	370,762	77,547	-	293,215
Instructional Staff Training	1,803,821	429,064	31,558	1,343,199
Federal Grant Administration	265,409	66,854	-	198,555
Student Transportation Services	448,812	114,327	-	334,485
Support Services-Central	173,263	72,821	-	100,442
School Nutrition Program	25,520,489	8,138,042	21,800	17,360,647
TOTAL EXPENDITURES	**46,604,770**	**14,015,094**	**121,366**	**32,468,310**
OTHER FINANCING SOURCES (USES)				
Accounts Transfers In	1,237,895	-		1,237,895
TOTAL OTHER FIN SOURCES (USES)	**1,237,895**	**-**		**1,237,895**
NET CHANGE FUND BALANCES	**$ -**	**$ (454,782)**	**$ (121,366)**	**$ 576,148**

CHEROKEE COUNTY SCHOOL DISTRICT
SPECIAL PURPOSE LOCAL OPTION SALES TAX (2022-2027)
COMPARISON OF COLLECTIONS
THROUGH OCTOBER 31, 2026

REPORTING MONTH	60 MONTH COLLECTION MONTH	PERIOD	PROJECTED COLLECTIONS	ACTUAL COLLECTIONS	DIFFERENCE ACTUAL AND PROJECTED COLLECTIONS
November 2022	October 2022	1	$ 4,636,009	$ 5,328,786	$ 692,777
December 2022	November 2022	2	4,807,242	5,405,654	598,412
January 2023	December 2022	3	5,104,524	6,617,076	1,512,552
February 2023	January 2023	4	4,824,820	4,852,679	27,859
March 2023	February 2023	5	4,062,238	4,697,475	635,237
April 2023	March 2023	6	4,325,376	5,419,587	1,094,211
May 2023	April 2023	7	4,448,443	5,296,122	847,679
June 2023	May 2023	8	4,604,100	5,494,145	890,045
July 2023	June 2023	9	4,818,522	5,509,360	690,838
August 2023	July 2023	10	4,787,586	5,922,789	1,135,203
September 2023	August 2023	11	4,848,609	5,339,709	491,100
October 2023	September 2023	12	4,619,404	5,276,069	656,665
November 2023	October 2023	13	4,766,013	5,652,592	886,579
December 2023	November 2023	14	4,899,541	5,628,151	728,610
January 2024	December 2023	15	5,403,573	6,715,254	1,311,681
February 2024	January 2024	16	4,921,317	5,110,321	189,004
March 2024	February 2024	17	4,143,483	5,309,129	1,165,646
April 2024	March 2024	18	4,411,884	5,502,215	1,090,331
May 2024	April 2024	19	4,537,412	5,471,342	933,930
June 2024	May 2024	20	4,696,182	5,810,715	1,114,533
July 2024	June 2024	21	4,914,893	5,612,665	697,772
August 2024	July 2024	22	4,883,338	5,864,797	981,459
September 2024	August 2024	23	4,945,582	5,789,651	844,069
October 2024	September 2024	24	4,711,792	5,345,738	633,946
November 2024	October 2024	25	4,861,333	5,514,947	653,614
December 2024	November 2024	26	4,997,532	5,796,564	799,032
January 2025	December 2024	27	5,511,645	6,812,555	1,300,910
February 2025	January 2025	28	5,019,743	5,147,797	128,054
March 2025	February 2025	29	4,226,353	5,157,129	930,776
April 2025	March 2025	30	4,500,122	5,678,527	1,178,405
May 2025	April 2025	31	4,628,160	5,902,762	1,274,602
June 2025	May 2025	32	4,790,105	5,887,018	1,096,913
July 2025	June 2025	33	5,013,191	5,867,483	854,292
August 2025	July 2025	34	4,981,005	6,125,326	1,144,321
September 2025	August 2025	35	5,044,493	6,159,431	1,114,938
October 2025	September 2025	36	4,806,027	5,688,641	882,614
November 2025	October 2025	37	4,958,560	5,817,903	859,343
December 2025	November 2025	38	5,097,482	6,088,901	991,419
January 2026	December 2025	39	5,621,878	7,122,430	1,500,552
February 2026	January 2026	40	5,120,138	5,376,144	256,006
March 2026	February 2026	41	4,310,880	5,192,766	881,886
April 2026	March 2026	42	4,590,124	5,952,486	1,362,362
May 2026	April 2026	43	4,720,723	5,858,751	1,138,028
June 2026	May 2026	44	4,885,907	6,052,738	1,166,831
July 2026	June 2026	45	5,113,455	6,269,637	1,156,182
August 2026	July 2026	46	5,080,625	6,128,244	1,047,619
September 2026	August 2026	47	5,145,383	5,944,327	798,944
October 2026	September 2026	48	4,902,148	6,259,491	1,357,343
			$ 231,048,892	$ 274,774,019	$ 43,725,127

2022-2027 Ed-SPLOST Projected Collections

	2022	2023	2024	2025	2026	2027	TOTAL
January	-	4,824,820	4,921,317	5,019,743	5,120,138	5,222,541	25,108,558
February	-	4,062,238	4,143,483	4,226,353	4,310,880	4,397,097	21,140,052
March	-	4,325,376	4,411,884	4,500,122	4,590,124	4,681,927	22,509,432
April	-	4,448,443	4,537,412	4,628,160	4,720,723	4,815,138	23,149,876
May	-	4,604,100	4,696,182	4,790,105	4,885,907	4,983,625	23,959,919
June	-	4,818,522	4,914,893	5,013,191	5,113,455	5,215,724	25,075,784
July	-	4,787,586	4,883,338	4,981,005	5,080,625	5,182,237	24,914,790
August	-	4,848,609	4,945,582	5,044,493	5,145,383	5,248,291	25,232,358
September	-	4,619,404	4,711,792	4,806,027	4,902,148	5,000,191	24,039,561
October	4,636,009	4,766,013	4,861,333	4,958,560	5,057,731	-	24,279,647
November	4,807,242	4,899,541	4,997,532	5,097,482	5,199,432	-	25,001,229
December	5,104,524	5,403,573	5,511,645	5,621,878	5,734,315	-	27,375,934
TOTALS	**$ 14,547,775**	**$ 56,408,226**	**$ 57,536,391**	**$ 58,687,118**	**$ 59,860,861**	**$ 44,746,770**	**$ 291,787,141**

FY2028 Budget Outlook
School Board Work Session
November 19, 2026

Cherokee County School District

Cherokee County School District

SUPPORTIVE ACCOUNTABILITY GOVERNANCE MODEL

Core Beliefs

1. All students are highly engaged in their education and capable of reaching their full learning potential.
2. Employees are trusted and supported as professionals and provided with resources to elevate student outcomes.
3. Families and our community are involved partners in student success and can expect all students to receive the best education possible.
4. Schools are positive and welcoming environments with clear expectations and accountability in all academic and operational areas.

Core Policies

Policy **BAB**: Balanced Autonomy with Supportive Accountability
Cohesive System of Teaching & Learning
Standards, Instructional Resources, Monitoring Student Learning
Accountability & Support
Board-set Performance Goals, Aligned Superintendent Evaluation, Aligned School Improvement Goals

Policy **IFAD**: Literacy in CCSD
Policy **IHA & IHE**: Student Responsibility and Academic Ownership
Policy **IFB**: Balance of Instructional Tools and Screentime Guidelines

Student Achievement Goals

	READING			ENGLISH LANGUAGE ARTS			MATHEMATICS		
	Baseline (2024)	Midpoint (2026)	Goal (2027)	Baseline (2024)	Midpoint (2026)	Goal (2027)	Baseline (2024)	Midpoint (2026)	Goal (2027)
3rd Grade	72%	DECEMBER	78%	47%	DECEMBER	53%	57%	59.8%	65%
4th Grade	65%		71%	47%		53%	61%	62.0%	70%
5th Grade	78%		84%	56%		62%	56%	58.4%	65%
6th Grade	63%		69%	48%		54%	44%	49.5%	50%
7th Grade	74%		78%	45%		54%	48%	56.3%	60%
8th Grade	75%		81%	48%		54%	51%	63.0%	59%
High School	80%		86%	56%		62%	49%	62.3%	55%

Vision

We are committed to creating opportunities for every learner to achieve academic success, build strong relationships, contribute to their community, and thrive in life.

Elevate the Excellence!

Key Priorities

1. Elevate the Excellence in academics and achievement for all students
2. Elevate the Excellence in effective School Board-Superintendent Governance
3. Elevate the Excellence in the district's coordination of goals, systems, and processes
4. Elevate the Excellence by embracing a pervasive high-quality school environment defined by high standards, effective supports, and consistent practices

Elevate2032

1. Academic Performance and Workforce Readiness
2. Professional Excellence
3. Safe and Supported Schools
4. Financial and Operational Accountability

Budget Development Calendar of Events

PHASE I: BUDGET INPUT

Thursday, November 19, 2026 @ 5:30 PM: School Board Work Session

- Board Report: Budget Development Calendar
- Solicit School Board Member Budget Priorities – Due December 10, 2026

Thursday, December 10, 2026 @ 5:30 PM: School Board Work Session

- School Board Member: Priorities and Initial Budget Outlook
- School Board Submission and Discussion of FY2027-28 Budget Priorities

Tuesday, December 15, 2026 @ 5:15 - 9:00 PM: School Board Training

- School Finances with GaDOE Finance Team

PHASE II: BUDGET DEVELOPMENT

Monday, October 5, 2026, Staff Meeting

- Budget Development Plan review with Cabinet Members
- Schedule Quarterly Division Budget Meetings

Thursday, January 21, 2027 @ 5:30 PM: School Board Work Session

- Board Report: Budget Development Status Report

Thursday, February 25, 2027 @ 5:30 – 9:00 PM: School Board Training / Budget Workshop

- Budget Workshop
- Division Budget Presentations

PHASE III: BUDGET SUBMISSION AND APPROVAL

Tuesday, March 16, 2027 – Budget Book Delivered to School Board Members

Thursday, March 18, 2027 @ 5:30 PM and 7:00 PM: School Board Work Session and Meeting

- Board Report and Discussion of Superintendent's Recommended Tentative FY2027-28 Budget and Millage Rate (at School Board Work Session)
- School Board Business Item: Table Superintendent's Recommended Tentative FY2027-28 Budget and Millage Rate (at School Board Meeting)

Monday, April 12, 2027 @ 11:30 AM: Public Hearing 1
Monday, April 12, 2027 @ 5:30 PM: Public Hearing 2
Thursday, April 22, 2027 @ 6:30 PM: Public Hearing 3

Thursday, April 22, 2027 @ 7:00 PM: School Board Meeting

- School Board Business Item: Consideration of the Superintendent's Recommended FY2027-28 Budget and Millage Rate

Cherokee County School District

Capital Outlay Report

Work Session | 11.19.2026

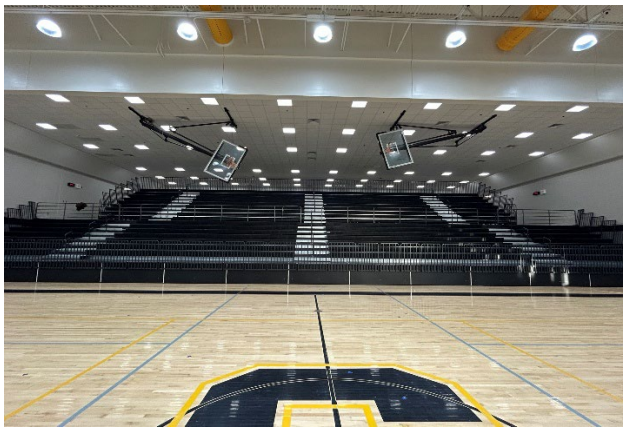
Projects in Construction

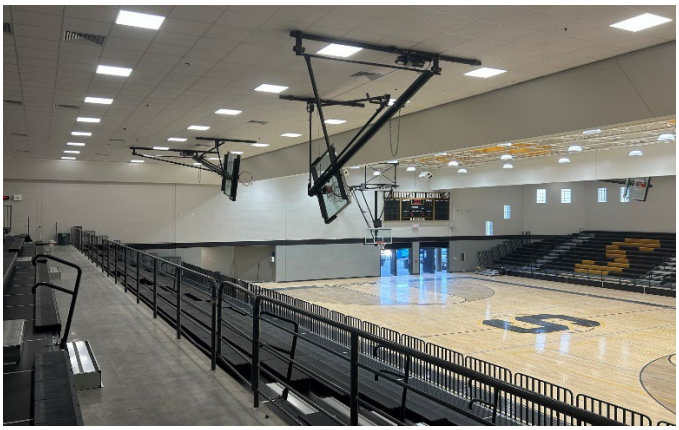
Sequoyah HS

Auxiliary Gym and Facility Improvements
(Press Box & Field House)
Carroll Daniel Construction

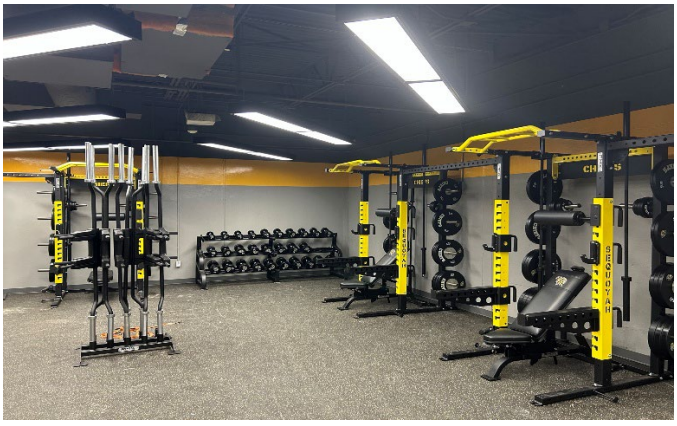
Substantial Completion: 11.2026
Anticipated Occupancy: 01.2027

- A conditional permit was received for the occupancy of the home field house and main gym. Completion of punch list items is ongoing.
- Interior renovations are concluding. Completion of punch list items is ongoing.









Twin Forks Facility Improvements
Addition of Restroom Facilities
SmithBuilt Construction Group

Substantial Completion: 05.2027
Anticipated Occupancy: 06.2027

- The notice of award was sent to the general contractor on October 16th.
- The pre-construction meeting and general contractor site visit were conducted on October 29th.
- The contract for construction, bonds, and insurance have been received, and the notice to proceed has been issued.

Projects in Development

Boston ES Parent Drive

Drive Improvements
Breedlove Land Planning

Anticipated Construction RFP Issuance: TBD
Anticipated Board Action: TBD
Anticipated Construction: TBD
Anticipated Occupancy: TBD

- The survey fieldwork has been completed.
- Project design to be completed in conjunction with Cherokee County's widening project along Bells Ferry Rd.
- Final project schedule will be coordinated with Cherokee County to align with their improvements.

Canton ES RMA

Modifications Renovation Cherokee North
PBK Architects

Anticipated Construction RFP Issuance Phase I: 10.2026
Anticipated Board Action Phase I: 12.2026
Anticipated Construction RFP Issuance Phase II: 08.2027
Anticipated Board Action Phase II: 10.2027
Anticipated Occupancy: 08.2028

- The RFP was posted on October 1st.
- Final questions from proposers were due on October 30th.
- Proposal submissions are due on November 12th.
- Capital Planning staff plan to submit proposals received at the December school board meeting for Board consideration.

Creekview HS Bus Access and Parking Improvements

Bus Access and Parking Improvements
Breedlove Land Planning

Anticipated Construction RFP Issuance: 02.2027
Anticipated Board Action: 03.2027
Anticipated Construction: 04.2027
Anticipated Occupancy: 08.2027

- The survey has been completed.
- Capital Planning staff conducted the kick-off meeting with engineers on October 19th.
- Capital Planning staff plan to issue the Request for Proposals for this project in late January 2027 and will present a recommended contractor at the March board meeting for consideration.
- Anticipated completion of the project is scheduled for July 2027.