The Class of 2024 - From left: Emily Weist (SPHS), Kaiden Applewaite (HHS), Casey Butler (EPHS), Nicholas Alexander (PCHS), Alliston Young (NPHS)

Engage.
Inspire.
Prepare.

The School Leadership Department fulfills the District's mission to *Engage, Inspire and Prepare* by providing leadership and support to our administrators, staff, students, parents, and community to maximize student achievement, to keep schools safe and secure, and to enhance services, processes, and communication. Our team stands ready to exceed your expectations with a quality customer service focus.

modeling our mission
EVERY DAY

Introduction

Dear Paulding County School Board and Community Stakeholders,

We are pleased to present the School Leadership Quarterly Report, which provides an update on the progress and key performance indicators of the School Leadership Division. This division oversees **School Operations, Safety/Security, Student Support Services, School Support Services, and Transportation**, ensuring the seamless functioning of our schools.

The five departments highlighted in this report address critical areas such as student discipline, parental concerns, building management, Board Policy interpretation, school choice, and principal support. They work collaboratively to remove barriers to student success by offering wrap-around services such as counseling, social work, therapy, and intervention coordination.

In addition to these supports, our non-instructional services include:

- **Health and wellness** services through school nurses.
- **Student enrollment** and management through Central Registration.
- **Nutrition services** providing high-quality, affordable meals.
- **Facility maintenance** and custodial care to ensure clean and safe schools.
- **Attendance monitoring** to improve student engagement.
- **Safety and security measures** managed by Safety Officers, Coordinators, Advisors, Security Guards, and School Resource Officers through a partnership with the Paulding County Sheriff's Office.
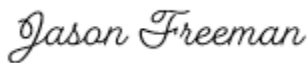
Furthermore, our Transportation Department operates 290 buses daily, covering approximately 23,000 miles to ensure safe and reliable travel for our students.

We remain dedicated to aligning daily school operations with our mission to engage, inspire, and prepare all students for success through thoughtful planning, strategic implementation, and collaborative leadership.
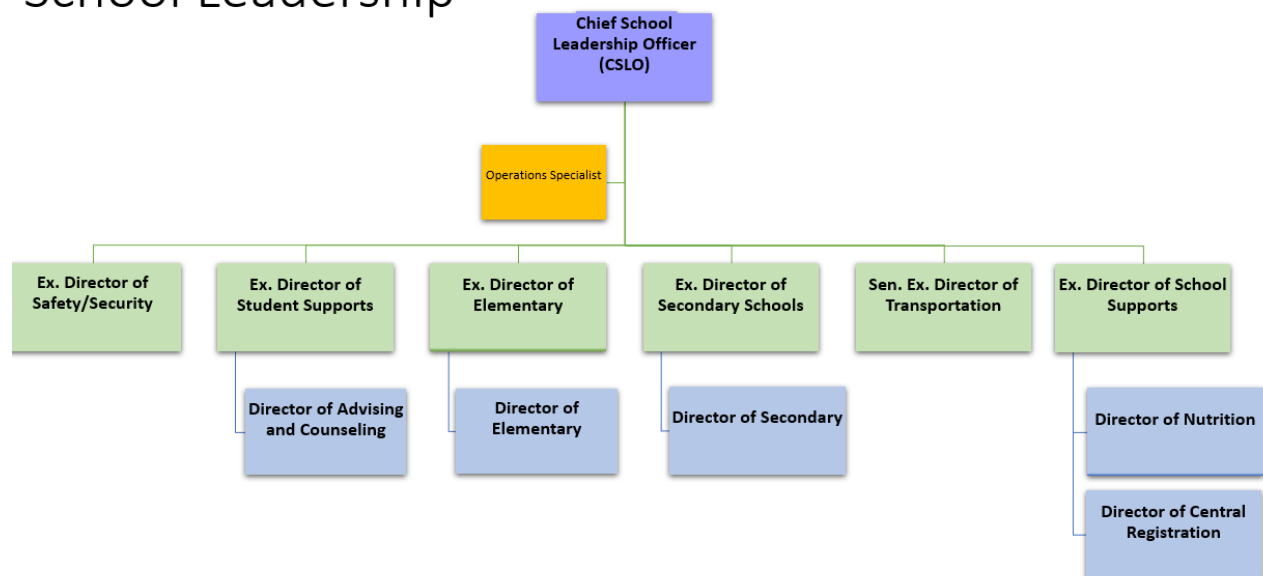
Sincerely,

Steve Barnette

Superintendent

Jason Freeman

Chief School Leadership Officer

School Leadership Division

The School Leadership Department upholds the district's mission to **Engage, Inspire, and Prepare** by providing leadership and support to administrators, staff, students, parents, and the community. Our goal is to maximize student achievement, ensure school safety, and enhance services, processes, and communication. With a strong focus on quality customer service, our team is dedicated to exceeding expectations.

The School Leadership Division comprises five key departments: **Safety and Security, School Supports, Student Supports, Transportation, and School Operations**. Together, these departments support the daily operations of all schools and the leaders on our 34 campuses.

School Leadership

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                        Chief School
                      Leadership Officer
                           (CSLO)

                      Operations Specialist

  Ex. Director of   Ex. Director of    Ex. Director of   Ex. Director of    Sen. Ex. Director of   Ex. Director of School
  Safety/Security   Student Supports   Elementary        Secondary Schools  Transportation         Supports

                    Director of Advising   Director of    Director of Secondary              Director of Nutrition
                    and Counseling         Elementary

                                                                                             Director of Central
                                                                                             Registration
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School Operations

The School Operations Department supports principals in managing day-to-day operations across the district, with a key focus on monitoring and addressing student discipline. This includes tracking discipline events by school, level, district, student involvement percentages, and incident types. Executive directors and directors use this data to collaborate with school leaders, addressing concerns to maximize instructional time and ensure smooth school operations. In partnership with other district divisions, School Operations leaders also assist in evaluating and supporting principals in all areas of school leadership.

Discipline Data by Level

Discipline data is collected monthly, analyzed for trends, and compared to previous periods. By

integrating this analysis with Positive Behavior Intervention Supports (PBIS) and wrap-around services, school leaders are empowered to proactively improve student behavior and safety.

While managing student discipline requires significant effort, we are pleased to report that the vast majority of PCSD students continue to exhibit positive behavior, fostering a productive learning environment for all.

Percentage of Students Who Recieved ISS/ OSS/ ISI

- Elementary: % of Population Who Served ISS/OSS/ISI = 2.8, % of Population No Referrals ISS/OSS/ISI = 97.2
- Middle: % of Population Who Served ISS/OSS/ISI = 11.04, % of Population No Referrals ISS/OSS/ISI = 88.96
- High: % of Population Who Served ISS/OSS/ISI = 9.34, % of Population No Referrals ISS/OSS/ISI = 90.66

Percentages For Students w/ 2 or More Referrals

- Elementary: % of Population with 2 or More Incidents = 1, % of Population w/ 1 or No Incidents = 99
- Middle: % of Population with 2 or More Incidents = 3.49, % of Population w/ 1 or No Incidents = 96.51
- High: % of Population with 2 or More Incidents = 3.37, % of Population w/ 1 or No Incidents = 96.63
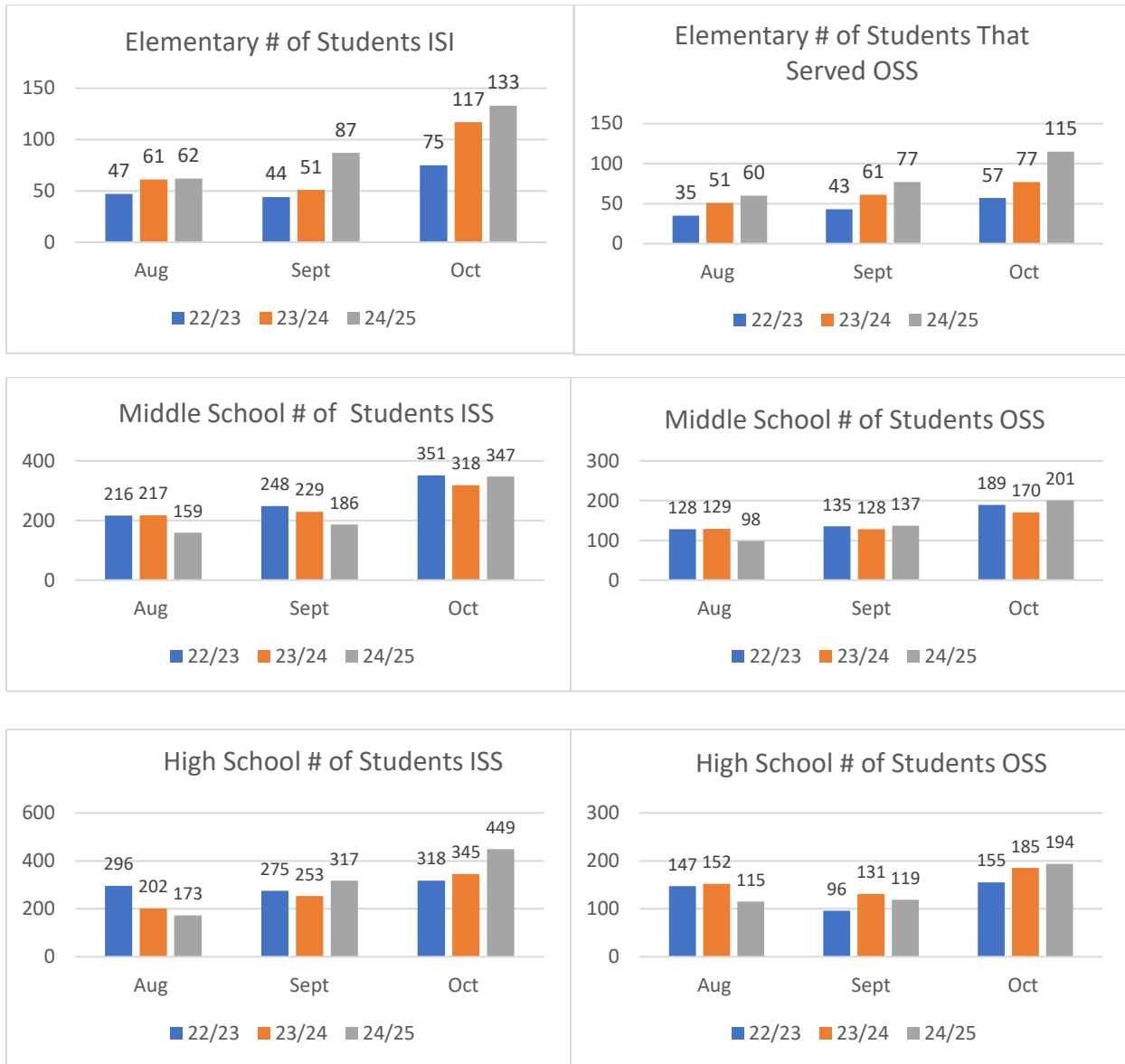
Discipline Incidents

The charts below provide the number of discipline events resulting in In-School Suspension (ISS), Out of School Suspension (OSS), and In School Isolation (ISI – Elementary only) for Q1 of the 2024-25 school year compared to Q1 of the previous two school years (22/23 and 23/24).

Elementary School # of ISI Events

	Aug	Sept	Oct
22/23	57	50	82
23/24	80	82	128
24/25	70	89	147

■ 22/23 ■ 23/24 ■ 24/25

Elementary School # of OSS Events

	Aug	Sept	Oct
22/23	60	54	66
23/24	63	70	101
24/25	78	85	150

■ 22/23 ■ 23/24 ■ 24/25

Middle School # of ISS Events

	Aug	Sept	Oct
22/23	203	239	341
23/24	188	218	312
24/25	142	172	340

■ 22/23 ■ 23/24 ■ 24/25

Middle School # of OSS Events

	Aug	Sept	Oct
22/23	107	118	156
23/24	105	105	153
24/25	87	121	179

■ 22/23 ■ 23/24 ■ 24/25

High School ISS # of Events

	Aug	Sept	Oct
22/23	260	240	352
23/24	230	294	419
24/25	201	288	516

■ 22/23 ■ 23/24 ■ 24/25

High School OSS # of Events

	Aug	Sept	Oct
22/23	118	91	140
23/24	124	126	156
24/25	101	108	171

■ 22/23 ■ 23/24 ■ 24/25
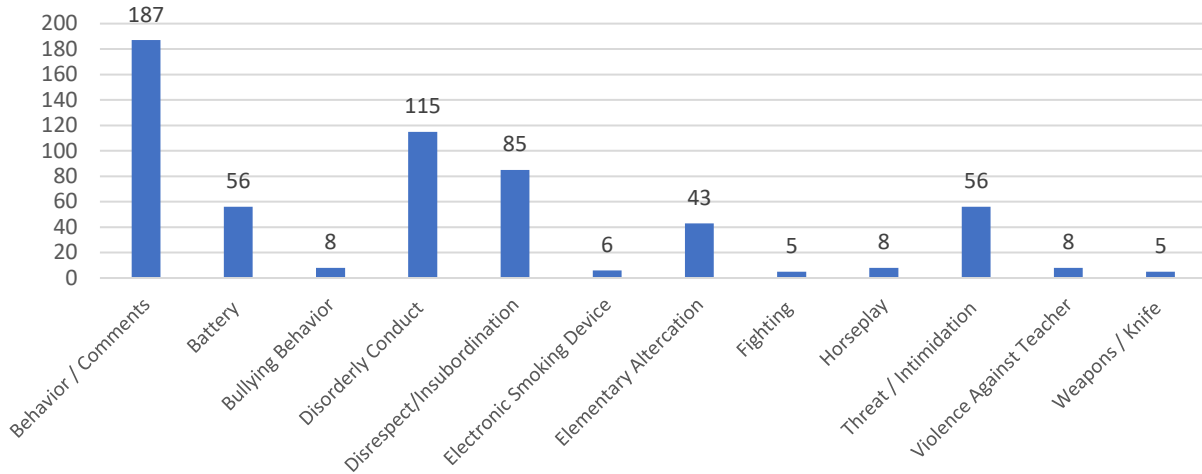
Discipline – Number of students

The charts below provide the number of students who served In-School Suspension (ISS), Out of School Suspension (OSS), and In School Isolation (ISI – Elementary only) as a discipline consequence for Q1 of the 2024-25 school year compared to Q1 of the previous two school years (22/23 and 23/24).
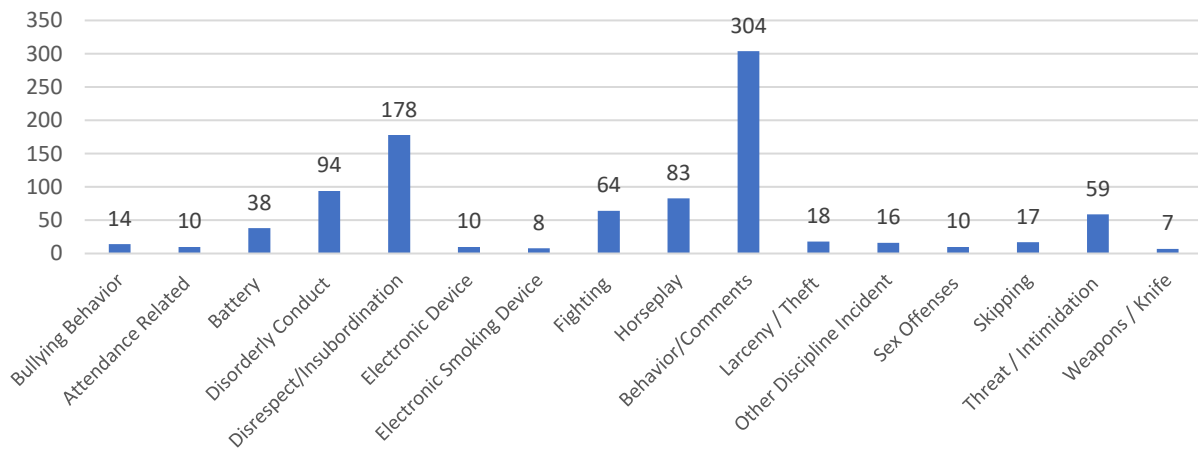
Elementary # of Students ISI

Month	22/23	23/24	24/25
Aug	47	61	62
Sept	44	51	87
Oct	75	117	133

Elementary # of Students That Served OSS

Month	22/23	23/24	24/25
Aug	35	51	60
Sept	43	61	77
Oct	57	77	115

Middle School # of Students ISS

Month	22/23	23/24	24/25
Aug	216	217	159
Sept	248	229	186
Oct	351	318	347

Middle School # of Students OSS

Month	22/23	23/24	24/25
Aug	128	129	98
Sept	135	128	137
Oct	189	170	201

High School # of Students ISS

Month	22/23	23/24	24/25
Aug	296	202	173
Sept	275	253	317
Oct	318	345	449

High School # of Students OSS

Month	22/23	23/24	24/25
Aug	147	152	115
Sept	96	131	119
Oct	155	185	194

Discipline – Event Types

The charts below illustrate the most frequent student discipline events resulting in disciplinary consequences at each level (elementary, middle, and high).
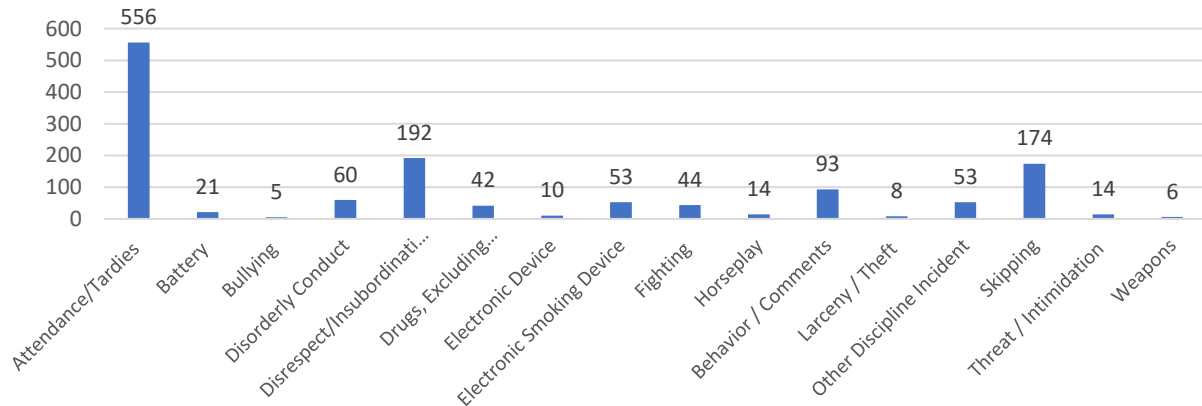
Elementary School # of Event Types

| Event Type	Count
Behavior / Comments	187
Battery	56
Bullying Behavior	8
Disorderly Conduct	115
Disrespect/Insubordination	85
Electronic Smoking Device	6
Elementary Altercation	43
Fighting	5
Horseplay	8
Threat / Intimidation	56
Violence Against Teacher	8
Weapons / Knife	5

Middle School # Of Event Types

Event Type	Count
Bullying Behavior	14
Attendance Related	10
Battery	38
Disorderly Conduct	94
Disrespect/Insubordination	178
Electronic Device	10
Electronic Smoking Device	8
Fighting	64
Horseplay	83
Behavior/Comments	304
Larceny / Theft	18
Other Discipline Incident	16
Sex Offenses	10
Skipping	17
Threat / Intimidation	59
Weapons / Knife	7

High School # Of Event Types

Event Type	Count
Attendance/Tardies	556
Battery	21
Bullying	5
Disorderly Conduct	60
Disrespect/Insubordinati...	192
Drugs, Excluding...	42
Electronic Device	10
Electronic Smoking Device	53
Fighting	44
Horseplay	14
Behavior / Comments	93
Larceny / Theft	8
Other Discipline Incident	53
Skipping	174
Threat / Intimidation	14
Weapons	6

Discipline – Long-Term Suspensions

The chart below shows the most frequent discipline event types that resulted in a recommendation for long-term suspension. The chart compares these event types for Q1 of the 2024-25 school year compared to Q1 of the previous two school years (22/23 and 23/24).
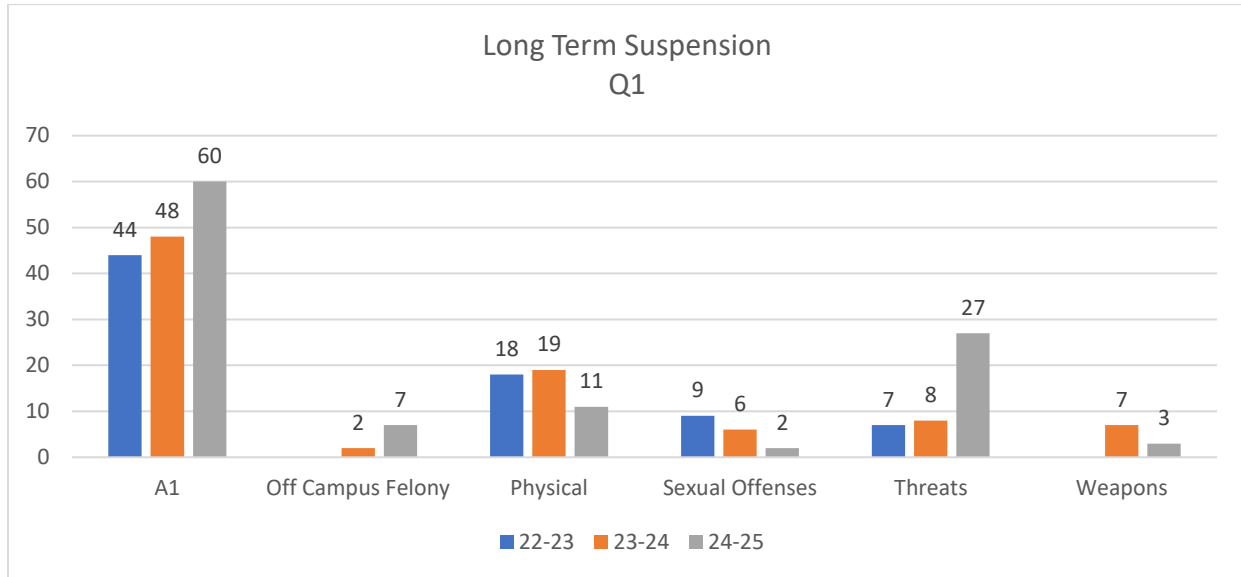
Safety and Security

Ensuring the safety and well-being of our students is fundamental to a successful educational experience. A safe and healthy learning environment not only supports students' physical and mental well-being but also enhances their ability to focus, learn, and succeed academically. The Paulding County School District is committed to making students our top priority by providing secure and supportive schools.

While specific safety and security measures are not openly discussed, the Safety and Security Department employs a comprehensive and adaptive strategy to protect students, staff, and visitors. This layered approach integrates personnel, procedures, and physical measures to create a robust safety ecosystem supported by the whole community.

Personnel:

Security Guards

POST-Certified Safety and Security Coordinators

School Safety Officers

K9 Officer

Emergency Management and Safety Advisors

Procedures:

Locked classroom doors

Access control systems

Drills and exercises exceeding state mandates

Ongoing training

Physical Measures:

Surveillance systems

CrisisAlert systems

Advanced access control

Strategically hardened windows

Anonymous tip line

Through these efforts, we continually evolve to meet the challenges of a rapidly changing operational environment, ensuring the safety and well-being of every student and staff member.

Mandatory Reports

Mandatory Reports are all reports required under OCGA 19-7-5. In addition to the reports required by law, threats are also submitted through this system to streamline the process with our law enforcement and judicial partners. All reports are submitted daily so they can be assigned and investigated in a timely manner. A summary of these reports from the 2024-2025 school year to date is shown below.
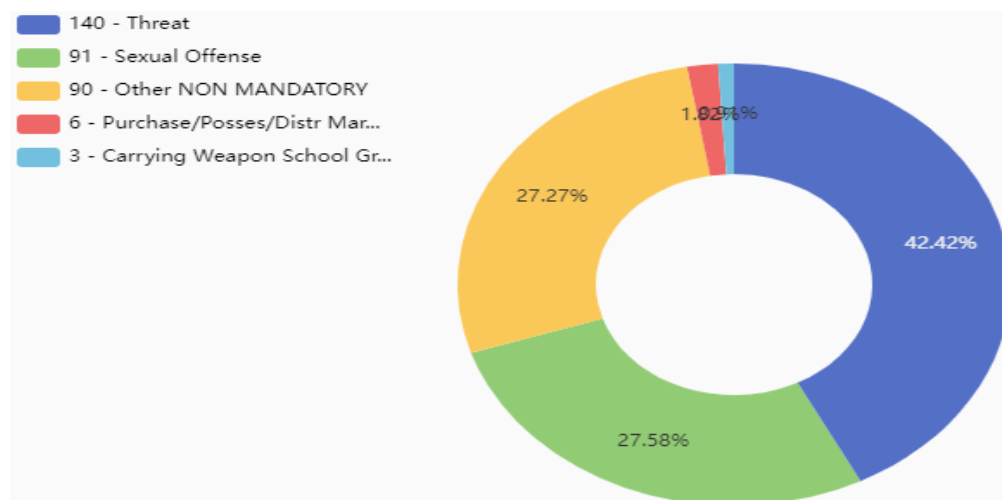
Crisis Intervention Alerts

The implementation of the Centegix CrisisAlert system has empowered every staff member in the Paulding County School District with immediate access to assistance during critical events across all district properties. This versatile tool is utilized daily for a variety of situations, including medical emergencies, physical altercations, suspicious activity, and more.
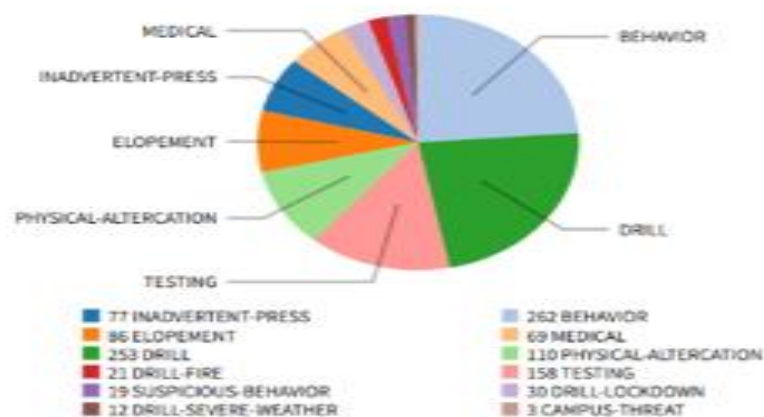
In critical incidents such as lockdowns, severe weather, hazardous materials, or other campus-wide emergencies, the system's auditory and visual components enable rapid campus-wide and emergency response notifications.

The charts below illustrate the system's usage during the 2023-2024 school year and the current 2024-2025 school year to date, showcasing its essential role in maintaining safe and secure school environments.

Alerts by Month

Closed Reasons

77 INADVERTENT-PRESS	262 BEHAVIOR
86 ELOPEMENT	69 MEDICAL
253 DRILL	110 PHYSICAL-ALTERCATION
21 DRILL-FIRE	158 TESTING
29 SUSPICIOUS-BEHAVIOR	30 DRILL-LOCKDOWN
12 DRILL-SEVERE-WEATHER	3 CAMPUS-THREAT
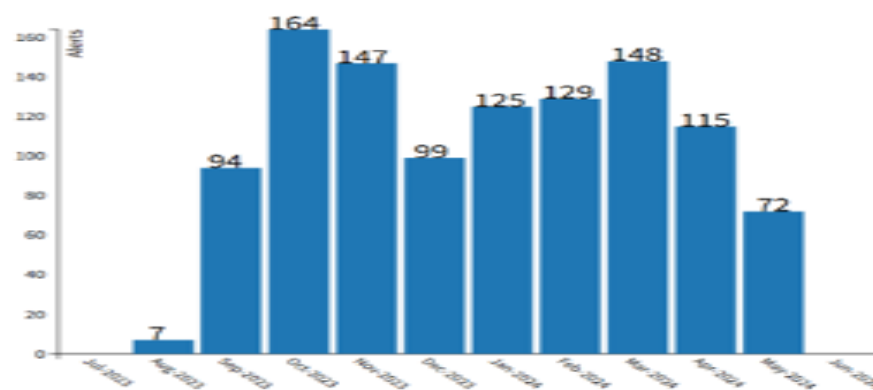
Student Supports

The Student Supports Department is dedicated to removing barriers to academic, career, and social-emotional growth for all students in the Paulding County School District. Our goal is to efficiently and effectively support schools, staff, students, and the community through comprehensive wraparound services, including:

- Providing guidance and advisement throughout students' PCSD school careers.

- Offering resources through school counselors, social workers, and the homeless liaison to support students and the community.

- Using data-driven decision-making to proactively address behavior and school climate.

- Establishing safe learning environments by implementing social-emotional learning (SEL) best practices to develop strong interpersonal and intrapersonal skills.

- Delivering resources and training to support prevention and intervention services that promote students' mental health growth.

Through these efforts, we strive to ensure every student has the support needed to succeed academically, socially, and emotionally.
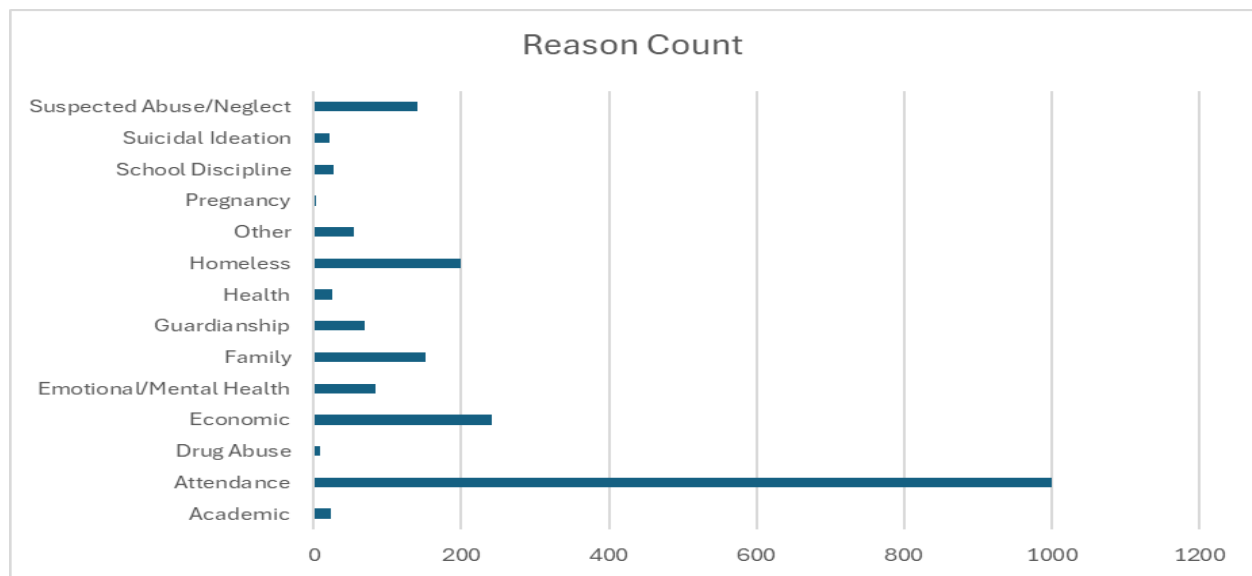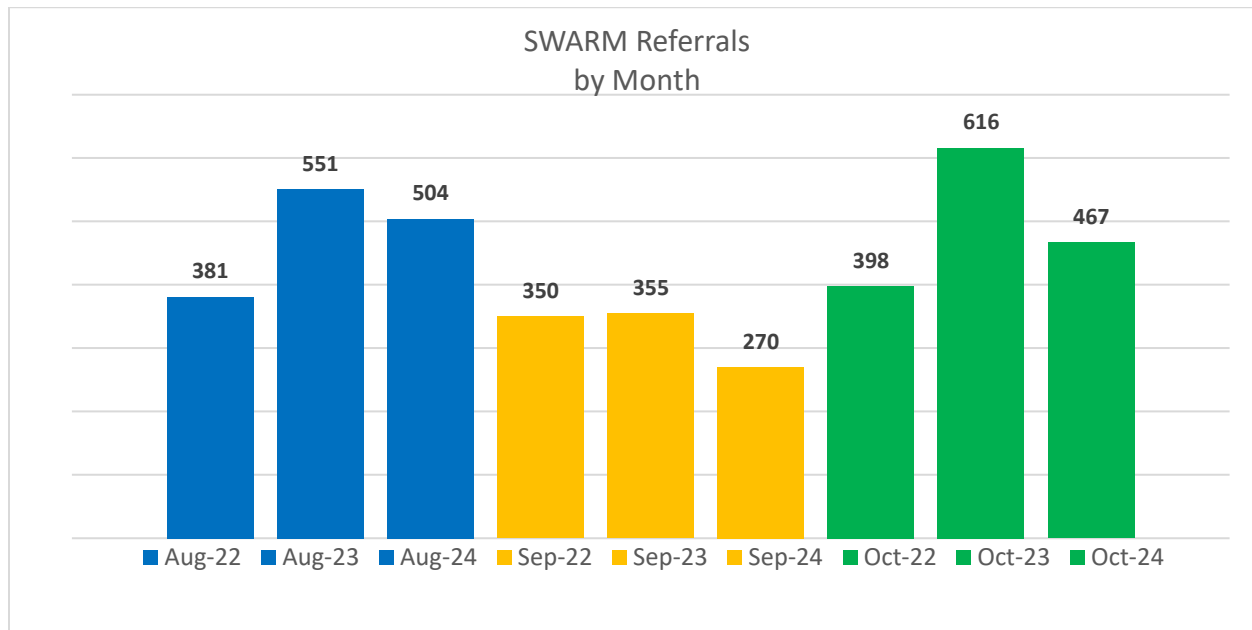
School Social Workers

As part of the student support system, students may be referred to School Social Workers, who play a vital role in bridging schools, families, and communities to ensure student success. Their primary focus is addressing social, emotional, and behavioral challenges that impact learning.

Key responsibilities of School Social Workers include:

- Providing direct support to students.

- Collaborating with school staff.

- Connecting families to community resources.

- Advocating for students.

- Implementing attendance interventions.

Their efforts ensure students receive comprehensive wraparound support to thrive academically, socially, and emotionally. Referrals are submitted through the **SWARM (Social Worker Activity and Referral Module)** within the Infinite Campus Student Information System.

The charts below highlight the number of SWARM referrals in the first quarter of this year compared to the same period in 2022-2023 and 2023-2024. The second chart provides a breakdown of referral reasons.

**SWARM Referrals
by Month**

Month	Value
Aug-22	381
Aug-23	551
Aug-24	504
Sep-22	350
Sep-23	355
Sep-24	270
Oct-22	398
Oct-23	616
Oct-24	467

Reason Count

Suspected Abuse/Neglect, Suicidal Ideation, School Discipline, Pregnancy, Other, Homeless, Health, Guardianship, Family, Emotional/Mental Health, Economic, Drug Abuse, Attendance, Academic

Mental Health Supports

The district develops systems to support mental health, identify concerns, and provide proactive prevention strategies to reduce potential acts of violence. Key initiatives include:

- **Mental Health Resources**: Consultation and professional learning opportunities for school counselors, social workers, and safety advisors.

- **School-Based Therapy**: Partnerships with three local agencies serving 29 schools and approximately 275 students.

13

- **Suicide Prevention**:

  o **QPR Suicide Prevention and Awareness Trainings**: Conducted at 8 schools in the first quarter, training 888 staff members.

  o **Sources of Strength**: A peer-led program teaching students healthy coping mechanisms for life's stressors.

- **Crisis Response**: Providing support for school communities affected by student and staff deaths or trauma from significant events such as lockdowns. In the first quarter, the district responded to two staff deaths and one student death.

Columbia Suicide Scale Data

- **Columbia Suicide Severity Rating Scales** - Assessments on students who are expressing suicidal ideations. This is followed up by parent/guardian contact, shared resources, and safety plans. 226 were completed in the first quarter district wide.

Columbia Scales Administered by Month
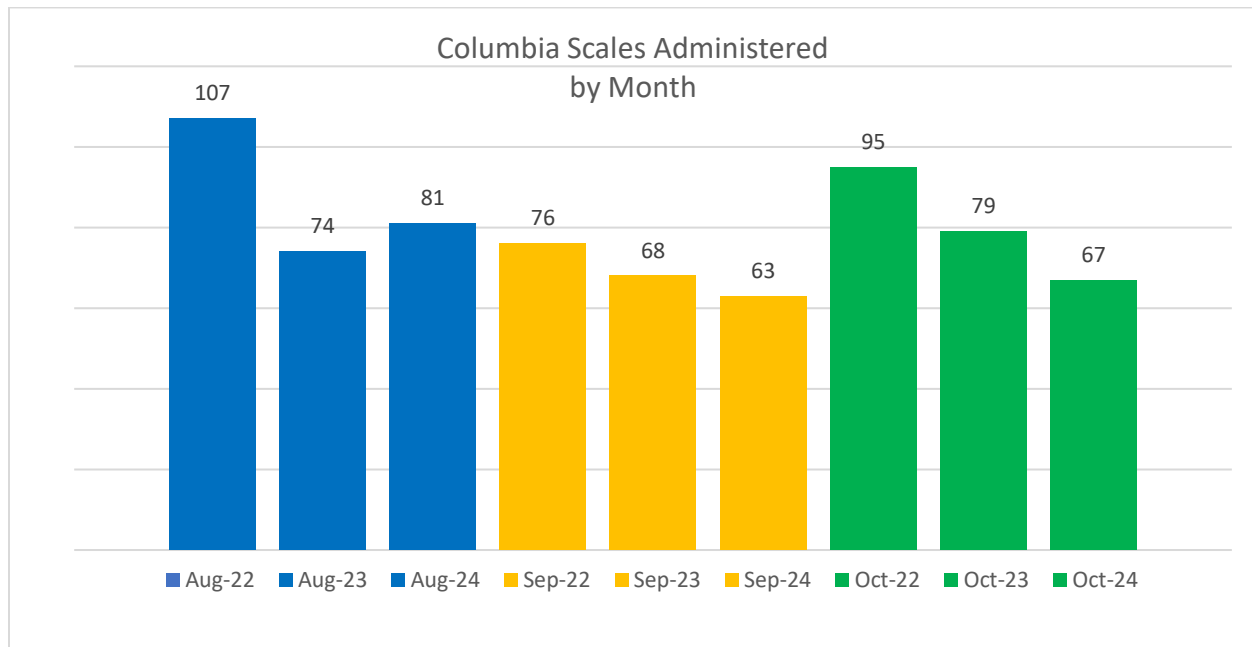
Homeless Students

The **McKinney-Vento Homeless Assistance Act**, part of *No Child Left Behind*, ensures educational rights and protections for children and youth experiencing homelessness, with the primary goal of fostering educational stability and academic success.

Under McKinney-Vento, homeless students are identified as those lacking a fixed, regular, and adequate nighttime residence. The number of students served by the program within the Paulding County School District fluctuates throughout the academic year. Currently, the program is supporting 132 students.

School Supports

The **School Supports Department** is dedicated to providing exceptional operational support to our schools, prioritizing efficiency, effectiveness, and outstanding customer service. Key services include:

- **Health and wellness** support provided by School Nurses.

- **Student enrollment and information management** through the Central Registration Office and Student Information System.

- **Nutritious, affordable meals** delivered by School Nutrition services.

- **Facility cleaning and maintenance** handled by Custodial Services.

- **Truancy support and interventions** managed by School Attendance Officers.

Our team is committed to ensuring these essential services help create a supportive and effective learning environment for all.

Attendance

The **School Supports Department** includes three Attendance Officers who serve as a vital resource for schools in managing student attendance. Attendance Officers assist school administrators when a student accrues five (5) unexcused absences by collaborating with parents/guardians to ensure daily school attendance.

Key responsibilities include:

- Conducting home visits.

- Meeting with students at school.

- Filing truancy charges with the local court system if necessary.

The chart below shows the **average daily attendance percentage** for the first quarter of this school year, reflecting the commitment to keeping students engaged and present in their educational journey.

Average Daily Attendance

		Aug	Sept	Oct
Elementary	Abney	96.8%	96.1%	95.5%
	Allgood	96.1%	84.9%	94.3%
	Baggett	96.7%	94.7%	95.0%
	Burnt Hickory	97.0%	95.8%	94.9%
	Dallas	95.0%	94.6%	93.1%
	Dugan	95.7%	94.8%	93.8%
	Hiram	96.7%	94.8%	95.2%
	Hutchens	96.1%	94.6%	92.8%
	McGarity	97.2%	96.4%	96.1%
	Nebo	95.5%	94.1%	94.2%
	New Georgia	96.6%	94.7%	94.0%
	Northside	96.6%	95.4%	94.6%
	Panter	96.1%	95.3%	93.8%
	Poole	96.5%	94.5%	94.4%
	Ragsdale	96.3%	94.1%	93.4%
	Roberts	96.8%	95.5%	95.0%
	Russom	96.9%	96.0%	95.1%
	Shelton	97.2%	95.5%	95.7%
	Union	95.9%	93.9%	95.0%

		Aug	Sept	Oct
Middle	Austin	96.2%	94.2%	93.7%
	Crossroads	97.3%	95.3%	94.9%
	Dobbins	95.3%	92.6%	93.2%
	EPMS	96.4%	94.1%	94.5%
	Jones	95.0%	93.4%	92.5%
	McClure	96.5%	94.2%	95.1%
	Moses	95.8%	93.8%	93.9%
	P.B. Ritch	96.2%	94.7%	94.2%
	Scoggins	95.5%	93.4%	93.1%
	SPMS	95.6%	93.7%	93.6%

		Aug	Sept	Oct
High	EPHS	94.3%	91.9%	91.4%
	HHS	94.8%	92.4%	92.9%
	New Hope-H	94.1%	91.6%	90.9%
	NPHS	95.7%	93.6%	94.3%
	PCHS	93.3%	90.8%	91.6%
	SPHS	94.3%	92.7%	92.3%

Student Registration

All new students or those returning to the Paulding County School District from outside the county are registered through the **Central Registration Office**. Families have the option to complete the registration process online or in person at the Central Registration Office.

By consolidating the registration process into one location, Central Registration ensures a streamlined experience while effectively monitoring student enrollment for state funding purposes.

The chart below shows the **number of new students registered each month**, highlighting enrollment trends.

New Student Registrations
by Month

	August	September	October
Total 2023	903	249	303
Total 2024	738	235	331

■ Total 2023 ■ Total 2024
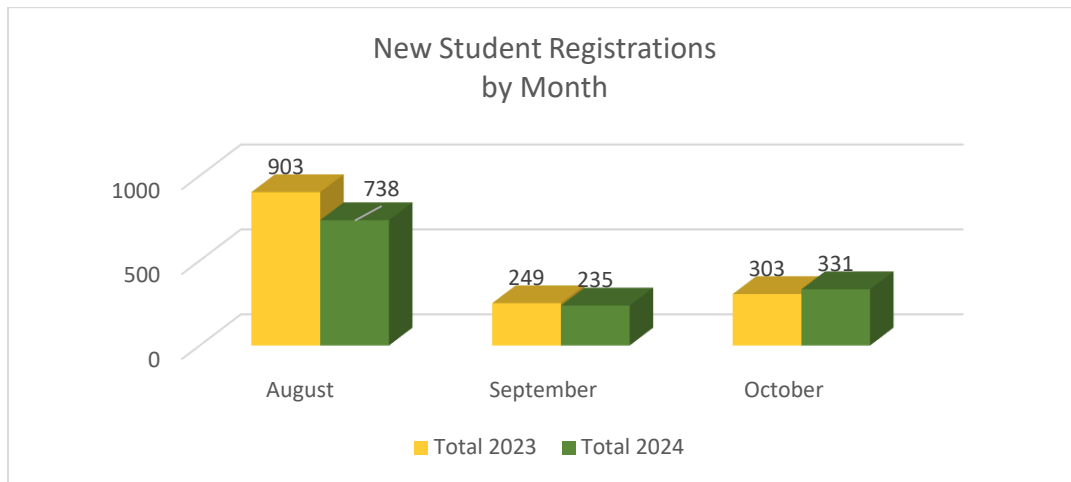
Custodial Inspection Scores

The Paulding County School District employs a **hybrid custodial model** to ensure schools and buildings are thoroughly cleaned daily. This model includes district-employed custodial staff, such as a District Custodial Supervisor, zone managers, lead custodians, and day porters, alongside contracted services from **HES Facilities Management**, which performs targeted cleaning after school hours.

Each morning, the District Custodial Supervisor and zone managers conduct random inspections to evaluate the cleaning completed by HES Facilities Management. Schools are graded on a **0-100 scale**, with scores below 80 considered failing, requiring a joint reinspection the following morning with HES management.

The chart below shows the **average inspection scores by school level**, reflecting the district's commitment to maintaining clean and safe learning environments.

Monthly Custodial Avg. Scores	*Aug-24*	*Sep-24*	*Oct-24*
ES	94.7	94.4	95.2
MS	95.1	94.1	92.8
HS	90.0	92.8	92.3
District Average	**93.3**	**93.8**	**93.4**

Clinic Visits

Every school in the district has a **full-time dedicated nurse**, with larger schools receiving additional nursing support based on student enrollment. School Nurses are supported by two Lead Nurses and a Nursing Supervisor.

Students visit the school clinic for various reasons, including:

- Medication administration.

- Minor injuries such as bumps and bruises.

- Management of serious medical conditions, such as diabetes.

- Addressing student illness.

Staff members also have access to the clinics and nursing services as needed.

The chart below displays the **total number of clinic visits per month**, reflecting the vital role school nurses play in supporting student and staff well-being.

Clinic Visits

School	August	September	October
Abney ES	1457	1063	1728
Allgood ES	677	514	806
Baggett ES	551	508	648
Burnt Hickory ES	969	815	1234
Dallas ES	660	571	748
Dugan ES	675	431	744
Hiram ES	577	513	731
McGarity ES	418	326	460
Hutchens ES	388	341	553
Nebo ES	1247	950	1501
New GA ES	394	327	515
Northside ES	617	463	688
Panter ES	496	443	677
Poole ES	571	483	719
Ragsdale ES	625	445	730
Roberts ES	497	394	613
Russom ES	867	702	957
Shelton ES	1032	826	1159
Union ES	383	326	554
Austin MS	356	242	360
Crossroads MS	640	513	707
Dobbins MS	528	396	484
East MS	548	546	741
Jones MS	584	525	733
McClure MS	756	540	834
Moses MS	652	545	753
Ritch MS	518	424	679
Scoggins MS	679	654	979
South MS	657	556	852

East HS	520	447	724
Hiram HS	485	384	563
North HS	854	659	1006
Paulding HS	782	760	1421
South HS	1066	863	783
Total	**22,726**	**18,495**	**27,384**

Transportation

The **Paulding County School District Transportation Department** is dedicated to providing safe, professional, and reliable transportation for eligible students, supporting both daily instructional programs and extracurricular activities.

As an extension of the classroom, the Transportation Department plays a vital role in students' education. **Safety is our top priority**, and ensuring it is a team effort involving students, parents, teachers, school administrators, and drivers.

To enhance convenience, we utilize the **Here Comes the Bus** app, which allows parents to track their child's school bus in real time.

Each day, the Transportation Department safely transports over **19,000 students**, covering more than **23,000 miles**.
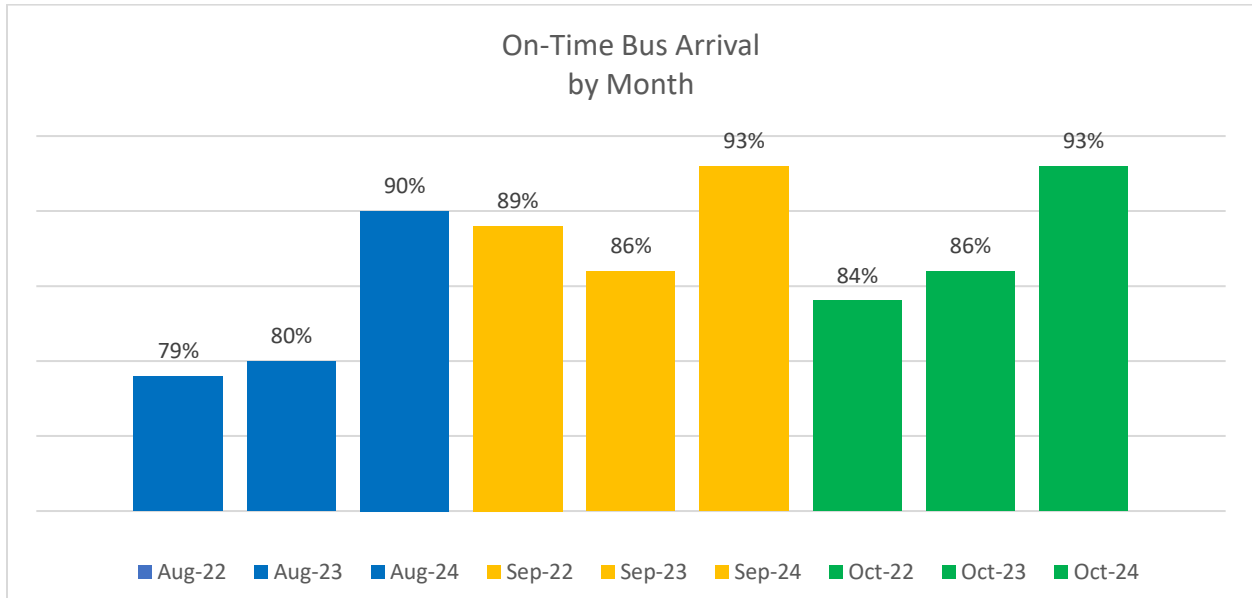
Driver Vacancy and Attendance

A successful Transportation Department relies on employing enough bus drivers to meet ridership demands. This ensures shorter routes, compliance with state bus capacity limits, and minimizes student travel time. Maintaining a low driver vacancy rate also supports consistent operations during staff absences.
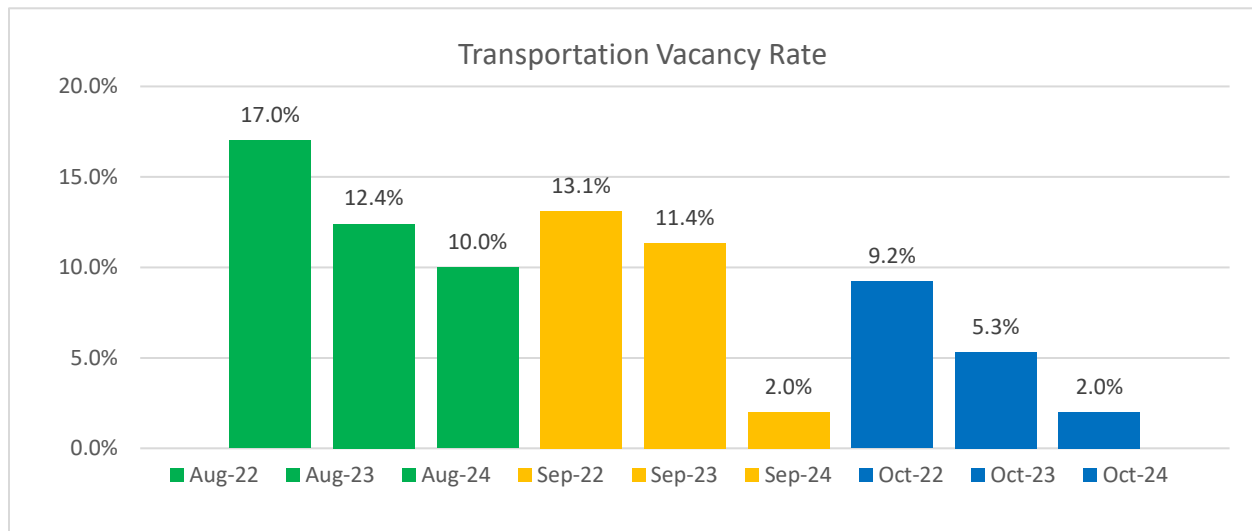
On Time Arrivals

There are several factors that can impact school buses getting to school campuses and homes in a timely manner. Driver vacancy, attendance, and unexpected congestion and construction on our county roadways can all impact bus arrival times.

On-Time Bus Arrival by Month. Aug-22: 79%, Aug-23: 80%, Aug-24: 90%, Sep-22: 89%, Sep-23: 86%, Sep-24: 93%, Oct-22: 84%, Oct-23: 86%, Oct-24: 93%

Athletics

Interscholastic activities in the Paulding County School District play a vital role in the overall educational experience, offering students opportunities to develop teamwork, self-respect, respect for others, a desire to succeed, mental and physical discipline, and pride in their school.

The district's five high schools participate in interscholastic activities as members of the **Georgia High School Association (GHSA):**

- **Paulding County High School (PCHS)** – Region 3-AAAAAA

- **East Paulding High School (EPHS)** – Region 5-AAAAA

- **Hiram High School (HHS)** – Region 7-AAAA

- **North Paulding High School (NPHS)** – Region 5-AAAAAA

- **South Paulding High School (SPHS)** – Region 5-AAAAA

These activities provide students with meaningful experiences that support their personal and academic growth.

Fall Quarterly Sports Summary

The sports/activities below are recognized by the Georgia High School Association as fall sports. We have shared some highlights from the fall sports season for all five of our high schools.

Football

EPHS (10-2) advanced to the second round of state playoffs.

HHS (5-6), and North Paulding (6-5) advanced to the first round of state playoffs.

Flag Football

PCHS (15-0) went undefeated in their regular season and were Area Champs. They will host the first round of state playoffs (Begin Dec 5th).

HHS (10-4) and SPHS (13-11) both qualified for the state playoffs (Begin Dec 5th)

Cheer

NPHS cheer qualified for the state competition and placed fourth.

Softball

EPHS (27-9) was Region Champs and advanced to the Elite 8 in the state playoffs.

SPHS (17-10) and NPHS (26-7) both qualified for state and advanced to the sweet sixteen in the first round of state playoffs.

Cross Country

NPHS had both their girls and boys teams qualify for the state meet.

EPHS boys qualified for the state meet.

HHS had one female qualify for the state meet.

Volleyball

SPHS (16-19) finished fourth in the region and advanced to first round of state playoffs.

EPHS (30-10) finished second in the region and advanced to first round of state playoffs.

Other Sports/Activities:

All five of our high schools have an active Riflery, One Act Play and Literary presence. We did not have any teams qualify for state with their One Act Play performances. Riflery competition will begin after Christmas break and run into February and Literary will have opportunities to compete in March.