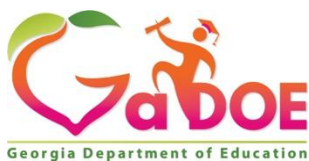


Georgia Department of Education Summary Report on Dublin City Schools

Financial Improvement Plan and Deficit Reduction Efforts



October 29, 2025



Executive Summary

The document below provides an overview of both historical context and the current financial crisis in Dublin City Schools, along with the Georgia Department of Education (GaDOE)'s work to provide assistance to the district. GaDOE is providing this report to ensure transparency for legislators and members of the Dublin City Schools Community regarding the district's financial condition and the state's ongoing response.

Under Georgia law, responsibility for the financial health and solvency of a school system rests with its local governance team – the local superintendent and the locally elected board of education. While GaDOE's fiscal and statutory authority is limited, the agency has acted well beyond its minimum obligations (while still within the scope of state law) out of concern for the students, teachers, staff, and families who depend on Dublin City Schools.

Prior to August 2025, GaDOE's Financial Review team was monitoring Dublin City Schools within the scope of its authority. Following notification on August 11, 2025 that the district had not paid \$5.6 million in State Health Benefit Plan contributions, GaDOE immediately escalated its response, as it became clear that Dublin City Schools was on a direct path to insolvency and financial crisis. GaDOE established a Financial Improvement Plan, advocated for Quality Basic Education (QBE) formula advances to sustain payroll, appointed a Special Advisor to ensure on-the-ground support, and hired temporary financial consultants to assist with district finances. To be clear, these were drastic and unprecedented actions.

However, it is apparent – based on the information currently provided by the district, which in most cases is still unaudited – that Dublin City Schools' financial situation was not caused by enrollment or tax base issues. Instead, our initial findings suggest it was the result of financial mismanagement, lack of fundamental financial knowledge and processes, and a culture of excess related to programs and personnel.

It is likely that without these interventions, teachers and staff would have lost their health insurance and gone without pay, and Dublin City as a school system would no longer exist.

The events in Dublin City Schools have highlighted the limits of Georgia's current statutory framework and data-sharing capabilities for school district fiscal oversight, revealing significant gaps and limitations. To address these systemic issues and prevent similar situations statewide, State School Superintendent Richard Woods is asking the Georgia General Assembly to consider sweeping reforms to strengthen state safeguards related to school district financial management. Those proposed reforms are outlined in full within this document.

As GaDOE continues to provide support and technical assistance to Dublin City Schools, this report will be updated to reflect new findings and recommendations for statewide improvement. The agency hopes that, by providing this information, we can lay out a path to greater financial health for Georgia's school systems.

Fiscal Context Before August 2025

While Dublin City Schools has experienced periodic financial challenges, these prior issues never approached the scale or severity of the insolvency identified in mid-2025. Nevertheless, GaDOE's Financial Review team provided monitoring and guidance throughout this period, working within the limited scope of its statutory authority to obtain information, encourage corrective action, and support the district's efforts toward financial recovery.

Throughout the years preceding August 2025, GaDOE issued corrective action and deficit elimination letters, reviewed and tracked district submissions, conducted site visits and cross-functional monitoring, and repeatedly followed up to obtain information and ensure progress. Cross-functional monitoring is conducted by GaDOE's Office of Federal Programs to monitor districts' use of federal funds.

Although Dublin City Schools reported a deficit each year from FY11 through FY20, Senate Bill 68 (2020) – the legislation that enables designations of moderate- and high-risk districts by the Department of Audits and Accounts (DOAA) – did not go into effect until July 1, 2021.

Under Senate Bill 68 (O.C.G.A. § 20-2-67), DOAA must designate a local school system as high-risk if it has reported budget deficits or irregularities for three or more consecutive years, and as moderate-risk if it has done so for one or two consecutive years.

DOAA designated Dublin City Schools as high-risk based on findings in the district's FY20 audit, and removed the district from high-risk status upon completion of its FY21 audit. DOAA has the sole legal authority to determine which districts are considered high-risk based on their audits.

From Dublin City's submission of its FY21 audit to the notification by the Georgia Department of Community Health (DCH) in August 2025 that the district had not paid SHBP, the district did not complete its FY22, FY23, FY24, or FY25 audits, although it received numerous reminders and correspondence from GaDOE directing it to do so. While the district reported some requested financial information to GaDOE during this time, the information was often delayed, unaudited and did not reflect the full scope of financial problems the district was experiencing. Additionally, the infusion of funds from the federal Elementary and Secondary School Emergency Relief Fund (ESSER) during the pandemic allowed Dublin City Schools to report a positive fund balance over several years, which served to mask the district's underlying financial/budgetary issues. Following the end of ESSER funding, it appears – based on early analysis of unaudited financial data – that Dublin City Schools did not make the necessary reductions to bring spending back in line with their income. Those decisions, coupled with DCH's notification of the district's unpaid SHBP obligations, caused the district's deficit to balloon quickly and triggered the severe financial crisis outlined in this report.

Although districts are required by law to submit an annual audit, no penalties currently exist for districts that submit a late audit or do not submit an audit to DOAA – a loophole Superintendent Woods has called on the General Assembly to close. Even when Dublin City Schools reported unaudited financial information that began to show a deficit again in 2024, because they were not completing their official audits, they could not be placed on high-risk status by DOAA.

Financial Improvement Plan: Narrative of Actions Since August 2025

Under Georgia law, the financial health and solvency of a local school system rest squarely with the local governance team – the superintendent and the local board of education – and the Georgia Department of Education has limited and narrowly defined oversight and intervention authority. The actions described below reflect GaDOE’s efforts to exercise every measure available within our legal authority to protect the students, teachers, staff, families, and taxpayers of Dublin City Schools.

GaDOE Notified that Dublin City Schools Did Not Pay State Health Benefits Contributions; GaDOE Convenes Emergency Meetings

On August 11, 2025, the Georgia Department of Community Health (DCH) notified GaDOE that Dublin City Schools had not paid \$5.6 million in employer contributions to the State Health Benefit Plan (SHBP) for FY25, and had not paid employee contributions since March (an additional \$780,512).

Following that notice, GaDOE’s senior leadership convened an emergency meeting with Dublin City Schools officials and DCH representatives to assess the scope of the issue and establish immediate next steps. This meeting resulted in the creation of a Financial Improvement Plan (FIP) for Dublin City Schools, which required immediate payments to clear employee liabilities, submission of a deficit reduction plan and cashflow statement, and cooperation with GaDOE’s Financial Review team to track progress.

Between August 15 and August 25, the district wired \$780,512 to DCH to pay all outstanding employee SHBP liabilities, completed its FY22 audit exit conference, and submitted preliminary financial documents.

Superintendent Woods Formalizes Financial Improvement Plan and Sets Deadlines for Dublin City Schools

On August 25, Superintendent Woods issued a formal letter formalizing the FIP and setting clear deadlines for audit completion, cash flow documentation, and budget planning.

In the weeks that followed, GaDOE monitored submissions closely. On September 12, Superintendent Woods issued a second letter outlining the escalating severity of the crisis. District-submitted figures showed \$6.68 million owed to SHBP and projected cash shortfalls exceeding \$11.8 million by December 31, 2025 and \$13.4 million by June 30, 2026. These amounts approached the district’s entire annual QBE earnings.

The September 12 correspondence expanded the FIP's requirements, directing the district to submit monthly SHBP verification reports, monthly general ledger and expense documentation, payroll accuracy comparisons, and a verified deficit reduction plan leading to a balanced FY27 budget.

Superintendent Woods Works with Governor's Office to Secure Forward Funding to Assist Dublin City Schools with Meeting Payroll Obligations

On September 22, Dublin City Schools requested an advance of \$1,450,136.80 in Quality Basic Education (QBE) funds in order to meet payroll. Superintendent Woods' third letter confirmed that request and underscored its unprecedented nature. GaDOE transmitted the request to the Governor's Office of Planning and Budget, which approved the request and wired funds on September 26.

Dublin City Schools Superintendent Retires; Superintendent Woods Appoints Special Advisor to Assist Interim Superintendent

On September 30, Dublin City Schools Superintendent Fred Williams retired, and Marcee Pool was appointed Interim Superintendent. On October 3, Superintendent Woods issued a fourth letter formally appointing Dr. Stephanie Johnson, GaDOE's Deputy Superintendent for School and District Improvement and Chief Turnaround Officer, as Special Advisor to Dublin City Schools. Dr. Johnson's role is to support Dublin City Schools in implementing the FIP, providing on-the-ground assistance and a direct link between the district and GaDOE to ensure continued stability in teaching and learning.

GaDOE Presses Dublin City Schools to Submit Deficit Reduction Plan and Complete Audits; District's Fundamental Financial Practices Are Tenuous

The October 3 letter also reiterated the requirement for a revised (and balanced) FY27 budget, an updated cashflow analysis, and full cooperation with Mauldin & Jenkins and the Department of Audits. It also urged the district to add a full-time financial professional to its team.

By mid-October, the district submitted its FY26 budget showing approximately \$3.2 million in reductions, though still reflected a \$5.4 million deficit. The district subsequently submitted a balanced FY27 budget for review.

On October 24, GaDOE issued a fifth letter detailing the district's progress and next steps. Dublin City Schools, by this time, had submitted an updated cash flow analysis and deficit reduction plan showing a balanced FY27 budget, completed its FY23 audit submission to Mauldin & Jenkins (the accounting firm selected by the district to complete its audits), and continued cooperating with DOAA's special examination.

The letter directed the district to develop an amended FY26 budget, reconcile all SHBP contributions for FY25 and FY26, obtain SHBP approval for a repayment plan, ensure all liabilities and bank reconciliations are current, complete personnel and data

corrections in SmartFusion and Infinite Campus, implement a Capital Asset tracking module, finalize the FY23 audit, and develop a sustainable staffing and training plan.

GaDOE Encourages Dublin City Schools to Protect Teachers, Students, and Taxpayers

GaDOE also confirmed it would advocate for an additional month of QBE forward funding (\$1,537,642 for October) while verification continued. Finally, the October 24 letter emphasized transparency, and reiterated that GaDOE's intervention is designed to protect teachers, students, and taxpayers – not to shield the local governance team – from the consequences of financial mismanagement.

Dublin City Schools' Financial Situation Remains Tenuous; Audits Still Remain Incomplete

It is critical to note that while Dublin City Schools staff have cooperated with the Georgia Department of Education, the district's financial situation remains tenuous. Continued QBE advances – which at this time are the district's only realistic path to current solvency – have equal potential to endanger its stability in the coming fiscal year, when the district will have a temporary gap in QBE because those funds were advanced. Additionally, Dublin City Schools' FY24 and FY25 audits have not yet been completed, and may reveal further fiscal challenges or liabilities beyond those currently identified.

Unprecedented GaDOE Supports Provided to Dublin City Schools

Superintendent Woods Appoints a Special Advisor to Dublin City Schools

On October 3, 2025, Superintendent Woods appointed Dr. Stephanie Johnson to serve as a Special Advisor to Dublin City Schools. This temporary appointment is designed to support the district as it implements the FIP and bridge communication between the district and GaDOE. Dr. Johnson maintains an on-site presence in Dublin City Schools at least two to three days per week and is focused on:

- Coordinating closely with GaDOE's Chief Financial Officer to prioritize FIP tasks; and
- Providing direct support to school leaders to help ensure instruction and operations continue uninterrupted.

It is important to note, while Dr. Johnson is continuing her statewide work as Chief Turnaround Officer, she is not serving Dublin City Schools in that capacity. That position is established in state law solely to address academic issues – specifically, the lowest-performing five percent of schools based on state assessment results.

GaDOE Reassigns a Full-time Financial Review Team Member Temporarily to Dublin City Schools

GaDOE also expanded its supports by reassigning a full-time Financial Review team member temporarily to Dublin City Schools and hiring two temporary financial

consultants to support Dublin City Schools. GaDOE determined this was necessary because the district's financial and human resources staffing structure and capacity were extremely limited. For example, during the course of GaDOE's work with Dublin City Schools, it was discovered that the district had not accurately reported or reconciled its monthly SHBP amounts; that GaDOE's error-checking systems flagged a 100% error rate in the district's Certified & Classified Personnel Information (CPI) submissions; that the district's budget reporting was extremely inconsistent; and that invoices from numerous vendors were both unpaid and unrecorded in the general ledger.

At present, no dedicated funding or statutory structure equivalent to the Chief Turnaround Officer position exists to support districts facing operational or financial challenges. GaDOE only has four employees dedicated fully to Financial Review for the entire state, one of whom is federally funded. This team also has extremely limited statutory authority.

This is why appointing a staff member as Special Advisor, reassigning a Financial Review team member, and hiring temporary consultants were the only feasible options at this time – options which placed significant financial and staffing strain on the agency, as there is no dedicated funding or staff capacity for these interventions. It is also why Superintendent Woods has called for sweeping financial reforms to be enacted by the General Assembly.

Public Communication of Dublin City Schools Supports

GaDOE's Commitment to Transparency and Urgency

GaDOE has prioritized transparency throughout its work with Dublin City Schools. The agency issued public announcements about Dr. Johnson's appointment as Special Advisor and Superintendent Woods' proposed legislative reforms; these were shared through GaDOE's website, social media, and email list of nearly 200,000 Georgians including parents, educators, and community members.

Superintendent Woods and Dr. Johnson each addressed the community at a Dublin City Board of Education meeting, and Dr. Johnson met with every principal in the district immediately after her appointment. GaDOE has promptly fulfilled numerous Open Records and media requests in an effort to provide factual, timely information to the public.

GaDOE has also encouraged Dublin City Schools to continually work toward greater transparency with teachers, staff, and taxpayers to ensure they have real, robust information from the district on its financial progress.

Legislative Proposals: A Blueprint for Statewide Safeguards

The events in Dublin City Schools have highlighted the limits of Georgia's current statutory framework for school district fiscal oversight, revealing significant gaps and

limitations, and underscoring the need for stronger early-warning supports, clearer structures of accountability, and additional tools for state agencies to intervene.

To address these systemic gaps to prevent similar situations statewide, Superintendent Woods is asking the Georgia General Assembly to consider sweeping reforms to strengthen state safeguards related to school district financial management.

Specifically, these targeted reforms – which would primarily apply to districts designated as high risk – would strengthen financial training, enhance reporting requirements and support, and increase stakeholder communication and district accountability. Together, these changes would build a stronger safety net to protect students, educators, communities, and taxpayers from the consequences of fiscal mismanagement.

A complete list of Superintendent Woods' legislative proposals is included in the appendices of this document. As GaDOE continues to provide support and technical assistance to Dublin City Schools, this report will be updated to reflect new findings. The Department looks forward to continuing to partner with the Governor's Office, the General Assembly, the State Board of Education, and state agencies to identify improved processes and support for districts experiencing high financial risk.

Appendix A: Detailed Timeline of Events

Date	Event/Correspondence	Summary of Actions and Directives
August 11, 2025	DCH/GaDOE notification	DCH informs GaDOE that Dublin City Schools did not pay \$5.6 million in employer SHBP contributions for FY25 and had not paid employee deductions since March
August 15, 2025	GaDOE/Dublin City leadership meeting	GaDOE convenes meeting with district; establishes Financial Improvement Plan (FIP) requiring: 1. Payment of SHBP liabilities 2. Completion of pending audits 3. Submission of deficit reduction and cash flow plans 4. Ongoing financial reporting
August 15-25, 2025	Initial district corrective actions	Dublin City Schools wires \$780,512 to DCH; completes FY22 audit exit conference; submits initial deficit plan, cash flow statement, and SHBP repayment proposal
Week of August 25, 2025	Legislative and Governor's Office briefings	First letter shared with Governor's Office, House, Senate, and State Board of Education (SBOE) leadership; follow-up GaDOE staff briefings (via phone or meeting) with Governor's Office, House, Senate, and SBOE leadership
August 25, 2025	Letter #1	Formalizes FIP and directives: resubmit balanced FY27 budget and contingency plan by Aug. 29, provide SHBP repayment proof by Aug. 29; submit FY23 audit documentation by Sept. 22; continue meetings

		with GaDOE Financial Review team
August 28, 2025	District CFO resignation	Dublin City Schools CFO Chad McDaniel resigns
Week of September 1, 2025	Legislative and Governor's Office briefings	GaDOE staff briefings (via phone or meeting) with Governor's Office, House, Senate, and SBOE leadership
September 3, 2025	Follow-up meeting	GaDOE Chief Financial Officer and Chief of Staff meet with then-Dublin City Schools Superintendent Dr. Fred Williams to review progress on FIP
Week of September 8, 2025	Legislative and Governor's Office briefings	Second letter forwarded to Governor's Office, House, Senate, and SBOE leadership
September 12, 2025	Letter #2	Confirms escalation to crisis level due to district cash flow deficiencies. Directives include: monthly SHBP verification; monthly general ledger and expense reports; payroll comparison FY25-FY26; true deficit plan with balanced FY27 budget; monthly documentation of progress. Notes outstanding \$6.68m SHBP debt and \$13.4m projected deficit.
Week of September 15-19, 2025	Legislative and Governor's Office briefings	GaDOE staff briefings (via phone) with Governor's Office, House, and SBOE leadership
September 19-22, 2025	QBE advance request	DCS requests \$1,450,136.80 advance of QBE funds to meet payroll
Week of September 22-26, 2025	Legislative and Governor's Office briefings	Third letter forward to Governor's Office, House, Senate, and SBOE leadership; follow-up GaDOE staff briefings (via phone or meeting) with Governor's Office, House, Senate, and SBOE leadership
September 22, 2025	Letter #3	Confirms receipt of QBE advance request; reiterates prior directives; directs final

		deficit plan with balanced budget by Sept. 26; directs proof of FY23 audit submissions by Sept. 22.
September 26, 2025	QBE advance wired	GaDOE transmits \$1.45m to district upon OPB approval
Week of September 29-October 3, 2025	Legislative and Governor's Office briefings	Fourth letter forwarded to Governor's Office, House, Senate, and SBOE leadership; follow-up GaDOE staff briefings (via phone or meeting) with Governor's Office, House, and SBOE leadership
September 30, 2025	District superintendent retirement	Dublin City Schools Superintendent Dr. Fred Williams retires; board appoints Marcee Pool interim superintendent
October 3, 2025	Letter #4	Welcomes Interim Superintendent Pool; appoints Dr. Stephanie Johnson as Special Advisor. Directives reaffirmed and expanded: continue FIP compliance; resubmit verified balanced FY27 plan; complete updated cash flow analysis; finalize FY23 audit; cooperate with DOAA examination; hire full-time financial professional.
Week of October 6-10, 2025	Legislative and Governor's Office briefings	GaDOE staff briefings (via phone or meeting) with Governor's Office, House, and SBOE leadership
October 6, 2025	GaDOE onsite visit	GaDOE Special Advisor begins onsite work; Special Advisor and Chief of Staff meet district leadership and visit all schools; FY26 budget submitted with approx. \$3.2m reductions (still \$4.5m deficit)
October 6, 2025	Special Advisor public announcement	GaDOE publicly announces Dr. Johnson's appointment as Special Advisor in a press release sent to GaDOE's full email list and posted on its website

October 6, 2025	Cognia letter	Cognia sends letter outlining expectations for Dublin City Schools' accreditation progress report
October 7, 2025	FY27 budget submission	District submits balanced FY27 budget for GaDOE verification
October 10, 2025	Joint audit meeting	GaDOE CFO meets with Mauldin & Jenkins, DOAA, Interim Superintendent Pool, and Dr. Johnson; sets goal of Oct. 15 for FY23 audit completion
Week of October 13-17, 2025	Legislative and Governor's Office briefings	GaDOE staff briefings (via phone or meeting) with Governor's Office, House, Senate, and SBOE leadership
October 13, 2025	SBOE briefing	GaDOE provides informal update at State Board of Education Retreat
October 14, 2025	Local board meeting	Superintendent Woods and Dr. Johnson address Dublin City Board of Education
October 15, 2025	Reporting deadline	Dublin City Schools submits updated cash flow report with QBE and SHBP repayment schedule
October 16, 2025	Staffing expansion	GaDOE assigns full-time Financial Review team member to Dublin City Schools
October 17, 2025	Statewide reforms public announcement	GaDOE publicly announces Superintendent Woods' reform proposals in a press release sent to GaDOE's full email list and posted on its website
Week of October 20-24, 2025	Legislative briefings	Fifth letter shared with Governor's Office, House, Senate, and SBOE leadership; follow-up GaDOE staff briefings with Governor's Office, House, Senate, and SBOE leadership
October 23, 2025	Consultant support	GaDOE hires two full-time financial consultants to work with Dublin City Schools

October 24, 2025	Letter #5	Acknowledges progress; directs district to: continue working with Special Advisor and consultants; submit amended FY26 budget; reconcile FY25-FY26 SHBP contributions; obtain SHBP-approved repayment plan; record liabilities and bank reconciliations; complete CPI/data corrections; implement Capital Asset module; finalize FY23 audit; develop financial staffing plan. Announces advocacy for additional QBE advance (\$1.54m for Oct.); stresses transparency and protection of students, teachers, staff, families, and taxpayers.
October 27, 2025	Approval of second QBE advance	Governor's Office of Planning and Budget (OPB) confirms second QBE advance

Blueprint for Reforms to School District Financial Safeguards

To better serve and support local school district financial health, State School Superintendent Richard Woods asks the Georgia General Assembly to consider expanding *Georgia Code Title 20 – Education Chapter 2 - Elementary and Secondary Education Article 3 - Local Boards of Education § 20-2-67* to include the following:

Strengthen Mandated Financial Training

- 1 Require and expand financial training opportunities for local school district staff and local school boards through cross-collaboration with the Georgia Department of Education (GaDOE), Department of Audits and Accounts (DOAA), the Governor's Office of Student Achievement (GOSA), Regional Education Service Agencies (RESAs), and education organizations such as the Georgia School Boards Association (GSBA), Georgia Association of Educational Leaders (GAEL), and Georgia School Superintendents Association (GSSA).
- 2 Require specialized financial training for districts labeled as moderate- and high-risk, including LEA superintendents, Chief Financial Officers, and local boards of education.

Enhance Reporting Requirements & Support

- 1 Ensure timely, clean, and completed reporting of audits of school districts in coordination with the Department of Audits and Accounts (DOAA), including penalties imposed if the school district does not meet requirements. Specifically:
 - Add language that any audits two years prior to the current fiscal year not completed by January 1 place a district in moderate-risk status and require corrective action plans that include monthly reports.
 - Require DOAA to conduct follow-up audits within three months of moderate-risk designation.
 - If placed in moderate-risk status, require that the district may no longer use an independent auditor but must engage with DOAA to conduct a follow-up audit within three months.
- 2 Require that any monthly payments required by LEAs to state agencies or entities (i.e. Teachers Retirement System, State Health Benefit Plan) that are three months delinquent be reported to GaDOE and the DOAA within 30 days.
 - Require that the LEA be placed on high-risk status if payments are not made by the beginning of the fourth month.
- 3 Increase capacity of GaDOE and DOAA's financial review teams to ensure personnel are available for necessary moderate- and high-risk interventions.

Increase Stakeholder Communication & District Accountability

- 1 Increase transparency of local school district financial reporting to stakeholders by requiring local boards of education to post the following documents online:
 - Monthly financial reports
 - Corrective action plans and progress updates
 - Audit findings and board responses
 - Timeline and benchmarks for resolution
 - Board financial oversight structure with local board member that serves as the point of contact for financial accountability and monitoring
- 2 Strengthen Accountability
 - Mandate annual public hearings for districts designated high-risk for two consecutive years.
 - Limit superintendent employment contracts to two-year terms for districts labeled as high-risk.
 - Clarify language around local and state responsibilities in the continuation of school system operations and the removal of local school district boards and local superintendents if the district is high-risk and facing financial default.



August 25, 2025

VIA ELECTRONIC MAIL

Dublin City Schools
Dr. Fred Williams, Superintendent, and Chad McDaniel, Executive Director of Finance and Business Operations
207 Shamrock Dr.
Dublin, GA 31021
fred.williams@dcsirish.com | chad@dcsirish.com

Re: Dublin City Schools Financial Audit and Health Insurance Payments

Dear Dr. Williams,

This letter serves a dual purpose: to formally address a concern regarding Dublin City Schools' outstanding financial audits and past-due State Health Benefit Plan payments, and to notify the district of a timeline for a Financial Improvement Plan (FIP). The FIP is a result of concerns about the district's financial management; it will be utilized to inform the Georgia Department of Education (GaDOE) and the State Board of Education (SBOE) about Dublin City Schools' progress toward correcting these financial concerns.

Outstanding Financial Audits & Past-Due State Health Benefit Plan Payments

On August 14, 2025, GaDOE Chief Financial Officer Rusk Roam was notified by the Georgia Department of Community Health (DCH) that Dublin City Schools had not paid employer contributions to the State Health Benefit Plan for FY25 and had not paid employee contributions since March. Further review also showed operational deficiencies that have yet to be reported, as the district has not yet completed audit reports for FY22, FY23, or FY24.

Financial Improvement Plan Timeline

On August 15, 2025, a meeting was held between Dublin City Schools and GaDOE Senior Leadership. During this call and through follow-up correspondence, a timeline was mutually developed and agreed upon to show progress on the outstanding financial items. Below is an overview of progress made to date, along with upcoming deadlines on the proposed timeline.

Progress Made by Dublin City Schools Since August 15, 2025

1. Wired funds in the amount of \$780,512 to DCH to pay all outstanding employee liabilities for SHBP.



2. Provided documentation that the FY22 Audit Exit Conference was completed on August 20, 2025.
3. Submitted deficit reduction plan to the Georgia Department of Education on August 22, 2025.
4. Submitted cashflow statement, including proposed State Health Benefit Plan payments for prior and current liabilities, on August 22, 2025.

Overview of Outstanding Obligations

1. Resubmit deficit reduction plan to include a balanced budget by FY27, along with a contingency plan for any lost local revenues due to property tax appeals, to the Georgia Department of Education by August 29, 2025.
2. Submit proof of SHBP approval of repayment plan, along with verification of continued benefits, to GaDOE by August 29, 2025.
3. Provide documentation to GaDOE that all FY23 Audit pending documents have been submitted to Mauldin & Jenkins by September 22, 2025.
4. Continue to meet with GaDOE Financial Review team as requested until all concerns are resolved.

GaDOE stands ready to assist the district in improving its financial management, including, but not limited to, trainings, one-on-one support, and additional improvement plans. Please contact GaDOE Chief Financial Officer Rusk Roam for any additional assistance needed to help Dublin City Schools regain firm financial footing.

Closing

Please confirm receipt of this letter and your decision to accept or decline the proposed Financial Improvement Plan timeline. Dublin City's response should be sent to rwoods@doe.k12.ga.us.

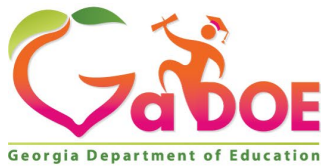
We are committed to supporting Dublin City Schools in enhancing student outcomes and developing systems that serve the community effectively. GaDOE values its partnership with Dublin City Schools and remains hopeful this Financial Improvement Plan will serve as a meaningful step toward long-term improvement and continued flexibility under Georgia's waiver system.

Sincerely,



Richard Woods
State School Superintendent
Georgia Department of Education

cc: *Dublin City Schools Board Chairman Kenny Walters*
Georgia State Board of Education Chairman Stan DeJarnett
Georgia State Board of Education Member Matt Donaldson (12th Congressional District)
Georgia Department of Education Chief of Staff Christy Todd and Chief Financial Officer Rusk Roam



September 12, 2025

VIA ELECTRONIC MAIL

Dublin City Schools
Dr. Fred Williams, Superintendent
207 Shamrock Dr.
Dublin, GA 31021
fred.williams@dcsirish.com

Re: Additional Information Regarding Financial Improvement Plan for Dublin City Schools

Dear Dr. Williams,

This letter is intended to provide updates on the Financial Improvement Plan (FIP) established by the Georgia Department of Education (GaDOE) as the result of concerns about Dublin City Schools' financial management, following our initial letter on August 25, 2025.

To be clear: the financial health and solvency of Dublin City Schools is the responsibility of the local superintendent and local board of education. GaDOE is providing support well beyond our fiscal and statutory obligations for the sole reason of our concern for the students who depend on Dublin City Schools.

I will not mince words about the seriousness of these concerns, which have escalated as the FIP has progressed. At this point, Dublin City Schools is on a direct path to insolvency and financial crisis. It is imperative that you as superintendent, along with the Dublin City Schools Board of Education, act with the utmost urgency and resolve to address the issues enumerated below.

Additional Information

- As of September 2025, Dublin City Schools owes an outstanding balance of \$6,684,963.81 to the State Health Benefits Plan.
- Based on cash projection reports submitted by Dublin City Schools to GaDOE, it appears the district will have a cashflow shortage of \$11,842,817.56 by December 31, 2025 and a shortage of \$13,418,076.12 by June 30, 2026. These figures incorporate estimated local, state, and federal revenues; current spending patterns; and the repayment plan for Dublin City Schools' outstanding SHBP balance. *Note: this information was provided by Dublin City Schools and has not been audited.*
- Dublin City Schools earns approximately \$16 million in Quality Basic Education (QBE) funds each year. At this point, the district's shortfall is nearing the amount of its entire QBE allotment.

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Richard Woods, *Georgia's School Superintendent*

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Progress on Financial Improvement Plan & Outstanding Obligations

Below is a summary of Financial Improvement Plan (FIP) directives provided by GaDOE to Dublin City Schools on August 25, 2025, along with the current status of each directive.

FIP Directive	Current Status
Resubmit deficit reduction plan to include a balanced budget by FY27, along with a contingency plan for any lost local revenues due to property tax appeals, to the Georgia Department of Education by August 29, 2025.	Incomplete – the plan provided by Dublin City Schools did not adequately address GaDOE's request and did not clarify how the district will accomplish a balanced budget by FY27. This has been communicated to Dublin City Schools and is addressed in the "Additional Actions Needed" section.
Submit proof of SHBP approval of repayment plan, along with verification of continued benefits, to GaDOE by August 29, 2025.	Complete – Dublin City Schools' approved SHBP repayment plan calls for payments to begin in October.
Provide documentation to GaDOE that all FY23 Audit pending documents have been submitted to Mauldin & Jenkins by September 22, 2025.	In Progress – deadline has not yet passed.
Continue to meet with GaDOE Financial Review team as requested until all concerns are resolved.	In Progress – Dublin City Schools has responded promptly to all requests to meet with the GaDOE Financial Review team, and Dr. Williams traveled to Atlanta to meet directly with GaDOE leadership. These meetings should continue as requested until all concerns are resolved.

Additional Actions Needed

GaDOE is making the below additions to Dublin City Schools' Financial Improvement Plan, given further concerns that have become clear as the FIP has progressed. All items below should be submitted to GaDOE's Financial Review team.

1. Provide monthly documentation from SHBP verifying that State Health Benefit Plan payments have been made.
2. Provide monthly reports of all payments and expenses, with the General Ledger as support, to confirm accuracy of payroll and other expenditures.
3. Provide supporting documentation comparing payroll between FY25 and FY26 to ensure payroll is being reported accurately.
4. Submit a true deficit reduction plan that demonstrates balanced cashflow projections for FY26 and a clear path to a balanced budget in FY27. Given the district's critical financial challenges, the plan must identify both the cash sources to cover the current shortfall and the substantial reductions in spending that will be necessary to maintain school operations.
5. Provide monthly documentation of the specific actions being taken to implement the district's deficit reduction plan.

Closing:

Please confirm receipt of this letter and your decision to accept or decline the revised Financial Improvement Plan timeline. Dublin City's response should be sent to rwoods@doe.k12.ga.us.

As stated in our original letter, we are committed to supporting Dublin City Schools in enhancing student outcomes and developing financial systems that serve the community effectively. We value our partnership and remain hopeful this Financial Improvement Plan will serve as a meaningful step toward

long-term improvement, in service of the goal we share: ensuring students in Dublin City Schools have access to the opportunities and resources they deserve.

Sincerely,



Richard Woods
State School Superintendent

cc: *Dublin City Schools Board Chairman Kenny Walters*
Georgia State Board of Education Chairman Stan DeJarnett
Georgia State Board of Education Member Matt Donaldson (12th Congressional District)
Georgia Department of Education Chief of Staff Christy Todd and Chief Financial Officer Rusk Roam



September 22, 2025

VIA ELECTRONIC MAIL

Dublin City Schools
Dr. Fred Williams, Superintendent
207 Shamrock Dr.
Dublin, GA 31021
fred.williams@dcsirish.com

Re: Update on Financial Improvement Plan and QBE Advance Request

Dear Dr. Williams,

This letter provides an update as the Georgia Department of Education (GaDOE) continues to work with Dublin City Schools under the Financial Improvement Plan (FIP) outlined in our August 25, 2025 and September 12, 2025 letters.

Specifically, I am writing to confirm that we have received your September 19, 2025 request for an advance of \$1,450,136.80 in Quality Basic Education (QBE) formula funds to enable Dublin City Schools to meet its September financial obligations, including payroll and benefits.

We have submitted this request to the Governor's Office of Planning and Budget (OPB) for approval and will notify you promptly of their decision.

I want to ensure you understand that this is an absolutely unprecedented request for our Department to make. The position Dublin City Schools has placed its teachers, support staff, students, and families in is completely unacceptable and untenable – hardworking teachers and staff members should never have to report to work wondering if they will be paid for their time, and students and families should never be uncertain whether their tax dollars will be managed responsibly enough to continue school operations month-to-month. As State School Superintendent, my responsibility is to these teachers, staff members, students, and families. **That is the sole reason we are willing to consider this advance.**

As emphasized in our prior correspondence, the financial health and solvency of Dublin City Schools is the responsibility of the local superintendent and local board of education. GaDOE is willing to provide support well beyond our fiscal and statutory obligations only because of our



concern for the students who depend on Dublin City Schools, and the teachers and support staff who rely on the district for their livelihoods. Our aim is to ensure that Dublin City Schools teachers and staff are paid for their work and students have stability to continue the school year they have begun.

In the meantime, your team should continue implementing the directives laid out in GaDOE's August 25 and September 12 letters. You should prioritize the requirement to submit a true deficit reduction plan that demonstrates balanced cashflow projections for FY26 and a clear path to a balanced budget in FY27. We have yet to receive a satisfactory response to this request, which was initially due August 22, 2025. **We ask that you submit a finalized deficit reduction plan, inclusive of a balanced budget, by this Friday, September 26, 2025.** Additionally, as a reminder, today (September 22, 2025) is the deadline to provide documentation to GaDOE that all FY23 Audit pending documents have been submitted to Mauldin & Jenkins.

We have advocated that the Office of Planning and Budget provide this single month of forward funding so that the teachers and support staff of Dublin City Schools will be paid for their efforts. **All potential future funding requests are completely contingent on your prompt submission of the documents outlined above, along with the swift completion of all other directives of the Financial Improvement Plan.**

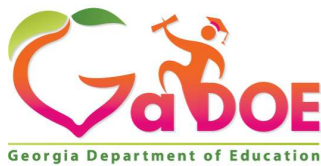
We remain committed to working with Dublin City Schools to strengthen the district's financial management systems on behalf of the students, teachers, staff, and families who depend on them.

Sincerely,



Richard Woods
State School Superintendent

cc: *Dublin City Schools Board Chairman Kenny Walters*
Georgia State Board of Education Chairman Stan DeJarnett
Georgia State Board of Education Member Matt Donaldson (12th Congressional District)
Georgia Department of Education Chief of Staff Christy Todd and Chief Financial Officer Rusk Roam



October 3, 2025

VIA ELECTRONIC MAIL

Dublin City Schools
Ms. Marcee Pool, Interim Superintendent
207 Shamrock Dr.
Dublin, GA 31021
marcee.pool@dcsirish.com

Re: Dublin City Schools Financial Improvement Plan Update

Dear Interim Superintendent Pool,

This letter is intended to welcome you to your role as Interim Superintendent of Dublin City Schools and to provide continued updates on the Financial Improvement Plan (FIP) the district has entered with the Georgia Department of Education (GaDOE). This plan is outlined in our August 25, September 12, and September 22 letters to Dublin City Schools' previous superintendent, Dr. Fred Williams.

We look forward to working closely with you as you step into this role, and continue to pledge our assistance to help Dublin City Schools reach firm financial footing for the benefit of the district's students, teachers, and support staff.

Appointment of Special Advisor

To reinforce our commitment to ensuring the financial viability of Dublin City Schools, I have appointed Dr. Stephanie Johnson as a Special Advisor to the district. Dr. Johnson, who serves as GaDOE's Deputy Superintendent for School and District Improvement and Chief Turnaround Officer, will serve as a liaison between Dublin City Schools and GaDOE and spend two to three days per week working alongside district leadership in-person. Our top priority at this time is to support Dublin City Schools as your team works to create a viable budget and deficit reduction plan that can sustain system operations – again, for the benefit of the students, teachers, staff, and families who depend on the district.

Immediate Actions Needed

1. **Existing Financial Improvement Plan Directives:** Please ensure you have reviewed and familiarized yourself with the directives of GaDOE's Financial Improvement Plan as outlined in our August 25, September 12, and September 22 letters to Dr. Williams. Dublin City Schools should continue following all directives of the Financial Improvement Plan, including the requests to submit monthly documentation outlined in our September 12 letter.
2. **Deficit Reduction Plan:** The deficit reduction plan GaDOE requested from Dublin City Schools was resubmitted but remains incomplete. The current plan does not include a balanced budget by FY27 and appears to outline possible solutions with no definitive timeline for implementation. Dublin City Schools should immediately revise its submitted plan to include a balanced budget by FY27 and provide assurances that the deficit reduction plan numbers are valid and reductions are verifiable. **This plan was**



initially requested by August 29, 2025, and to this date we have not received an adequate plan with a balanced budget by FY27 included. This item is severely past-due and must be immediately prioritized.

3. **Updated Cash Flow Analysis:** After completing a final deficit reduction plan that has been reviewed and approved by GaDOE, Dublin City Schools should complete an updated Cash Flow Analysis. This plan should include an advance request to GaDOE for any shortages needed to finish the school year, along with any potential need to adjust the current State Health Benefit Plan (SHBP) repayment plan.
4. **Mauldin & Jenkins Audit Submission:** Dublin City Schools has not fulfilled the directive to provide documentation to GaDOE that all FY23 Audit pending documents have been submitted to Mauldin & Jenkins. Mauldin & Jenkins continues to await the submission of outstanding documents. We ask that Dublin City Schools submit the remaining items without delay.
5. **Cooperation with DOAA Special Examination:** Dublin City Schools should assist the Department of Audits and Accounts (DOAA) with their special examination as requested by the Georgia General Assembly.

Additional Recommendation

In addition to the items above, we strongly recommend that Dublin City Schools engage a full-time financial professional to provide ongoing support alongside the district's current part-time financial consultants. This individual should have direct experience in school district finance and demonstrated proficiency with the district's SmartFusion accounting system.

Conclusion

As noted above, a complete and credible deficit reduction plan – including a path to a balanced budget in FY27 – is nonnegotiable. **If Dublin City Schools intends to request additional forward funding of QBE, this work must be prioritized and completed.** GaDOE advocated for the Office of Planning and Budget to provide the previously agreed-upon single month of forward funding to allow the teachers and support staff of Dublin City Schools to be paid for their efforts. **Any future requests for forward funding will not be made by GaDOE unless task no. 2 is completed as outlined above.**

Ultimately, the responsibility for achieving financial solvency rests with the local district governance team, including the local superintendent and the local board of education. As previously communicated, GaDOE is providing service and support beyond our legal obligations—driven by our commitment to preserving student instruction and ensuring that teachers and support staff continue to be paid.

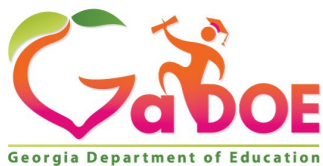
We recognize that you are stepping into this role at a pivotal moment, and are committed to working alongside you to ensure a stronger financial future for Dublin City Schools. The steps outlined in this letter are intended to strengthen the district's financial foundation so Dublin City's students can continue to learn, grow, and thrive. We look forward to working with you in service of that shared goal.

Sincerely,



Richard Woods
State School Superintendent

cc: *Dublin City Schools Board Chairman Kenny Walters*
Georgia State Board of Education Chairman Stan DeJarnett
Georgia State Board of Education Member Matt Donaldson (12th Congressional District)
Georgia Department of Education Chief of Staff Christy Todd and Chief Financial Officer Rusk Roam



October 24, 2025

VIA ELECTRONIC MAIL

Dublin City Schools
Ms. Marcee Pool, Interim Superintendent
207 Shamrock Dr.
Dublin, GA 31021
marcee.pool@dcsirish.com

Re: Dublin City Schools Financial Improvement Plan Progress

Dear Interim Superintendent Pool,

This letter provides an update on the Financial Improvement Plan (FIP) Dublin City Schools has entered with the Georgia Department of Education (GaDOE), as outlined in our August 25, September 12, September 22, and October 3 letters. We appreciate you and your team working closely with us to work toward financial health and ensure stability for Dublin City's students, teachers, and support staff.

Continued Support from GaDOE

Dr. Stephanie Johnson, the Special Advisor assigned to assist Dublin City Schools in resolving its severe budget deficit, will continue to spend two to three days per week onsite in the district. Additionally, GaDOE has assigned a Financial Review team member full-time to Dublin City and hired two full-time financial consultants to assist with the district's finances until it is able to operate independently and maintain sound financial practices. Currently, it is GaDOE's assessment that Dublin City Schools does not currently have financial staff in place who are well-trained and well-positioned to navigate this crisis.

Cash Flow Updates

Based on current projections provided by Dublin City Schools, the district's cash position has shown signs of improvement, with estimates indicating a potential positive balance by the end of FY26. It is important to note that these figures are based on information provided by Dublin City Schools and remain under review. The district has reported approximately \$4.7 million in payroll reductions, and GaDOE staff are continuing to verify these reductions as they occur. This projection does not include repayment of the district's State Health Benefit Plan (SHBP) obligation, though it appears the district may be positioned to begin that repayment process in FY26, pending plan approval from SHBP leadership.

Update on Financial Improvement Plan Directives



1. **Deficit Reduction Plan:** Dublin City Schools has provided a deficit reduction plan that includes a balanced budget by FY27. This document is in the process of being reviewed and verified by GaDOE staff.
2. **Updated Cash Flow Analysis:** Dublin City Schools has provided the requested Cash Flow Analysis, which is in the process of being reviewed and verified by GaDOE staff.
3. **Mauldin & Jenkins Audit Submission:** Dublin City Schools has submitted all FY23 Audit pending documents to Mauldin & Jenkins.
4. **Cooperation with DOAA Special Examination:** Dublin City Schools has assisted the Department of Audits and Accounts (DOAA) with their special examination as requested by the Georgia General Assembly. DOAA's report has not yet been released.

In addition to the items above, GaDOE continues to strongly recommend that Dublin City Schools engage a full-time financial professional to provide ongoing support alongside the district's current part-time financial consultants. This task has not yet been completed.

Next Steps for Dublin City Schools

1. **Amended FY26 Budget:** Develop an amended FY26 budget in SmartFusion that incorporates all enacted deficit reduction measures and new federal grant awards, and obtain board approval.
2. **SHBP Reconciliation:** Reconcile SHBP employee and employer deductions for FY25 and FY26.
3. **SHBP Repayment Plan:** Obtain approval from SHBP for a repayment plan that has been reviewed and verified by GaDOE and Dublin City Schools as feasible given the district's financial position.
4. **Outstanding Liabilities:** Ensure all outstanding liabilities are recorded in the general ledger and reflected in district budgets and cash flow projections.
5. **Bank Reconciliations:** Confirm all bank reconciliations are current and recorded in SmartFusion.
6. **CPI and Data Corrections:** Complete Certified/Classified Personnel Information (CPI) submission and ensure all necessary data corrections are made in SmartFusion and Infinite Campus.
7. **Capital Asset Tracking:** Establish and implement the Capital Asset module within SmartFusion.
8. **FY23 Audit:** Respond promptly to auditor requests and provide necessary documentation to complete the FY23 Audit.
9. **Financial Staffing Plan:** Develop a sustainable financial staffing and training plan aligned with the district's current fiscal condition and designed to support long-term self-sufficiency.

Request for Continued Forward Funding of QBE

In response to a request submitted by Dublin City Schools, the Georgia Department of Education will advocate for the Office of Planning and Budget to provide an additional month of forward funding to Dublin City Schools, for a total of \$1,537,642 for the month of October. This will allow GaDOE time to fully evaluate the district's plan for future financial stability, while ensuring that students' education continues uninterrupted and teachers and support staff are paid for their efforts. We are willing to make this request both because we need additional time to evaluate the efficacy of Dublin City Schools' recovery efforts, and because we are seeing improved cash flow and initial progress based on that work.

To clarify, these are advance payments of Dublin City Schools' future earnings through the Quality Basic Education formula. The district is not receiving extra funds from the state and will not receive its

full QBE allotment for the coming year as it will have already collected those funds. Dublin City Schools must prepare its future budgets accordingly to mitigate continued cash flow issues.

GaDOE's advocacy for future advances is dependent on Dublin City Schools' continued collaboration with GaDOE and other state agencies, as well as prompt implementation of the next steps outlined above.

District Transparency with Teachers, Staff, and the Community

As I stated when I visited the district earlier this month, **our expectation is absolute transparency from Dublin City Schools with its teachers, staff, families, and community** – just as we will be transparent with Georgians about our work. While there have been improvements since you took leadership of the district, Dublin City Schools can continue to improve its level of transparency.

I urge you to continue to evaluate your communication with teachers and staff about efforts to address this financial crisis and resulting budget reductions. Teachers and staff should not be finding out more details of this situation through the news media than they are through the district. Similarly, the taxpayers who fund Dublin City Schools must have access to real, robust information from the district on its financial progress.

We recognize that Dublin City Schools is making difficult decisions to balance its budget and address the financial shortfall. **I want to state unequivocally that district leadership should work to ensure the impact of these decisions does not fall disproportionately on teachers, school-level staff, or taxpayers, who did not create this crisis.**

We are aware that some of the decisions Dublin City Schools has made to balance its budget involve staffing reductions. As GaDOE Special Advisor Dr. Johnson discussed with you, while GaDOE is not directing any specific reductions, we are willing to work to assist you in minimizing the impact on teachers. Dr. Johnson is working with superintendents in the surrounding area to identify available positions that may align with the experience and certification of Dublin City Schools teachers and staff affected by the district's reductions.

Again, we appreciate your team working closely with GaDOE to restore financial stability on behalf of the students, teachers, staff, and families of Dublin City Schools.

Sincerely,



Richard Woods
State School Superintendent

*cc: Dublin City Schools Board Chairman Kenny Walters
Georgia State Board of Education Chairman Stan DeJarnett
Georgia State Board of Education Member Matt Donaldson (12th Congressional District)
Georgia Department of Education Chief of Staff Christy Todd and Chief Financial Officer Rusk Roam*

GaDOE announces staff appointments: AI, teacher recruitment and retention, and support for Dublin City Schools

 October 6, 2025

State School Superintendent Richard Woods today announced three new staff appointments at the Georgia Department of Education: of Dr. Stephanie Johnson as Special Advisor to Dublin City Schools, Russell Paine as AI Ethics and Impact Officer, and Dr. Selena Blankenship as Teacher Recruitment and Retention Coordinator.

Dr. Stephanie Johnson: Special Advisor to Dublin City Schools

Superintendent Woods has appointed Dr. Stephanie Johnson to serve as a Special Advisor to Dublin City Schools to support the district in implementing the Financial Improvement Plan it has entered with GaDOE.

Dr. Johnson will spend two to three days per week on the ground in Dublin City Schools supporting the district's leadership team as they work to create a viable budget and deficit reduction plan. She'll work to bridge communication between the district and GaDOE and provide direct support to school leaders to ensure instruction and operations continue uninterrupted.

Following Superintendent Woods' appointment of Dr. Johnson to the role late last week, she spent Monday in Dublin, toured every school in the district, and met with district leadership along with each school's principal.

Dr. Johnson currently serves as GaDOE's Deputy Superintendent for School and District Improvement and Chief Turnaround Officer. She will remain in these roles but some day-to-day responsibilities will shift to Dr. Tanzy Kilcrease, GaDOE's Director of School Turnaround, to allow Dr. Johnson to provide full support to Dublin City Schools.

"The Georgia Department of Education's goal is to ensure stability for students, teachers, and staff in Dublin City Schools while keeping learning at the center," **Superintendent Woods said.** "Dr. Johnson will work directly with district leaders to strengthen operations and make sure teaching and learning continue smoothly in every classroom."

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Have news or info that should be on GaDOE.org?
[Submit for consideration](#)

Superintendent Woods calls for sweeping statewide reforms to school district financial safeguards

 October 17, 2025

Considering the recent events in Dublin City Schools, State School Superintendent Richard Woods is calling for sweeping reforms in state safeguards related to school district financial management.

“Georgia’s students deserve stability in their learning, and teachers deserve to go to work knowing they will be paid for their efforts,” **Superintendent Woods said**. “Over the last several months, we have seen an increased need for clarification regarding how the state may legally support school districts which do not meet their local fiscal requirements, by updating and expanding state law. I am asking that the General Assembly come together to consider what additional supports are needed to ensure the financial health of local school districts.”

Dublin City Schools faces a severe budget shortfall and has entered into a Financial Improvement Plan with the Georgia Department of Education as the district works to create a viable budget and deficit reduction plan. GaDOE’s financial team has worked closely with district personnel to navigate the financial crisis, and Superintendent Woods has [appointed Dr. Stephanie Johnson as a Special Advisor](#)  to the school district.

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should be on GaDOE.org?

[Submit for consideration](#)

The financial health and solvency of any school system are the responsibility of the local superintendent and board of education. GaDOE is currently providing support beyond its fiscal and statutory obligations in an attempt to ensure stability for the students, teachers, staff, and families of Dublin City Schools.

To safeguard Georgia's students against similar situations in the future, Superintendent Woods is recommending a [blueprint for potential reforms](#)[↗]. The document includes sweeping statewide reforms to:

- Strengthen mandated financial training
- Enhance reporting requirements and results
- Increase stakeholder communication and district accountability

"It's essential that students, teachers, staff, and families do not bear the costs of financial mismanagement – anywhere in the state, now or in the future," **Superintendent Woods said**. "I believe we can work together to put additional guardrails in place to ensure stability in the education of our 1.7 million students across the state, and I appreciate the attention of our partners in the Georgia General Assembly to these recommendations."