



### Houston County Schools Balanced Scorecard

Goal Area #1	Performance Objective	Performance Measures	Actual			Target	Actual	Actual GA Averages		
			05/06	06/07	07/08	08/09	08/09	05/06	06/07	07/08
<b>Student Achievement</b>	1.3: Close the Achievement Gap between subpopulations	1.3.A: % of sub-populations meeting or exceeding standards on CRCT Reading (DOE State Summary/ ED Data from State of GA K-12 Report Card)								
		3rd grade White students	93.0%	91.0%	96%	97.0%		91.0%	92.0%	93.0%
		3rd grade African-American students	79.0%	80.0%	85%	88.0%		75.0%	78.0%	81.0%
		3rd grade Economically Disadvantaged (ED) students	80.0%	81.0%				75.0%	78.0%	
		3rd grade Students with Disabilities (SWD) students	72.0%	79.0%	84%	87.0%		67.0%	68.0%	69.0%
		3rd grade English Language Learner (ELL) students	88.0%	82.0%	93%	95.0%		57.0%	59.0%	73.0%
		5th grade White students	92.0%	95.0%	95%	96.0%		90.0%	92.0%	93.0%
		5th grade African-American students	77.0%	82.0%	87%	90.0%		72.0%	78.0%	81.0%
		5th grade Economically Disadvantaged (ED) students	78.0%	82.0%				73.0%	79.0%	
		5th grade Students with Disabilities (SWD) students	68.0%	73.0%	71%	74.0%		59.0%	64.0%	61.0%
		5th grade English Language Learner (ELL) students	85.0%	66.0%	73%	76.0%		46.0%	57.0%	63.0%
		8th grade White students	96.0%	96.0%	97%	98.0%		95.0%	94.0%	95.0%
		8th grade African-American students	87.0%	88.0%	91%	93.0%		85.0%	83.0%	86.0%
		8th grade Economically Disadvantaged (ED) students	88.0%	85.0%				83.0%	83.0%	
		8th grade Students with Disabilities (SWD) students	68.0%	68.0%	76%	79.0%		65.0%	61.0%	64.0%
		8th grade English Language Learner (ELL) students	64.0%	57.0%	75%	78.0%		50.0%	49.0%	53.0%
		1.3.A: % of sub-populations meeting or exceeding standards on CRCT Math (DOE State Summary/ ED Data from State of GA K-12 Report Card)								
		3rd grade White students	97.0%	95.0%	87.0%	90.0%		95.0%	94.0%	81.0%
		3rd grade African-American students	89.0%	89.0%	66.0%	75.0%		87.0%	85.0%	58.0%
		3rd grade Economically Disadvantaged (ED) students	89.0%	89.0%				88.0%	86.0%	
		3rd grade Students with Disabilities (SWD) students	81.0%	80.0%	59.0%	63.0%		78.0%	73.0%	46.0%
		3rd grade English Language Learner (ELL) students	87.0%	91.0%	77.0%	80.0%		77.0%	76.0%	52.0%
		5th grade White students	94.0%	96.0%	91.0%	93.0%		94.0%	94.0%	80.0%
		5th grade African-American students	89.0%	90.0%	78.0%	83.0%		83.0%	82.0%	61.0%
		5th grade Economically Disadvantaged (ED) students	89.0%	89.0%				83.0%	83.0%	
		5th grade Students with Disabilities (SWD) students	72.0%	73.0%	56.0%	62.0%		62.0%	63.0%	39.0%
		5th grade English Language Learner (ELL) students	78.0%	83.0%	69.0%	74.0%		68.0%	70.0%	48.0%
		8th grade White students	92.0%	94.0%	84.0%	87.0%		87.0%	89.0%	73.0%
		8th grade African-American students	79.0%	87.0%	66.0%	74.0%		66.0%	72.0%	49.0%
		8th grade Economically Disadvantaged (ED) students	81.0%	87.0%				67.0%	73.0%	
8th grade Students with Disabilities (SWD) students	57.0%	68.0%	43.0%	60.0%		39.0%	45.0%	27.0%		
8th grade English Language Learner (ELL) students	58.0%	63.0%	66.0%	74.0%		44.0%	52.0%	37.0%		

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			05/06	06/07	07/08	08/09	08/09	05/06	06/07	07/08	
<b>Student Achievement</b>	1.3: Close the Achievement Gap between subpopulations	1.3.A: % of sub-populations meeting or exceeding standards on the GHSGT(State of GA K-12 Report Card 06-07)									
		English GHSGT White students	98.0%	99.0%				98.0%	98.0%		
		English GHSGT African-American students	93.0%	95.0%				93.0%	95.0%		
		English GHSGT Economically Disadvantaged (ED) students	92.0%	93.0%				92.0%	93.0%		
		English GHSGT Students with Disabilities (SWD) students	69.0%	80.0%				74.0%	76.0%		
		English GHSGT English Language Learners (ELL) students	82.0%	N/A				74.0%	74.0%		
		Math GHSGT White students	97.0%	98.0%				96.0%	96.0%		
		Math GHSGT African-American students	85.0%	91.0%				86.0%	86.0%		
		Math GHSGT Economically Disadvantaged (ED) students	84.0%	93.0%				87.0%	86.0%		
		Math GHSGT Students with Disabilities (SWD) students	59.0%	68.0%				56.0%	57.0%		
		Math GHSGT English Language Learners (ELL) students	69.0%	N/A				79.0%	79.0%		
		Science GHSGT White students	89.0%	90.0%				85.0%	85.0%		
		Science GHSGT African-American students	65.0%	66.0%				56.0%	60.0%		
		Science GHSGT Economically Disadvantaged (ED) students	63.0%	68.0%				47.0%	61.0%		
		Science GHSGT Students with Disabilities (SWD) students	38.0%	37.0%				34.0%	37.0%		
		Science GHSGT English Language Learners (ELL) students	54.0%	N/A				35.0%	42.0%		
		Social Studies White students	94.0%	97.0%				92.0%	93.0%		
		Social Studies African-American students	77.0%	82.0%				77.0%	80.0%		
		Social Studies Economically Disadvantaged (ED) students	75.0%	81.0%				76.0%	78.0%		
		Social Studies Students with Disabilities (SWD) students	46.0%	54.0%				48.0%	53.0%		
		Social Studies English Language Learners (ELL) students	66.0%	N/A				43.0%	58.0%		
		Writing White students	96.0%	96.0%				96.0%	95.0%		
		Writing African-American students	88.0%	87.0%				88.0%	86.0%		
		Writing Economically Disadvantaged (ED) students	86.0%	85.0%				87.0%	84.0%		
		Writing Students with Disabilities (SWD) students	59.0%	57.0%				61.0%	57.0%		
		Writing English Language Learners (ELL) students	77.0%	N/A				63.0%	54.0%		
		1.3.A: # of co-taught/inclusion classes being provided for Students with Disabilities		N/A	N/A	N/A	Baseline				
		1.3.A: % of ELL students making progress in attaining English proficiency		N/A	50.3%	68.1%	72.0%		N/A	53.3%	64.1%
1.3.A: % of ELL students attaining English proficiency		N/A	5.0%	12.7%	15.0%		N/A	6.9%	12.6%		
1.3.A: System meeting Adequate Yearly Progress (AYP) in the ELL sub-population		N/A	yes	yes	yes		N/A	no	yes		

## Houston County Schools Balanced Scorecard

Goal Area #2	Performance Objective	Performance Measures	Actual			Target	Actual
			05/06	06/07	07/08	08/09	08/09
Student and Stakeholder Engagement	2.1: Ensure a safe and enriching school environment	2.1.A: Student perception of safety	N/A	N/A	N/A	Baseline	
		2.1.A: Parent perception of safety	N/A	N/A	N/A	Baseline	
		2.1.A: Staff perception of safety	N/A	N/A	N/A	Baseline	
		2.1.A: Ratio of internet items blocked vs. disruptions	N/A	N/A	N/A	Baseline	
		2.1.B: % of elementary school students absent 15 days or less	84.2%	85.2%	84.1%	86.0%	
		2.1.B: % of middle school students absent 15 days or less	83.8%	85.9%	84.6%	87.0%	
		2.1.B: % of high school students absent 15 days or less	83.0%	84.1%	83.4%	85.0%	
	2.2: Encourage student and stakeholder involvement	2.2.A: % of families registered for SmartWeb	N/A	N/A	76.0%	80.0%	
		2.2.A: % of registered families utilizing SmartWeb	N/A	N/A	N/A	Baseline	
		2.2.B: # of website visits	N/A	N/A	61,000	62,200	
		2.2.B: # of survey respondents	N/A	N/A	N/A	Baseline	
		2.2.B: % of satisfied student survey responses	N/A	N/A	N/A	Baseline	
		2.2.B: % of satisfied parent survey responses	N/A	N/A	N/A	Baseline	
		2.2.B: % of satisfied staff survey responses	N/A	N/A	N/A	Baseline	

Goal Area #3	Performance Objective	Performance Measures	Actual			Target	Actual
			05/06	06/07	07/08	08/09	08/09
Organizational Effectiveness	3.1: Facilitate and monitor organizational processes	3.1.A: % of on-time bus arrival to school	N/A	N/A	N/A	98.0%	
		3.1.A: # of preventable accidents	23	23	24	20	
		3.1.B: % of system average SNP health and sanitation inspection scores	N/A	95%	99%	99.0%	
		3.1.B: % of breakfast participation	25%	26%	26%	26.0%	
		3.1.B: % of lunch participation	78%	79%	79%	79.0%	
		3.1.B: # of nutrition education experiences provided to students and stakeholders on a yearly basis.	N/A	N/A	N/A	Baseline	
		3.1.C: # of non-permanent classrooms in use	135	128	128	128	136
		3.1.C: Average response time for emergency maintenance work orders	N/A	N/A	N/A	Baseline	
		3.1.C: % of warehouse inventory variance	1%	1%	1%	1%	
		3.1.D: Average response time for technology support work orders	N/A	N/A	N/A	Baseline	
	3.1.D: Ratio of students-to-computers	N/A	N/A	4:1	3:1		
	3.2: Effective Personnel Processes	3.1.A: % of Title I highly qualified teachers	97.7%	99.7%	99.1%	100.0%	
		3.2.A: % of non-Title I highly qualified teachers	98.1%	99.5%	99.6%	100.0%	
		3.2.A: % of highly qualified paraprofessionals	100.0%	100.0%	100.0%	100.0%	
		3.2.A: # of instructional vacancies on the first day of school	N/A	3	5.0	5.0	6.5
		3.2.B: % of certified staff retention	91.7%	92.6%	93.1%	93.7%	
	3.2.B: % of classified workforce turnover	16.5%	11.5%	10.9%	10.0%		
	3.3: Maintain efficient financial processes	3.3.A: number of audit findings	0	0		0	
		3.3.A: % of direct classroom expenditures	65%	65%	65%	65.0%	
		3.3.A: % of next day warehouse deliveries	N/A	N/A	N/A	Baseline	
3.3.A: Average energy cost		N/A	N/A	N/A	Baseline		

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Goal Area #4	Performance Objective	Performance Measures	Actual			Target	Actual
			05/06	06/07	07/08	08/09	08/09
<b>Learning and Growth</b>	4.1: Provide valuable professional learning	4.1.A: % of satisfied professional learning responses on administrator survey	N/A	N/A	N/A	Baseline	
		4.1.B: % of system special education teachers trained in the co-teaching model	N/A	N/A	58.0%	78.0%	
		4.1.B: % of system general education teachers trained in the co-teaching model	N/A	N/A	32.0%	52.0%	
		4.1.B: % of ESOL teachers trained in the WIDA standards	N/A	N/A	100.0%	100.0%	
		4.1.B: % of general education teachers trained in the WIDA standards	N/A	N/A	N/A	Baseline	
		4.1.B: % of satisfied professional learning responses on certified staff survey	N/A	N/A	N/A	Baseline	
		4.1.C: % of satisfied professional learning responses on classified staff survey	N/A	N/A	N/A	Baseline	
	4.2: Enhance Continuous Improvement Processes	4.2.A: District accredited	N/A	N/A	N/A	Baseline	
		4.2.A: % of SACS accredited schools	100%	100.0%	100.0%	100.0%	
		4.2.A: Implementation of a district Balanced Scorecard	N/A	N/A	N/A	Baseline	
		4.2.A: % of schools with continuous improvement plans aligned with system goals	N/A	100%	100%	100.0%	
		4.2.A: % of schools with a central office Better Seeking Team member	N/A	N/A	N/A	Baseline	
		4.2.A: % of schools implementing a balanced scorecard (2009-2010)	N/A	N/A	N/A	100.0%	
		4.2.A: # of schools participating in a system Georgia Assessment of Performance of School Standards (GAPSS) Analysis	N/A	N/A	N/A	Baseline	
		4.2.A: Board recognitions					

Rating Scale:

0 - Baseline
1 - Met or exceeded target
2 - Maintained or progress towards target
3 - Regressed from target