

Long County School System Strategic Plan: Balanced Scorecard

Goal Area	Performance Objective	Performance Measure	Unit of Measure	Baseline 2009	Target/Actual		
					2010	2011	2012
1.0 High Academic Achievement	1.1 Improve Curriculum Mastery	GKIDS - Students Meeting/Exceeding	%				
		Kindergarten - GKIDS					
		ELA		76.2	81.2		
		Mathematics	79.6	86.1			
		CRCT - Students Meeting/Exceeding	%				
		Grade 1 Reading		93	92		
		ELA		85	87		
		Mathematics		88	84		
		Grade 2 Reading		95	96		
		ELA		86	93		
		Mathematics		88	91		
		Grade 3 Reading		92	93		
		ELA		90	90		
		Mathematics		80	82		
		Science		85	90		
		Social Studies		74	87		
		Grade 4 Reading		83	88		
		ELA		81	87		
		Mathematics		76	78		
		Science		73	91		
		Social Studies		64	76		
		Grade 5 Reading		87	92		
		ELA		90	89		
		Mathematics		77	79		
		Science		78	80		
		Social Studies		70	72		
		Grade 6 Reading		88	90		
		ELA		88	89		
		Mathematics		62	82		
		Science		74	80		
		Social Studies		n/a	71		
		Grade 7 Reading		85	89		
		ELA		86	91		
		Mathematics		81	78		
		Science		68	84		
		Social Studies		n/a	77		
		Grade 8 Reading		93	96		
		ELA	91	91			
		Mathematics	73	74			
		Science	73	70			
		Social Studies	67	67			
		EOCT - Students Meeting/Exceeding	%				
		Biology		54	55		
		Physical Science		62	72		
		Math II		n/a	38		
		Math I		n/a	60		
		Ninth Lit		70	84		
		American Lit		80	73		
		Economics		50	60		
		US History		41	22		
GHS GT - 1st Time Test takers Passing All Four Areas	%						
GHS GT	%						
ELA		88	84				
Mathematics		96	90				
Science		89	92				
Social Studies		84	59				
Writing Tests - Meeting or Exceeding	%						
5th Grade Writing Test		73	76				
Middle Grade Writing Test		59	68				
GHSWT		91	83				

		National Tests				
		SAT	Avg Score	1327	1290	
		ACT		17.2	16.1	
		AP - # of students taking one or more AP Courses		37	52	
		CRCT - SWD Meeting/Exceeding				
		Grade 1 Reading		75	82	
		ELA		71	79	
		Math		57	64	
		Grade 2 Reading		81	75	
		ELA		73	75	
		Math		77	76	
		Grade 3 Reading		95	93	
		ELA		50	46	
		Math		40	15	
		Science		69	58	
		Social Studies		55	46	
		Grade 4 Reading		36	N/A	
		ELA		36	N/A	
		Math		36	N/A	
		Science		45	N/A	
		Social Studies		18	N/A	
		Grade 5 Reading	%	N/A	60	
		ELA		N/A	50	
		Math		N/A	50	
		Science		N/A	50	
		Social Studies		N/A	N/A	
		Grade 6 Reading		53	54	
		ELA		33	33	
		Math		33	27	
		Science		40	40	
		Social Studies		33	27	
		Grade 7 Reading		N/A	40	
		ELA		N/A	40	
		Math		N/A	20	
		Science		N/A	30	
		Social Studies		N/A	10	
		Grade 8 Reading		86	85	
		ELA		64	70	
		Math		21	23	
		Science		21	23	
		Social Studies		28	39	
		EOCT - SWD % 70 or above				
		Biology		21	16	
		Physical Science		n/a	46	
		Geometry		n/a	n/a	
		Algebra 1		n/a	n/a	
		Ninth Lit		29	n/a	
		American Lit		50	57	
		Economics		n/a	n/a	
		US History		15	20	
		GHSGT - SWD meets/exceeds				
		ELA		59	62	
		Mathematics	%	88	42	
		Science		61	71	
		Social Studies		55	47	
		GAA - # participating		6	4	
		Writing Tests - SWD				
		5th Grade Writing Test		9	N/A	
		Middle Grade Writing Test	%	N/A	25	
		GHSWT		17	55	

1.2 Closing the Achievement GAP

1.3 Improving Completion Rate	Retentions	#				
	Kindergarten		40	27		
	1st		28	19		
	2nd		11	4		
	3rd		2	6		
	4th		2	0		
	5th		8	6		
	6th		3	0		
	7th		7	2		
	8th		16	7		
	9th		48	7		
	10th		39	4		
	11th		15	3		
	12th	5	0			
	Graduation Rate	%				
	All students		80.2	92.6		
	Black		73.8	92		
	White		83.3	93		
	Multiracial		n/a			
	SWD		63.6	75		
Econ Disadv	74.5		89.5			

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					2010	2011	2012	
2.1 Increase Parent/Community Engagement	Parental Involvement Participation in parent/teacher conferences	Smiley	% attending at least 1 activity	73%	76%			
		Walker		68%	72%			
		LCHS		32%	28%			
		Community/Business Partnerships		1	2			
		Volunteer Hours						
		SES		61	117			
		WMS		50	75			
		LCHS		28	35			
		Parental Involvement Activities	#					
		LCBOE		3	2			
		Smiley		17	21			
		Walker		10	15			
	LCHS		15	19				
	SWD Parent Survey	% returned		N/A				
	2.2 Increase Student Engagement	Students absent 10 days or more	Smiley	%	26	33.6		
			Walker		30.1	29.4		
			LCHS		47.4	32.9		
		Early Dismissals						
		Smiley		0	1			
		Walker		0	1			
		LCHS		0	1			
Extracurricular Participation in (# participating in one or more)		Walker	#					
		Clubs		125	140			
		Athletics		195	210			
		LCHS						
		Clubs		191	450			
		Athletics		164	169			
Disciplinary Tribunals								
Smiley			0	0				
Walker			4	9				
LCHS			7	7				
SWD			0	1				
ISS								
Smiley			173	177				
Walker			414	346				
LCHS			414	324				
OSS								
Smiley			18	18				
Walker			226	132				
LCHS		273	133					
SWD		14	38					
Alt School								
Walker/LCHS		6	29					
SWD		2	2					

STAR					
Grade 4		10	36		
Grade 5		25	18		
Grade 6		34	33		
Grade 7		77	37		
Grade 8		40	47		
Grade 9		26	14		
Grade 10		18	26		
Grade 11		5	4		
Grade 12		1	4		
School Days Saved	#	1498	940		
Returning students					
	WMS	#	29	22	
	LCHS	#	8	5	

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					2010	2011	2012
3.0 Organizational Effectiveness	3.1 Ensure Effective and Efficient Operational Processes	School Nutrition Program	Survey Rating				
		School Lunch Participation Rate	%	82	83		
		School Breakfast Participation Rate	%	59	65		
		Food Services Cost	Plate cost				
			Breakfast	\$1.47	\$1.35		
			Lunch	\$1.92	\$2.24		
		School Nutrition Budget	Fund Bal	\$344,710.00	\$374,445.00		
		SACS Accredited Schools	%	100	100		
		GAC Accredited Schools	%	100	100		
	3.2 Effective Financial Processes	Audit Results	# Findings	1	0		
		Workers Compensation					
		Paid Claims	#	15	12		
		T & E	%	37.83	35.59		
	Ending Fund Equity	\$	\$2,322,909	\$1,382,285			
	Instructional Cost (% of total cost)	%	62%	60%			
	3.3 Improve Instructional Programs	Teacher Participation in at least one PL	%	91%	90%		
Admin/Support Personnel in at least one PL		%	100%	100%			
% Scientifically Based		%	80%	85%			
Teachers Making Adequate Progress to meet Remediation Goals (HiQ)	%	100%	98%				

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					2010	2011	2012
4.0 Organizational Culture/Professional Growth	4.1 Build a Positive Organizational Culture	Employee Attendance	Avg # Sick				
		Administrators	Days	4.47	6.21		
		Teachers		9.44	8.74		
		ParaProfessionals		9.76	10.58		
		Lunchroom		9.43	9.23		
		Bus Drivers		5.42	9.34		
		Maintenance/Custodial		10.56	13.68		
	4.2 Develop a Competent, Accountable Work Force	Teacher Induction	%	100%	100%		
		Highly Qualified Teachers	%				
		Smiley		100%	100%		
		Walker		94%	98.80%		
		LCHS		98%	98.80%		
		Staff Retention Rate	%				
		Smiley		83.50%	85.94%		
		Walker		78.60%	89.06%		
		LCHS		81.60%	79.55%		