

DEKALB COUNTY SCHOOL DISTRICT

2024–2029 STRATEGIC PLAN BALANCED SCORECARD

Baseline-to-Actual Progress and Growth Toward Our 2029 Goals

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DeKalb County
School District

Goal and Metric Alignment

Prior Reporting Difference		Official Metric
2.1: Social media likes/subscribers	→	Thought Exchange response rate
2.3: Omitted from prior reporting	→	Communications audit improvement
3.1: Previously shown as 93%	→	Classified fill rate 90%
3.3: SRO and bus driver shown as 100%	→	Critical-role retention 90%
4.1: Dashboard/presentation mismatch	→	Climate rating 71%
4.4: Previously reframed as 100% employees	→	Schools with trained staff +50%
5.4: Previously shown as 152 staff	→	100% of staff complete module
6.1A: Reframed as assessment count	→	Facilities in good condition/repair
6.1B: Reframed as Net 30 payment rate	→	Administrative costs -10%

PROGRESS TOWARD 2029 GOALS (SNAPSHOT)

Goal Area	Performance Objective	Progress toward 2029 goal	Distance remaining	Status
1 · Academic Success	ELA EOG Proficiency	30.9% of a 47% goal	16.1 pts	Target Not Yet Met
2 · Engagement	Community Partners	56 of 72 (78%)	16 partners	Target Met
3 · Talent	Certified Position Fill Rate	98.6% of a 99% goal	0.4 pts	Improvement but Target Not Yet Met
4 · Culture & Climate	Chronic Absenteeism	26.4% vs. 24.5% goal	1.9 pts	Target Met
5 · Mental Health	Student Safe Centers	8 of 20 (40%)	12 centers	Target Not Yet Met
6 · Org. Excellence	On-Time Bus Arrival	94% of a 95% goal	1 pt	Improvement but Target Not Yet Met

SIX GOAL AREAS, ONE DISTRICT-WIDE SCORECARD

- 1 Student Academic Success with Equity and Access
- 2 School, Family, and Community Engagement
- 3 Recruit, Develop, and Retain Talent
- 4 Culture and Climate
- 5 Mental Health and Wellness
- 6 Organizational Excellence

READING THE STATUS FLAGS

Target Met

The 2025 (or most recent) actual met or exceeded the target.

Improvement, Target Not Met

Actual improved on baseline but fell short of target.

Target Not Met

Actual did not improve enough to meet the target.

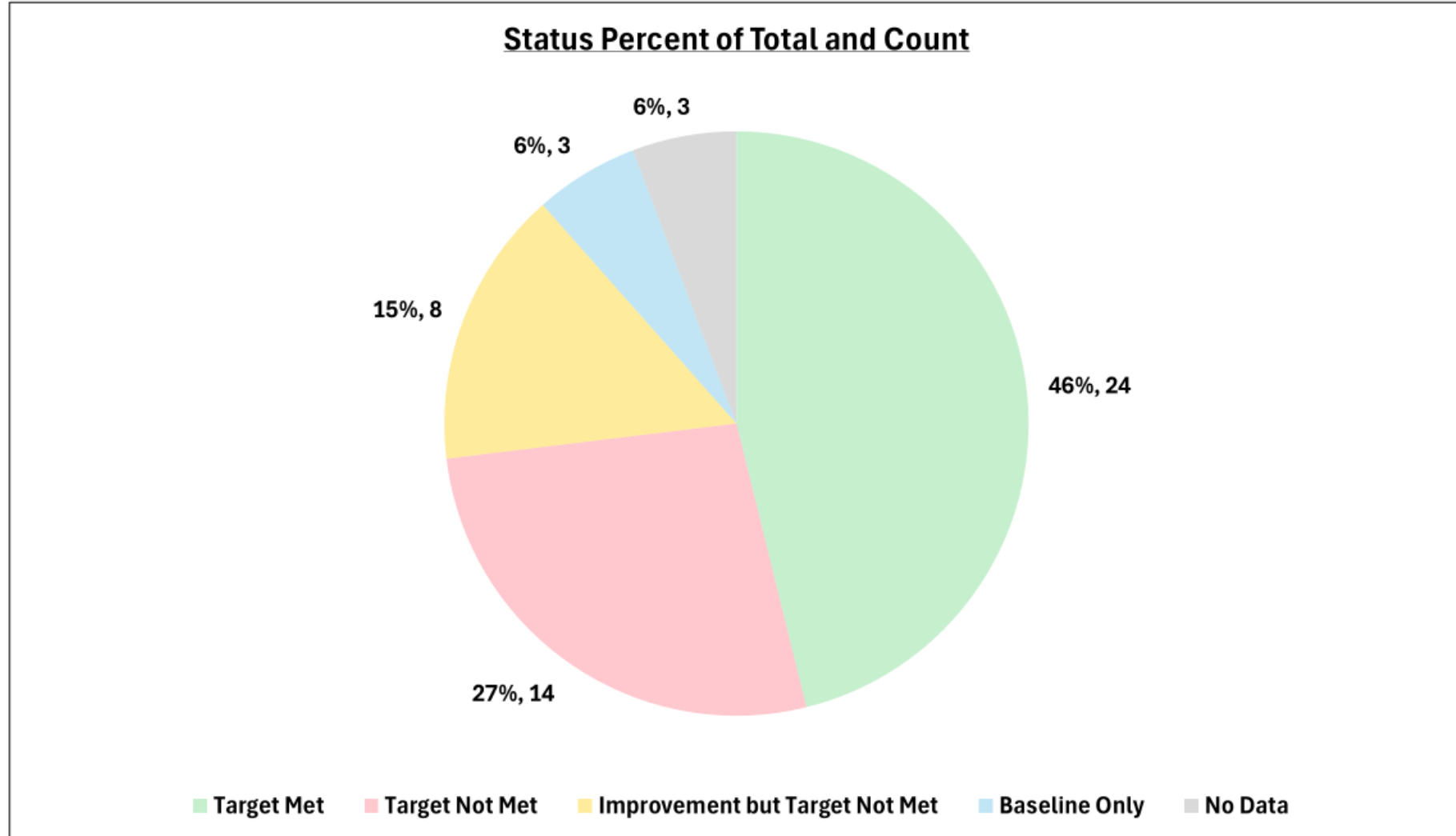
Baseline / Planning Year

2025 established the baseline; targets begin in 2026.

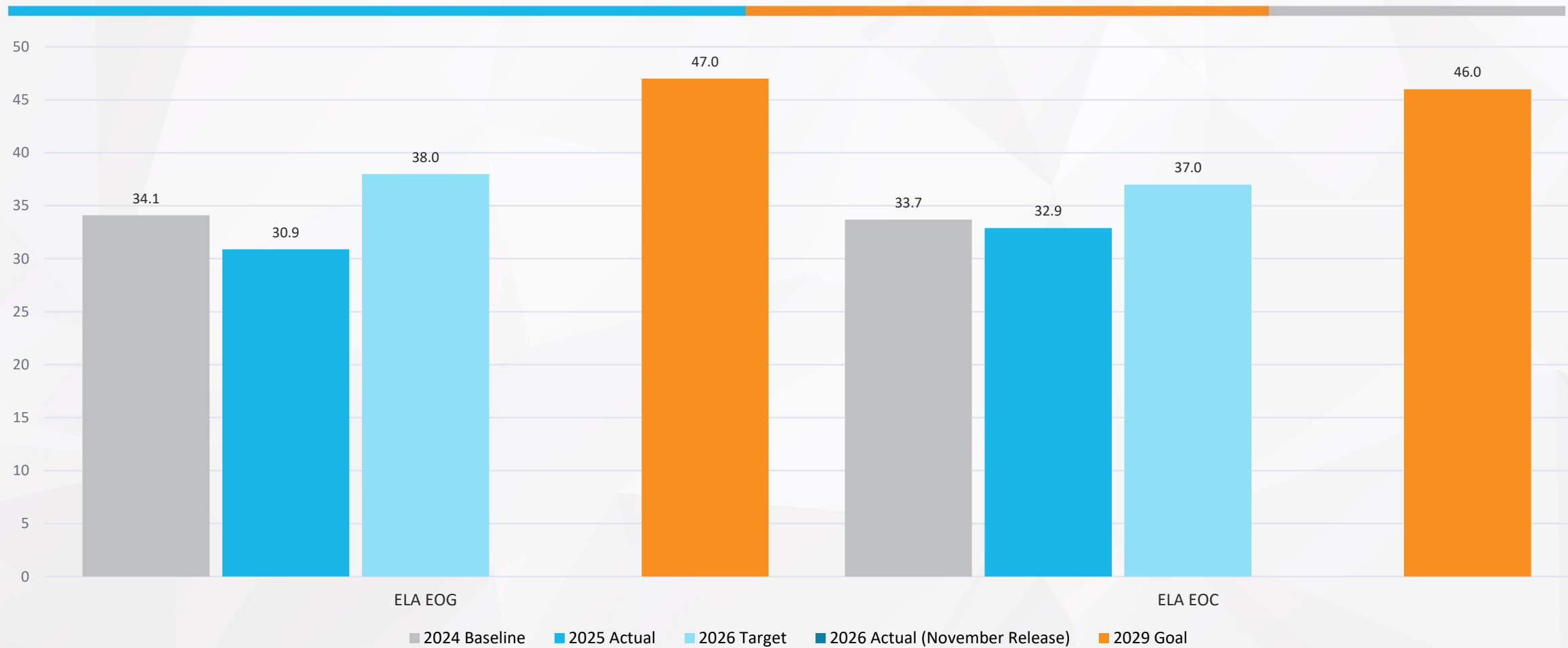
This report tracks 52 key performance indicators against 2024 baselines and 2029 goals. The following pages highlight headline indicators showing baseline-to-actual growth in each goal area.

Goal & Performance Objective	1.1	1.1	1.2	1.2	1.3	1.3	1.4	1.5	1.5	1.5	1.5	1.5	1.5	1.6	1.6	Additional Information
Target Status	2025	2025	2026	2026	2025	2025	2025	2025	2025	Baseline 2025	2025	2025	2025	2026	Baseline 2026	The 2026 data are not yet released for 1.1, 1.3, 1.4, and 1.5 (Milestones, Graduation Rate, or CCRPI). The 2025 or 2026 school year was the baseline data for one of the 1.5 and 1.6 objectives.
Goal & Performance Objective	2.1	2.2	2.3	2.4	2.4											
Target Status	2026	2026	No Data	2026	2026											There is no data accessible for 2.3.
Goal & Performance Objective	3.1	3.1	3.2	3.2	3.2	3.3	3.3	3.3	3.3	3.3	3.4					
Target Status	2026	2026	2026	2026	2026	2026	2026	2026	2026	2026	2026					
Goal & Performance Objective	4.1	4.1	4.1	4.2	4.2	4.3	4.4									
Target Status	2026	2026	2025	2026	2026	2025	2026									The 2026 data are not yet available for one of the 4.1 objectives (Climate Star) or for the 4.3 objective (Chronic Absenteeism).
Goal & Performance Objective	5.1	5.1	5.2	5.3	5.4											
Target Status	2026	2026	No Data	2026	No Data											The 2026 data has not yet been received from Human Resources for 5.2. The 2026 data turned in by Human Resources for 5.4 was not 2026, it was current 2027 data.
Goal & Performance Objective	6.1	6.1	6.1	6.2	6.3	6.4	6.4	6.5	6.5							
Target Status	2026	Baseline 2026	2026	2026	2026	2026	2026	2025	2025							The 2026 school year was the baseline data for one of the 6.1 objectives. The 2026 data are not yet available for either 6.5 objectives (Audit Designation and Undesignated Fund Balance).

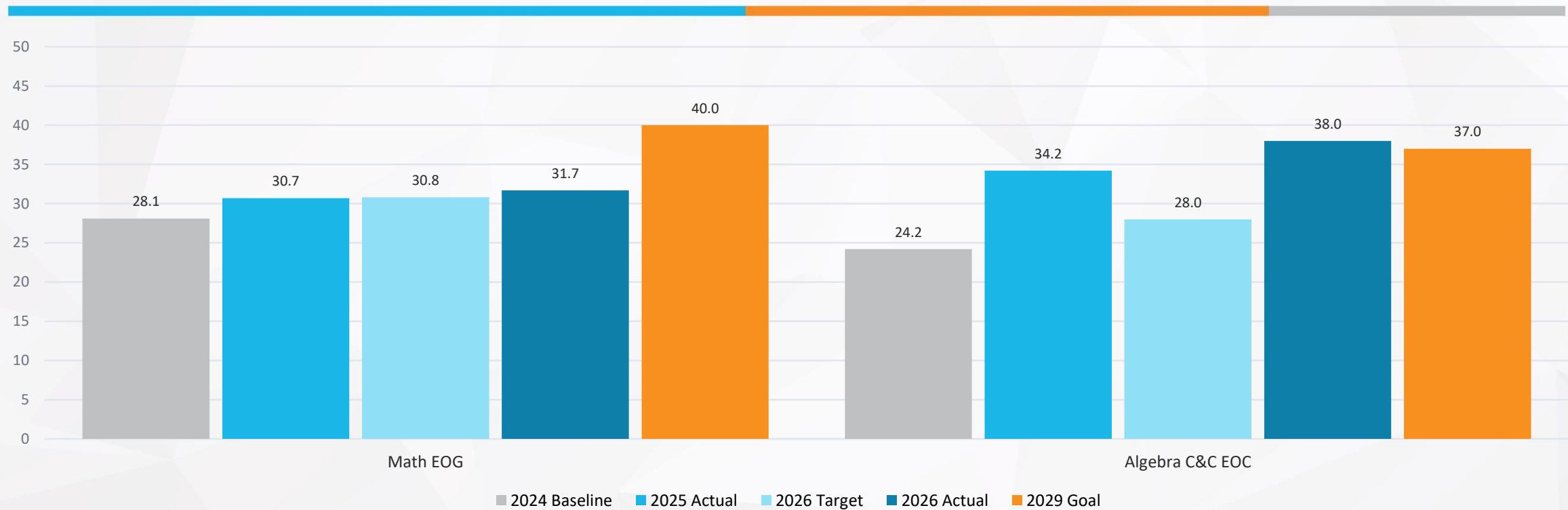
Goals 1-6: Performance Objectives Status Summary



ELA PROFICIENCY: BASELINE THROUGH 2026



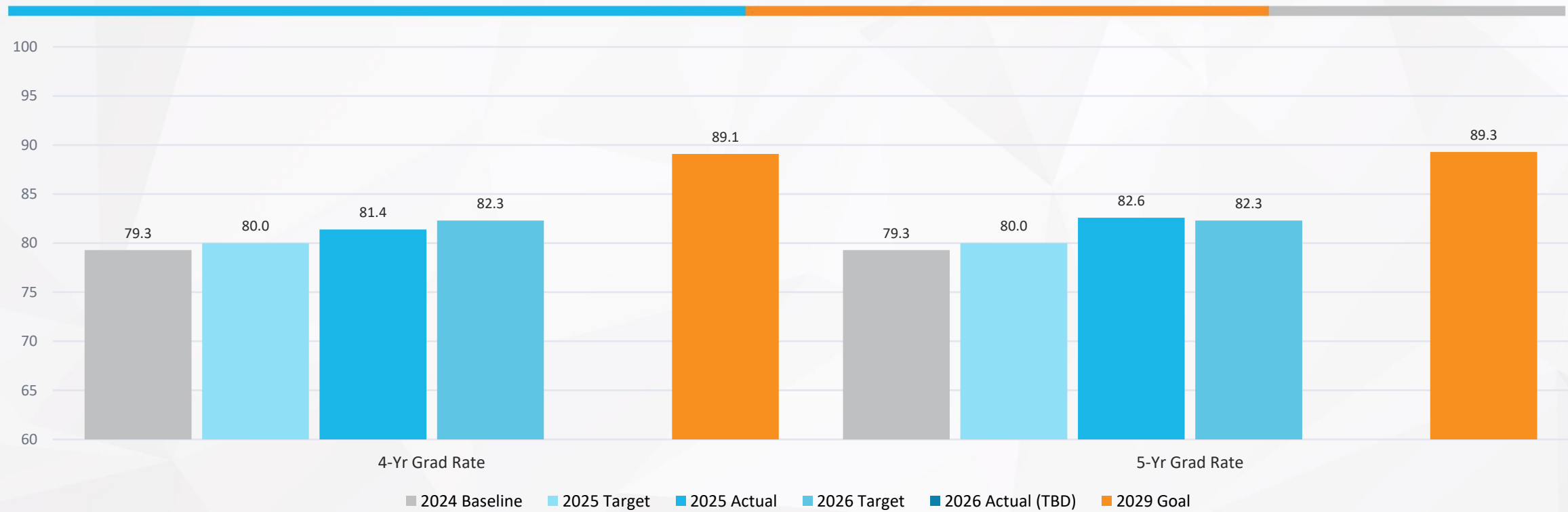
MATHEMATICS: PROFICIENCY THROUGH 2026



vs. 2026 Target — points ahead (+) or behind (–): Math EOG +0.9 | Algebra C&C EOC +10.0

Strength: Both math measures beat their 2026 targets — Math EOG at 31.7% (+0.9) and Algebra C&C EOC at 38.0% (+10.0), which already exceeds its 37% 2029 goal by a full point. **Watch:** Math EOG still has 8.3 points to close to the 40% 2029 goal — about 2.8 points a year, roughly triple the 1.0-point gain posted in 2026.

GRADUATION RATE: BASELINE THROUGH 2026



STUDENT GROWTH (CCRPI SGP)

Growth and proficiency answer two different questions — and neither one is a CCRPI score.

PROFICIENCY — “Did students reach grade-level standards?”

The percent of students scoring Proficient or Distinguished on Georgia Milestones. Our scorecard proficiency targets (for example, ELA EOG 47% by 2029) are set on that percentage.

GROWTH — “How much did students improve from their own starting point?”

Reported as the CCRPI Student Growth Percentile (SGP). Our scorecard measure is the percent of students exceeding the 40th-percentile annual growth mark — not a CCRPI point total.

Avoiding confusion with CCRPI targets

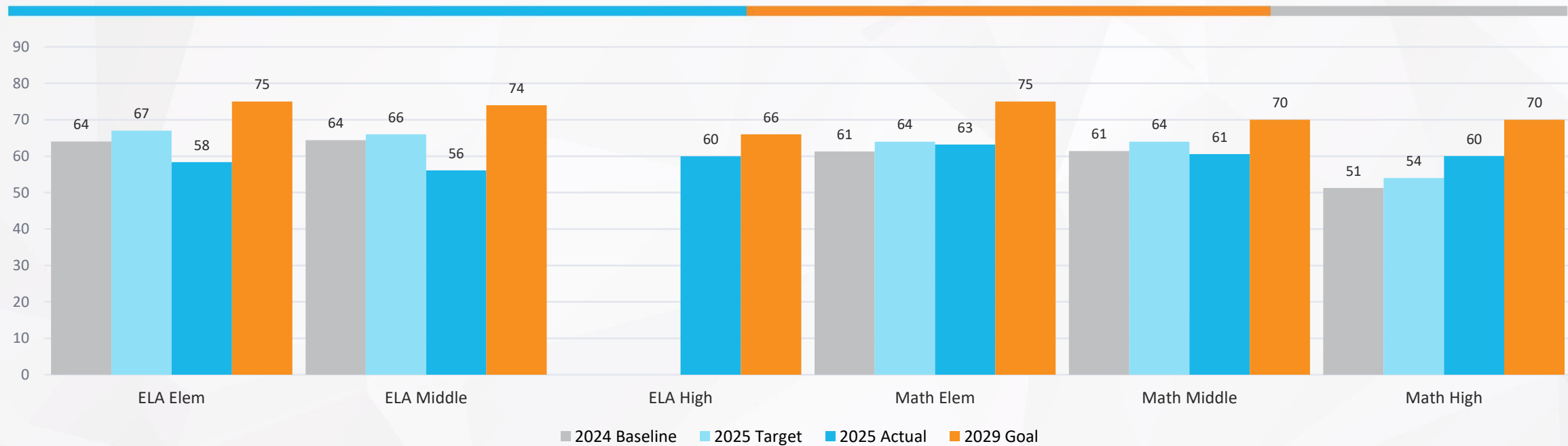
CCRPI is a separate school rating; growth is only one component within it, so a CCRPI target is not the same as our growth target.

A school can be low in proficiency yet strong in growth, or the reverse — the two must be read side by side.

Growth credits improvement from different starting points; proficiency shows absolute mastery of grade-level content.

The Board needs both to judge progress toward 2029.

STUDENT GROWTH (CCRPI SGP)



% of students exceeding 40th-percentile annual growth (CCRPI SGP). ELA High is a new metric not available in 2024 — no 2024 baseline or 2025 target was set (2026 Target: 62.0%).

vs. 2025 Target: ELA Elem -8.6 | ELA Middle -9.9 | ELA High n/a | Math Elem -0.8 | Math Middle -3.4 | Math High +6.1

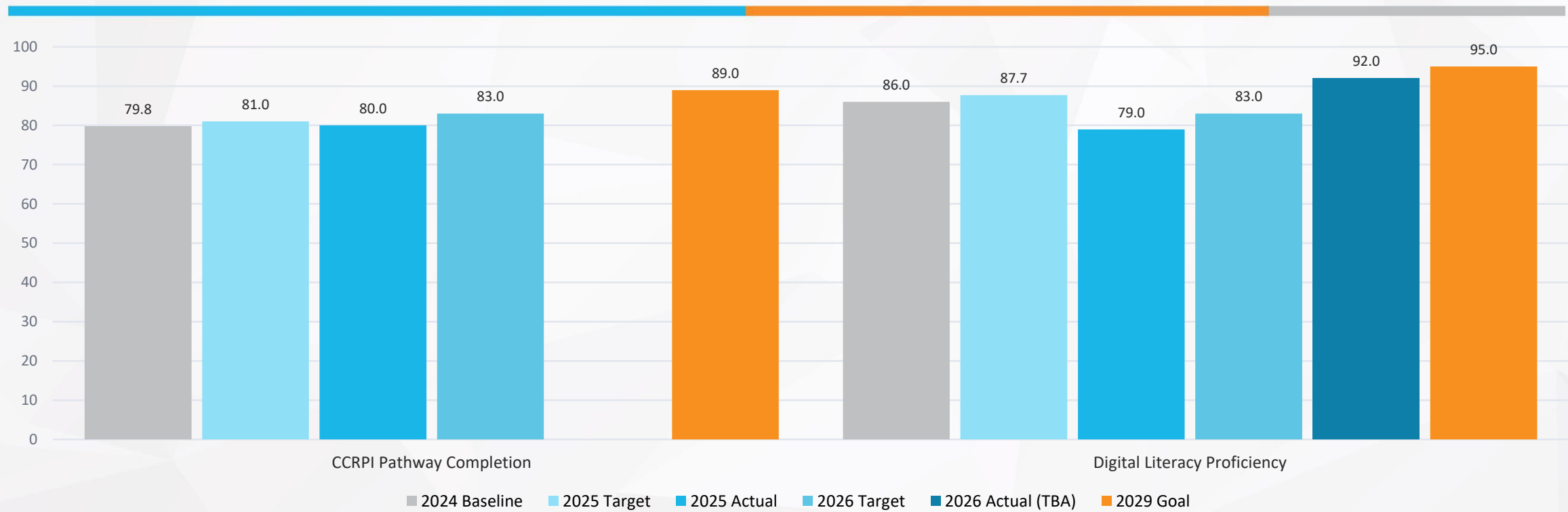
92.0%

Digital Literacy (Goal 1.6) — Teacher Digital Integration, Ignite U TICs
2024: 86.0% → 2025: 79.0% → 2026: 92.0% → 2029 Goal: 95.0%

2026 Target: 83.0% → Actual: 92.0%
(+9.0 pts)

Target Met (2026)

CCRPI PATHWAY COMPLETION & DIGITAL LITERACY



vs. 2026 Target — points ahead (+) or behind (–): Digital Literacy Proficiency +9.0 | CCRPI Pathway Completion: 2026 actual TBA

Strength: Digital literacy proficiency rebounded from 79.0% in 2025 to 92.0% in 2026, clearing its 83.0% target by 9.0 points and closing to within 3.0 points of the 95.0% 2029 goal. Pathway completion stands at 80.0% against an 83.0% target for 2026, with that actual still to be announced.

SCHOOL, FAMILY, AND COMMUNITY ENGAGEMENT



Data note: legacy ThoughtExchange survey participation is no longer tracked (platform access ended); Social Media Reach replaces it as the primary engagement indicator for this goal. Translations are scheduled on an as needed basis.

ENGAGEMENT: RESPONSE RATES AND TRANSLATIONS

ThoughtExchange Response Rates

9,000

2025 Actual — Target Met

2024 Baseline: 7,000

2025 Target: 7,336 → Actual: 9,000
(+1,664, exceeded)

2029 Goal: 10,800

Target Met

Translations (Documents Translated)

2,792

2026 Actual — Target Not Met

2025 Actual: 3,425

2026 Target: 3,511 → Actual: 2,792
(-719)

2029 Goal: 3,768

Target Not Met

Data note: legacy ThoughtExchange survey participation is no longer tracked (platform access ended); Social Media Reach replaces it as the primary engagement indicator for this goal. Translations are scheduled on an as needed basis.

RECRUIT, DEVELOP, AND RETAIN TALENT

Certified Position Fill Rate

98.6%

2026 Actual — Target Met

2025 Baseline: 84%
2026 Target: 88% → Actual: 98.6%
(+10.6 pts)

2029 Goal: 99%

Target Met

Classified Position Fill Rate

90.7%

2026 Actual — Target Met

2025 Baseline: 87%
2026 Target: 88% → Actual: 90.7%
(+2.7 pts)

2029 Goal: 90%

Target Met

Teacher Retention Rate

92%

2025 Baseline established

2025 Baseline: 84%
2026 Target: 87.5% → Actual: 92%

2029 Goal: 97%

Target Met

Career Pathway Programs for Staff

4

2026 Actual — Target Met

2025 Baseline: 1
2026 Target: 2 → Actual: 4
(+2, exceeded)

2029 Goal: 8

Target Met

2025 was a baseline-setting year for talent metrics; fill-rate and pathway-program targets are already being exceeded in 2026. Evaluation exemplary-score rates (TKES/LKES/DKES) and retention rates for paraprofessionals, SROs, nurses, and bus drivers also established 2025 baselines and begin formal target tracking as 2026 data is finalized.

TKES, LKES, AND DKES EXEMPLARY SCORES

TKES Exemplary Scores

2.8%

2026 Actual — Target Not Met

2025 Actual: 3.7%

2026 Target: 8.7% → Actual: 2.8%
(-5.9 points)

2029 Goal: 23.7%

Target Not Met

LKES Exemplary Scores

4.0%

2026 Actual — Target Not Met

2025 Actual: 5.0%

2026 Target: 10.0% → Actual: 4.0%
(-6.0 points)

2029 Goal: 25.0%

Target Not Met

DKES Exemplary Scores

5.7%

2026 Actual — Target Not Met

2025 Actual: 5.0%

2026 Target: 10.0% → Actual: 5.7%
(-4.3 points)

2029 Goal: 25.0%

Target Not Met

RETAIN HIGHLY EFFECTIVE STAFF RETENTION RATES

Paraprofessional Retention

82.0%

2026 Actual — Target Not Met

2025 Actual: 88.0%

2026 Target: 88.25% → Actual:
82.0%
(-6.25 points)

2029 Goal: 90.0%

Target Not Met

SRO Retention

98.0%

2026 Actual — Target Not Met

2025 Actual: 99.0%

2026 Target: 99.25% → Actual:
98.0%
(-1.25 points)

2029 Goal: 100.0%

Target Not Met

Nurse Retention

93.0%

2026 Actual — Target Met

2025 Actual: 87.0%

2026 Target: 87.5% → Actual:
93.0%
(+5.5 points)

2029 Goal: 90.0%

Target Met

Bus Driver Retention

94.0%

2026 Actual — Target Not Met

2025 Actual: 99.0%

2026 Target: 99.25% → Actual:
94.0%
(-5.25 points)

2029 Goal: 100.0%

Target Not Met

CULTURE AND CLIMATE

Disciplinary Incidents (District Total)

22,566

2026 Actual — Target Met (lower is better)

2024: 24,785

2025: 23,686

**2026 Target: 23,341 → Actual: 22,566
(-775, better)**

2029 Goal: 22,306

Target Met

Restorative Practices Implementation

100%

2026 Actual — 2029 goal achieved early

2024: 0%

2025: 91%

**2026 Target: 94% → Actual: 100%
(+6 pts)**

2029 Goal: 100%

Goal Achieved

PBIS Implementation

58%

2026 Actual — Target Met

2024: 31.7%

2025: 35.2%

**2026 Target: 45% → Actual: 58%
(+13 pts)**

2029 Goal: 75%

Target Met

Chronic Absenteeism Rate

26.4%

2025 Actual — Target Met (lower is better)

2024: 29.5%

**2025 Target: 27.9% → Actual: 26.4%
(-1.5 pts, better)**

2029 Goal: 24.5%

Target Met

Watch: Bullying-related disciplinary incidents rose to 449 (2025, target 411) and stayed high at 448 (2026, target 403) — about 45 above target and the one climate metric trending the wrong direction.

BULLYING, CLIMATE RATINGS & DE-ESCALATION TRAINING

Disciplinary Bullying Count (District Total)

448

2026 Actual — Target Not Met (lower is better)

2024 Baseline: 419

2025: 449

**2026 Target: 403 → Actual: 448
(+45, worse)**

2029 Goal: 377

Target Not Met

4 and 5 Star Climate Ratings (Schools Rated)

TBD

2026 Actual — Pending Release

2024 Baseline: 33.1%

2025: 38.7%

2026 Target: 52% → Actual: TBD

2029 Goal: 71%

Pending

De-escalation & Crisis Intervention Training

99%

2026 Actual — Target Met

2024 Baseline: 0%

2025: 63%

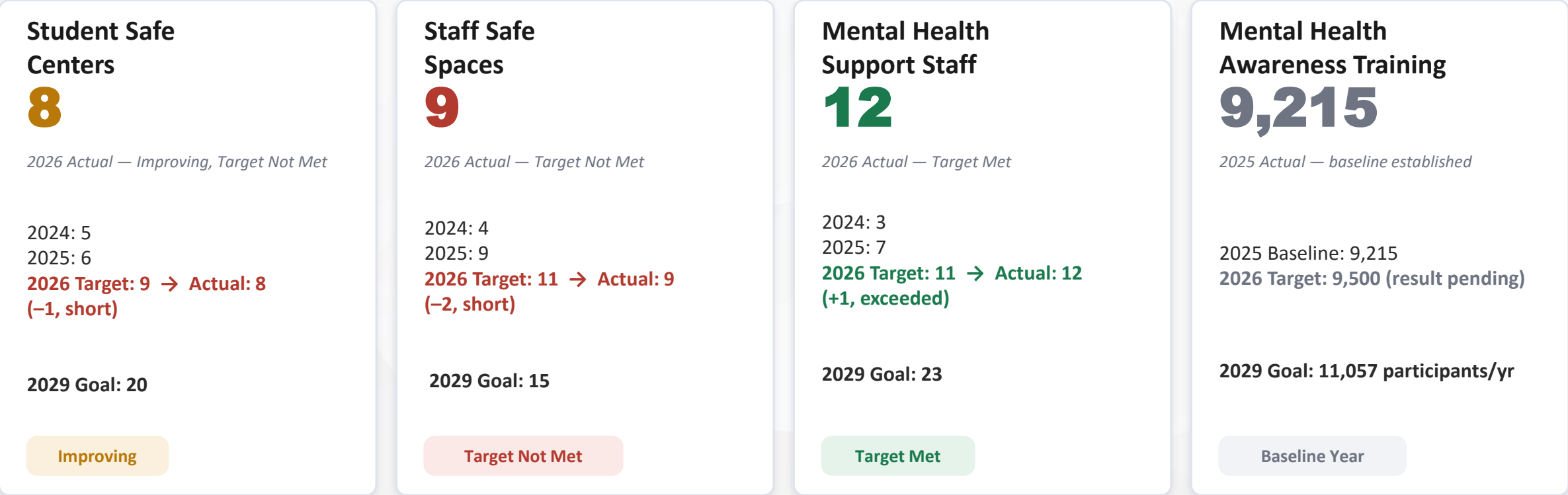
**2026 Target: 72% → Actual: 98%
(+27 pts)**

2029 Goal: 100%

Target Met

Watch: Bullying counts rose from the 419 baseline to 449 in 2025 and remain at 448 in 2026 — 45 above the 403 target and 71 above the 377 goal for 2029. Climate ratings improved to 38.7% in 2025 from a 33.1% baseline; the 2026 result is pending against a 52% target. De-escalation training reached 99% against a 72% target, near the 100% goal.

MENTAL HEALTH AND WELLNESS



Growth continues district-wide across mental health infrastructure and staffing; student and staff safe-space expansion needs to accelerate to close a 1–2 unit gap and reach 2029 goals on pace.

ORGANIZATIONAL EXCELLENCE

On-Time Bus Arrival

94%

2026 Actual — Target Met

2024: 88%
2025: 90%

2026 Target: 93% → Actual: 94% (+1 pt)

2029 Goal: 95%

Target Met

School Lunch Participation

68.0%

2026 Actual

2024: 57.2%
2025: 63.3%
2026: 68.0%

2026 Target: 64.9% → Actual: 68.0% (+3.1 pts)

2029 Goal: 69.6%

Target Met (2025)

Critical Technology Uptime

97.4%

2026 Actual — Target Met

2024: 97%
2025: 96%

2026 Target: 97% → Actual: 97.4% (+0.4 pts)

2029 Goal: 100%

Target Met

Staff & Student Device Count

100%

2025 & 2026 Actual — Target Met

2024: 100%
2025: 100%

2026 Target: 100% → Actual: 100% (met exactly)

2029 Goal: 100%

Target Met

FACILITIES: ASSESSMENT, COST & WORK ORDERS

School Facility Assessment Rating

100%

2026 Actual — Complete

2024 Baseline: Planning
2025: Assessment Tool and Protocol
Developed
2026 Target: N/A → Actual: 100%

2029 Goal: 100%

Complete

Construction Overhead Admin. Cost (Net 30)

91%

2026 Actual — Progressing

2024 Baseline: Developed Workflows
2025: Refined Workflows
2026 Target: N/A → Actual: 91%

2029 Goal: 95%

In Progress

Work Order Completion Time

20 days

2026 Actual — Target Met

2024 Baseline: 36 days
2025: 34 days
2026 Target: 30 days → Actual: 20 days
(–10 days)

2029 Goal: 4 days

Target Met

AUDIT DESIGNATION & FUND BALANCE RESERVE

Low Risk Audit Designation

High

2025 Actual — Target Not Met (lower is better)

2024 Baseline: Moderate

2025 Target: Moderate

2025 Actual: High

2026 Target: low → Actual: March

2027 Release

2029 Goal: 1

Target Not Met

Undesignated Fund Balance Reserve

22.7%

2026 Actual — Target Met (higher is better)

2024 Baseline: 21.8%

2025: 20.2%

2026 Target: ≥15% → Actual: 22.7% (at the floor)

2029 Goal: ≥15%

Target Met

AREAS OF STRENGTH

- ✓ Both graduation-rate measures exceeded target — 4-year at 81.4% and 5-year at 82.6%, each up more than 2 points from baseline.
- ✓ Math proficiency grew on both the EOG (28.1% → 30.7%) and Algebra C&C EOC (24.2% → 32.2%), meeting both 2025 targets.
- ✓ De-escalation and crisis intervention training reached 99% in 2026 from a 0% baseline, all but closing the 100% 2029 goal.
- ✓ Restorative Practices reached 100% of schools and community partnerships more than quintupled, from 10 at baseline to 56 in 2026.
- ✓ Nurse retention climbed to 93%, clearing both the 87.5% target and the 90% 2029 goal; certified and classified fill rates topped 90%.
- ✓ Facility assessment protocol is complete at 100%, construction overhead admin. cost (Net 30) is at 91%, and audit findings are not yet available.

AREAS FOR FOCUS

- ▲ ELA proficiency declined on both the EOG (34.1% → 30.9%) and Literature & Composition II EOC (33.7% → 32.9%), missing 2025 targets.
- ▲ Student academic growth (CCRPI SGP) in ELA Elementary and ELA Middle fell below baseline and target — the widest gaps on the scorecard.
- ▲ Bullying-related disciplinary incidents rose from 419 to 449 (2025) and remained elevated at 448 (2026), against a declining target.
- ▲ Three retention rates missed target: paraprofessional 82.0%, SRO 98.0%, and bus driver 94.0%, each short of a 99%+ standard for 2029.
- ▲ Audit findings moved further from goal, 2 to 3 against a target of 2, while the fund balance reserve now sits exactly at its 15% floor.

MOVING FORWARD

NEXT STEPS

- 1 Continue monthly Strategic Plan Accountability Framework (SPAF) workshops and SPAF Report with divisional data contacts.
- 2 Launch targeted literacy interventions to address declining ELA proficiency and growth measures.
- 3 Build retention plans for paraprofessionals, SROs, and bus drivers, and confirm the 2026 climate rating once it posts.
- 4 Direct Operations to raise work order completion from 20% and sustain the completed facility assessment protocol.
- 5 Report the reserve against the 15% floor each cycle and confirm corrective actions behind the audit findings ahead of the FY27 budget.

Questions and discussion • Data Contact: Division of Research, Data & Evaluation