

STRATEGIC PLAN 2015-2020

2019-2020 IMPLEMENTATION PLAN



SUPERINTENDENT

AND

WALTON COUNTY SCHOOL BOARD

SCHOOL BOARD MEMBERS

Gail Smith
District 1

Kim Kirby
District 2

William (Bill) Eddins
District 3
Board Chairperson

Marsha Winegarner
District 4
Board Vice Chairperson

Jason Catalano
District 5

A. RUSSELL HUGHES
SUPERINTENDENT OF SCHOOLS

VISION, MISSION, AND CORE BELIEFS

VISION

Walton District Schools will improve our ranking in student achievement or district grades by one or more ranking positions in either category until we reach #1 ranking in both.

MISSION

Preparing the whole child for a life of success.

CORE BELIEFS

- **Public education is the foundation of our democracy.**
- **All students have the right to a high-quality public education.**
- **Securing and allocating adequate resources according to the needs of each student is a critical responsibility.**
- All students- regardless of race, ethnicity, or socio-economic status- are learners and can graduate prepared for college, career, and life.
- Each child is unique and learns in different ways and requires varying amounts of time and support.
- There must be ongoing involvement and collaboration among students, staff, parents and community.
- High-quality, effective teaching lies at the center of improved student learning.
- Instruction must be based in research, driven by data and best knowledge of each student.
- Increased performance results from high expectations of students, staff, parents and community.
- Learning is an active, natural process that should be dynamic and personal.
- A safe and risk-free environment allows students to learn without fear.
- Students deserve to be treated with respect, dignity, and care.
- Education is lifelong learning and learning for life.
- Teachers learn from students and should laugh with them.
- Embracing our community's diversity and using it to enhance the educational environment is vital to preparing students for their future.
- Timely and meaningful feedback is an important component of educational success.

Board Champions

Upon School Board approval, Board members and Executive Cabinet members will collaborate with district departments to obtain feedback, seek guidance and receive and provide support. Board members will engage with selected departments and champion related Strategic Plan Goals.



**School Board
Chairperson –
Kim Kirby
District 2
Human Resources**



**School Board Vice
Chairperson –
William (Bill) Eddins
District 3
Facilities and Transportation**



**School Board Member –
Gail Smith
District 1
School & Leadership
Development**



**School Board Member –
Marsha Winegarner
District 4
Curriculum & Instruction
and Technology**



**School Board Member –
Jason Catalano
District 5
Finance**

Curriculum & Instruction – Crystal Appel
Facilities – Jill Smith and Transportation – Tripp Hope
Finance – Stephanie Hofheinz
Human Resources – Sonya Alford
Safety – Charlie Morse
School and Leadership Development – Jennifer Hawthorne
Technology and Student Information System – Henry Martin

Superintendent's Message



Our vision is to be recognized among the top school districts in the state of Florida and the nation. For the past two years we have improved our rankings in student achievement AND school and district accountability. Currently, the District is ranked 7th in the state compared to all 67 counties. This kind of success is only possible through the collaborative effort of the Walton County School Board, WCSD personnel, students, parents, business partners and the community.

I continue to be amazed at the academic and extracurricular success our students experience each year due to the guidance and expertise of every educator in our district. The focus of an EPIC mindset and Planning on Purpose, contributes to improved performance and excellence at making a difference in the lives of our children.

Respectfully,

A. Russell Hughes

The accomplishments we share and the goals we champion

Who we are and what we have achieved shows the hard work of our students, parents, teachers, administrators, district staff, and the support of the Walton County School Board and community.

Walton County is the fastest growing county in the state of Florida and the sixth fastest growing county in the Nation gaining 3,000 new residents in the past year.

[2018 US Census Bureau Report](#)


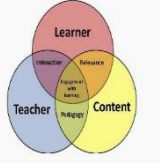



During the 2018-2019 school year our student enrollment surpassed 10,000 students, and we continue to grow.

Walton County School District Grade Rankings
2017-2018 vs. 2018-19

Grading Component	2017-18 District Grade Score (Percent Meeting Criteria)	2018-19 District Grade Score (Percent Meeting Criteria)	Comparison % Difference	2017-2018 Ranking Position	2018-2019 Ranking Position	Comparison Position Difference
ELA	62	64	+2	10/67	7/67	+3
ELA Gains	54	59	+5	21/67	3/67	+18
ELA Low 25 Gains	44	47	+3	30/67	14/67	+16
Math	67	67	0	9/67	9/67	0
Math Gains	58	60	+2	20/67	16/67	+4
Math Low 25 Gains	52	53	+1	7/67	5/67	+2
Science	67	69	+2	10/67	4/67	+6
Social Studies	80	82	+2	4/67	4/67	0
Middle School Acceleration	71	77	+6	24/67	15/67	+9
College & Career (High School Acceleration)	57	65	+8	31/67	21/67	+10
Graduation	82	87	+5	29/67	29/67	0
Total Points	694/1100 = 63.09(A)	730/1100 = 66.36(A)		District Rank 11	District Rank 7	

- FSA– Overall Rank – 8th in the state of Florida
- District Grade – Overall Rank – 7th in the state of Florida

2015-2020 Strategic Plan Goals

Theme		Statement
	Goal 1 – Highest Student Achievement	WCSD is dedicated to increase achievement for each child by ensuring access to rigorous programs, addressing diverse educational needs, and providing access to technology and digital curriculum.
	Goal 2 – Standards-Based Curriculum and Instruction	WCSD is determined to implement a comprehensive curriculum driven by Florida Standards and other standards established by the Florida Department of Education and implemented through research-based instructional best practices.
	Goal 3 – Effective Communication	WCSD and its schools are committed to effectively communicating with all stakeholders through various media to promote collaboration, parent involvement, and community partnerships.
	Goal 4 – Quality, Equitable, Efficient Services	Goal 4 creates the standard for maintaining high levels of effectiveness, efficiency, and equity in operations to support student achievement.
	Goal 5 – Safe and Secure Schools	Walton County School Board, Superintendent, Administrators and Staff are committed to maintaining safe and secure schools to enhance the learning environment for students and staff.

Walton County School District													
School Grade Stanines When Compared to All Other Schools in Florida													
School Type	Year	Achievement				Learning Gains			Accel		Grad Rate	Total Pct	
		ELA	Math	Science	SS	ELA	ELA LPQ	Math	Math LPQ	College			Middle
High	2016-17	6	8	9	6	8	8	9	8	5		5	8
	2017-18	6	9	8	8	5	5	8	8	5		6	7
	2018-19	7	8	8	8	9	9	8	9	6		6	8
Middle	2016-17	7	7	7	8	8	6	7	7		5		8
	2017-18	8	7	7	8	8	7	5	7		7		8
	2018-19	8	7	8	8	8	6	5	8		6		8
Elementary	2016-17	7	7	4		3	3	4	3				5
	2017-18	7	6	6		5	4	4	5				5
	2018-19	7	6	7		8	8	5	5				7

2019-2020 Strategic Plan Focus for Achieving our Vision and Mission:

Close the achievement gap by at least 3% for ALL students in ELA, Math, Science and Social Studies.

Stanine	
Top 4%	9
Next 7%	8
Next 12%	7
Next 17%	6
Middle 20%	5
Next 17%	4
Next 12%	3
Next 7%	2
Lowest 4%	1

Walton County School District

SMART Objectives

Goal 1 Highest Student Achievement – Increase achievement for each student by ensuring access to rigorous programs, addressing diverse educational needs, and providing access to technology and digital curriculum.

SMART OBJECTIVES	
CURRICULUM & INSTRUCTION	
1.	The Curriculum & Instruction Department will align the Supplemental Academic Instruction (SAI) Plan with federal and local grant applications to close the achievement gap for ALL students by 3% in ELA, Math, Science and Social Studies by ensuring access to rigorous programs, addressing diverse educational needs, monitoring equity for all students and providing access to technology and digital curriculum.
2.	All schools will schedule and implement a comprehensive MTSS process involving a school-based multi-disciplinary team. District staff will support all school-based teams on a scheduled basis. School-based teams will meet regularly, with at least one monthly meeting focusing on high-risk students, in order to review available data, design research-based interventions, implement interventions with fidelity and keep parents involved and informed in the process.
3.	To increase Middle School Acceleration and sustain AVID school-wide metrics, 60% of all 8 th grade AVID students will enroll in and complete a course of rigor (e.g., Algebra I, Geometry, Digital Information Technology) before exiting Middle School.
4.	To increase College and Career Acceleration and sustain AVID school-wide metrics, 60% of all 11 th grade AVID students will enroll in and complete at least one course of rigor (e.g., Advanced Placement, Dual Enrollment, Industry Certification).
5.	The Curriculum & Instruction Department will provide professional learning opportunities related to AVID to increase program development in intermediate classrooms.
6.	To strengthen Career Pathways leading into high-demand, high-skill, and high-wage occupations, high schools will continue to increase industry certification pass rates.
7.	Walton Virtual segment completions will increase to 925 by adding course options for students to participate in rigorous and accelerated learning through virtual opportunities.
8.	After each progress monitoring assessment (STAR Early Literacy, STAR ELA and STAR Math), ELA FSA, Math FSA, Science FSA and content area EOCs, the Curriculum & Instruction Department will conduct an analysis of data 100% of the time to examine school performance to determine school trends and inform decisions regarding school-based and district-wide professional learning opportunities aligned with demonstrated needs.
9.	At the end of each semester Early Warning System Data will be reviewed (including attendance, behavior and academic) to examine performance by schools and student subgroups to determine the extent of program implementation and effectiveness in order to make decisions about resource allocation and program continuation.
10.	A district team will visit 100% of schools to monitor school-based improvement plans. The VIEW (View of Intentional Educational Work) will be conducted on a tiered approach based on school data and specific needs. The team will analyze data and provide a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis of the school.
11.	The Curriculum & Instruction Department will utilize a formal program evaluation process to collect, analyze and use data about program implementation and outcomes to determine instructional resources and assure equity of student access to high quality instruction.
FACILITIES & TRANSPORTATION	

12. The Transportation Department will inspect buses every 30 school days to ensure they meet state standards and audio/visual systems are working properly.
13. The Facilities Department will assemble stakeholders from Support Services, Curriculum & Instruction, school administration, and the citizenry to advise on matters pertaining to school design and construction. To ensure efficient construction, site suitability, and equitable distribution of resources. This group will convene during the design phase for new construction and major renovations of existing facilities.
FINANCE
14. WCSD Finance Department will create a budget development protocol that allows meaningful input from all departments regarding annual funding priorities and budget allocations.
15. Annually, the WCSD Finance department will collaborate with Curriculum & Instruction to align Supplemental Academic Instruction funds, federal and grant funds to increase achievement for students at all levels.
16. The WCSD Finance Department will continually improve the fiscal year budget close-out process to streamline purchases directly related to student achievement.
17. WCSD Finance Department will budget for academic enhancement programs in alignment with Florida Statutes and School Board policy.
18. The WCSD Finance Department will budget funds to financially support the purchase of a Local Instructional Improvement System (LIIS) or provide funds to support the development of additional data compilation and reporting measures as part of the existing SIS.
HUMAN RESOURCES
19. Information from new teachers employed beginning with the 2018-2019 school year will include questions to assist in the assigning of mentors.
21. The Human Resources Department will participate in job and career fairs to recruit potential teacher candidates.
SAFETY
SCHOOL AND LEADERSHIP DEVELOPMENT
22. After VIEW meetings take place, 100% of principals will receive a SWOT analysis of their school along with individualized feedback for school improvement.
23. 100% of administrators will attend VIEW visits at a school at their same grade level, in addition to attending their own VIEW visits. For example, elementary administrators will attend another elementary school's VIEW to glean best practices and to foster collaboration.
24. Administrators will attend professional development opportunities, including but not limited to the Brian Dassler Leadership Academy (BDLA) and the Principal Leadership Academy (PLA). Principals and Assistant Principals will also receive ongoing professional development (based on needs assessments) through monthly Principals' Meetings and quarterly Assistant Principals' Meetings.
25. An Aspiring Principals Program (APP) for teacher leaders that will meet on a monthly basis in order to generate leadership skills and candidates for future administrative positions. An Aspiring Principals Program PLUS also continues for past APP participants to increase leadership potential.
TECHNOLOGY & STUDENT INFORMATION SYSTEM

26. Through the establishment of program and department reporting timelines, the percentage of available district reports for decision making and problem solving will increase by 20% annually. Examples: College and Career Acceleration Projection report, and Master Schedule Edit Report.
27. Based on the FAEDS evaluation the district will increase IT staff by 2 FTE to raise technical support to maximum efficiency due to rapidly growing student and staff populations.
28. The IT Department evaluated the two Bring Your Own Device pilot schools at the end of the 2017-2018 school year to determine next steps in expansion of the initiative. The evaluation is complete. Upon completion of BYOD pilot, all middle and high school students are permitted to bring a personal device.
29. 100% of all core subject areas adopted online instructional materials have been incorporated into ClassLink.
30. The Walton County School District IT Department will implement a district-wide computer refresh cycle limiting the age of all computers to 5 years of service beginning in the 2018-2019 school year.
33. The Walton County School District IT Department will begin the automation of creating staff accounts to ensure staff have access to required resources once employment begins.
34. The Walton County School District IT Department will implement a district-wide tablet refresh cycle limiting the age of all district owned computing tablets to 3 years of service beginning in the 2019-2020 school year as funds allow.
35. During the 2018-19 school year, the Walton County School District IT Department implemented new technology for the 10 classroom addition at South Walton High School.
36. The Walton County School District IT Department installed and configured the latest digital software and hardware throughout the new Dune Lakes Elementary School campus.
37. The Walton County School District IT Department will create a method of predicting FSA results based upon STAR results.
CURRICULUM & INSTRUCTION; FACILITIES & TRANSPORTATION; FINANCE; RESOURCES; SAFETY; SCHOOL AND LEADERSHIP DEVELOPMENT; TECHNOLOGY & STUDENT MANAGEMENT SYSTEM
38. The Executive Cabinet will meet bimonthly for purposes determined by the Superintendent in order to collaborate and problem solve across all departments.

Goal 2 Standards-Based Curriculum and Instruction – Implement a comprehensive curriculum driven by Florida Standards and other standards established by the Florida Department of Education and implemented through research-based instructional best practices.

SMART OBJECTIVES	
CURRICULUM & INSTRUCTION	
1.	Professional learning opportunities related to Florida Standards, Next Generation Sunshine State Standards and Florida Standards Assessment (FSA) test item specifications will be offered to 100% of ELA, Math and Science teachers once per year or more based on student performance trends.
2.	Answers to participant reflection questions related to standards-based and FSA aligned professional learning opportunities will be reviewed by Professional Learning Facilitators or district support personnel 100% of the time to determine level of implementation and additional supports needed for teachers.
3.	After each district facilitated core content professional learning opportunity (100% of the time), standards-aligned instructional look-fors will be shared with school-based administrators to support classroom implementation.
4.	The Curriculum & Instruction Department will provide additional equipment and supplies for Fine Arts programs to increase pass rates by 5% in high school weighted Advanced Placement Fine Arts courses, and participation in K-12 district art shows, band, choral and drama competitions, collaborations, and performances in the Walton School District.
5.	The district will ensure that 100% of professional development opportunities reference the CPALMS course code directory and/or resources which list state and national standards for every course, including Advanced Placement, CTE, ELA, Math, Science and Social Studies. Principals will use course code standards information to inform 100% of teacher evaluations. Overall student achievement will increase by 3% in all assessed areas; ELA, Math, Science, and Social Studies.
6.	All schools' School Improvement Plans (SIP) will be aligned with Florida Standards implementation to increase achievement for ALL students by 3% in ELA, Math, Science and Social Studies.
7.	Non-English-speaking students (ELLs) will be provided English language acquisition software programs to increase their overall achievement on the ACCESS for ELLs 2.0 assessment by 4%.
8.	The Curriculum & Instruction Department will continue to provide professional learning support for Grading and Reporting and develop a Grading and Reporting plan and timeline based on AdvancED recommendations.
9.	The Curriculum & Instruction Department will provide technical assistance to school-based administrators related to scheduling instruction to meet Florida Statutes and best practices.
10.	The Curriculum & Instruction Department will collaborate with the School and Leadership Development Specialist to ensure VIEW visits are aligned with tiered support, School Improvement initiatives and instructional best practices.
11.	The Curriculum & Instruction Department will develop and continue to provide professional development to increase capacity for use of new technology tools, and build on the strengths of current academic programs, improve access to digital applications, and reduce barriers to options for students.
12.	Online student learning programs and instructional resources purchased through district and Curriculum & Instruction managed budgets will be monitored for implementation fidelity. Usage reports will be used to determine expansion needs or program elimination.
13.	Differentiated instruction in literacy and mathematics will be provided to increase achievement of our lowest performing 25%, SWDs, ELLs and other subgroups by 3%.

14. New Teacher Induction, which includes a comprehensive overview of WCSD's values and beliefs about teaching and learning, will be offered to 100% of teachers new to the district. This training will occur at the beginning of each school year and once each subsequent quarter as new teachers are hired.
15. A school-based mentor will be assigned to 100% of Beginning Teachers.
16. The MTSS process requires a comprehensive review and analysis of available data in order to design school-based interventions for students struggling with academic and/or behavioral concerns. The MTSS school-based teams will design appropriate interventions and strategies for all students (special populations, grade levels, and subgroups) 100% of the time. District staff will support schools' efforts in the instructional design as needed.
17. Participation in E.O Wilson Biophilia Center on-site instructional activities will continue in grades 4 and 7.
18. As a result of adding a minimum of two STEAM programs for the 2018-2019 school year, participation in the District Science Fair will increase by 3% across the district.
19. The district will ensure that 100% of teachers have access to professional learning opportunities related to their content area.
20. Participation in Fine Arts enrichment opportunities will be increased by 10% through expanding collaboration with local and professional Fine Arts organizations, foundations, and business partners.
21. High schools will develop processes and procedures to provide all high school seniors with greater access to scholarships (e.g., Bright Futures, etc.).
22. All district schools will participate in cross-cultural, ethnically diverse and historically significant community programs.
23. The district will offer tiered consultative support to 100% of schools for PLC, lesson study and technology skills implementation.
24. All students will be provided with opportunities within the curriculum targeting developmentally appropriate learning, thinking and life skills. These opportunities will be clearly defined in the master schedule for 100% of schools.
25. Middle and high school visual and performing arts program enrollment will increase by 3%.
FACILITIES & TRANSPORTATION
26. The Transportation Department will review and adjust Bus Trips to promote scheduling that allows vehicles and drivers to support field trips, academic trips, and athletic events.
27. The Transportation Department will review driver selection for field trips twice a year to ensure the process complies with the CBA.
FINANCE
28. The WCSD Finance Department will annually budget to provide adequate resources to support instructional practices in all classrooms.
29. The WCSD Finance Department will annually budget financial support from Walton County School Board for materials and supplies in visual art courses and instruments, music, stands, costumes, play books, etc. in performing arts courses.
30. The WCSD Finance Department will annually budget financial assistance from the Walton County School Board for travel expense assistance to competitions and festivals in performing arts classes.

HUMAN RESOURCES

31. During the school year, information and notification will be provided to administrators and instructional personnel pertaining to renewal of certificates; converting a temporary certificate to professional certification; and, out of field teaching.
32. At least annually, and upon legislative changes, school district instructional personnel will be provided information related to certification (initial and recertification).

SAFETY

33. All schools will offer a school-wide safety curriculum that is developmentally appropriate.

SCHOOL AND LEADERSHIP DEVELOPMENT

34. In the Spring, 100% of principals will meet with other principals in their feeder pattern (Paxton, DeFuniak Springs, Freeport, and the south end) for the purpose of collaboration and vertical planning.
35. 95% of administrators will receive Effective or Highly Effective on their year-end performance evaluation.
36. 95% of teachers will receive Effective or Highly Effective on their year-end performance evaluation.
37. 100% of teacher and administrators will complete an annual deliberate practice plan focused on student achievement that is approved by their supervisor at the beginning of the school year and completed when student achievement scores are available.

TECHNOLOGY & STUDENT INFORMATION SYSTEM

38. The Walton County School District IT Department will continue to expand internal network and internet bandwidth to meet the requirements of our students and staff for new applications, increasing online content, and online computer-based testing.
39. The Walton County School District IT Department will continually work with stakeholders to ensure applications availability in the Single Sign-On Portal are available to both students and staff.

CURRICULUM & INSTRUCTION; FACILITIES & TRANSPORTATION; FINANCE; HUMAN RESOURCES; SAFETY; SCHOOL AND LEADERSHIP DEVELOPMENT; TECHNOLOGY & MANAGEMENT SYSTEM

40. The Executive Cabinet will meet bimonthly for purposes determined by the Superintendent in order to collaborate and problem solve across all departments.
41. Documents required by law for each department will be updated, reviewed and shared with all other departments who are impacted.

Goal 3 Effective Communication – Communicate with all stakeholders through a multi-tiered system to inform and to promote collaboration, family involvement, and community partnership.

CURRICULUM & INSTRUCTION
1. Communication to families and communities regarding opportunities, expectations and the increased rigor of the Florida Standards and Florida assessments in grades PK-12 will increase through the development of the revised Family and Parent Guide.
FACILITIES & TRANSPORTATION
2. Twice a year, the Facilities Department will send out a district-wide flyer to promote energy conservation and provide feedback on energy savings results.
3. Walton County School District will vet all proposed School Board policies through the School Board Policy Advisory Team. Once vetted, the policies will be advertised, heard, and published in accordance with written procedures that govern School Board policy adoption.
4. The Facilities Department will utilize the District website and Board meetings to provide project summaries on a quarterly basis.
FINANCE
5. The WCSD Finance Department will continuously update communications for the Food Services program through the district website to include menus, free and reduced applications, and resources to educate stakeholders on food and nutrition.
HUMAN RESOURCES
SAFETY
6. The School Safety Officer will ensure all schools effectively utilize safety tools in order to communicate safety issues with staff.
7. WCSD will utilize the district website and social media platforms to keep parents and communities updated and informed regarding safety policies and procedures and disseminate accurate and timely information during safety crisis situations.
SCHOOL AND LEADERSHIP DEVELOPMENT
TECHNOLOGY & STUDENT INFORMATION SYSTEMS
8. All school connectivity switches were upgraded by the end of the 2018-2019 school year to enable better reliability and connectivity for future growth.
9. During school year 2018-2019, the IT Department began ongoing training for all school and department web site administrators to include best practices ensuring consistency across web sites.
10. The IT Department will provide ongoing training at all school sites for new tools being added to the Office 365 suite to enable student and staff access to storage and Microsoft Office applications from the cloud.
11. The IT Department will continue to work with MIS and PAEC to ensure data is up to date so students, staff, and parents are able to receive emergency and critical calls from the automated notification system to enhance the accuracy and effectiveness of urgent communication.

12. The Walton County MIS Department will hire 1 additional staff member before the beginning of the 2019-2020 school year to assist with implementation of FDOE mandates; monitoring of FTE data to reduce errors and maximize all FTE funding, especially for subgroup populations; and, serve as DCS for small programs including DJJ, ALC, In10sity, and WISE PreK. This position is needed due to increased student enrollment and acquisition of new software programs in other departments and across the district requiring inhouse support.
14. The Walton County MIS Department will automate the process to update Focus Student account names to be in-line with Active Directory account names for third party vendors. Implement a new student rostering method which will more efficiently integrate Focus data into third party systems.
15. The Walton County MIS Department will create additional processes to help maximize all possible FTE funding and data accuracy.
16. Automate various processes to increase efficiency in distribution of various MIS reports such as WDIS FTE and weekly student count report.
17. The Walton County MIS Department implemented an Address Catalog to verify student addresses. Created a process to annually review and clean up parent accounts and access to student accounts.
18. The Walton County MIS Department will acquire centralized digital repository for housing prior student records.
19. The Walton County MIS Department implemented a process to document daily visit log, medication administrations, and diabetic log for State Auditing requirements and develop integration between Focus and Florida Shots to import student immunizations and track DOE compliance.
20. The Walton County MIS Department will create an integration to load IEP information from Peer into Focus.
CURRICULUM & INSTRUCTION; FACILITIES & TRANSPORTATION; FINANCE; HUMAN RESOURCES; SAFETY; SCHOOL AND LEADERSHIP DEVELOPMENT; TECHNOLOGY & MANAGEMENT SYSTEM
20. During the 2019-2020 school year and then following, the Executive Cabinet will create and use a list of school-based personnel who are periodically required for attendance at community meetings (formerly known as DAC) to communicate relevant and mandated information from federal, state and local sources to the school level.
21. During the 2019–2020 school year and beyond, the district will pursue avenues to improve formal and informal dialog with district personnel and other stakeholders.
22. Continuing in the 2019-2020 school year, the district will establish a media contact list to promote a 3% increase in collaboration with businesses and community partners.
23. The Executive Cabinet will annually review and publish the assignment of liaisons to local and regional agencies, committees, task forces, and boards.
24. The newly formed Communication Team will meet quarterly, or more frequently if needed, to promote communications between home and school, school and community, and community and home.
25. Walton County School Board and all other Sunshine committees will continue the practice of scheduling and publicizing meeting dates, times, minutes, and agendas on the district website.
26. During the 2019-2020 school year, 30% of parents and community partners will sign up to receive the Walton County School District e-newsletter published in collaboration with all district departments to provide information and resources for parent and community engagement and communication.
27. During the 2019-2020 school year, the Executive Cabinet members will collaborate with Walton County School Board Members who will champion specific objectives from the Strategic Plan within a selected department. The Cabinet will receive feedback, guidance, and support from Board Champions.

Goal 4 Quality, Equitable, Efficient Services – Maintain high levels of effectiveness, efficiency, and equity in our operations to support student achievement.

SMART OBJECTIVES	
CURRICULUM & INSTRUCTION	
1.	Annually, 100% of schools will participate in a “Manufacturing Day” process to align school improvement goals and budgets with the District Strategic Plan. Participation will include school-level administrators and School Improvement Team members. (Administrators, teachers, parents, students, and community members.)
2.	The Curriculum & Instruction Department will collaborate with the Finance Department for funds to provide appropriate diversity-sensitive curriculum to support social and emotional growth to close the achievement gap between all subgroups.
FACILITIES & TRANSPORTATION	
3.	The Facilities Department will revise and adopt the 2019-20 Five-Year Facilities Work Plan in accordance with state statutes. The updated plan will then be electronically submitted to the FDOE via the Educational Facilities Information System (EFIS).
4.	The Transportation Department will review fuel consumption for district vehicles on a bi-annual basis to establish a baseline of consumption for district vehicles.
5.	The Transportation Department will review the bus routing program on a weekly basis to validate overall routing efficiency.
6.	Transportation provides 3 professional development opportunities a year to CDL P & S endorsed licensed drivers.
7.	The Facilities / Maintenance Department will implement the Remedy Maintenance Work Order System by February 2020. The Work Order System will be used to track resources allocation, time management, and materials costs.
8.	By 2019-2020 school year, the Facilities Department, in collaboration with a planning services consultant, will review and update the District Student Generation Multiplier to assist in short- and long-term Facilities Planning.
9.	The Transportation Department will review the bus routing program on a weekly basis to validate overall routing efficiency.
FINANCE	
10.	The WCSD Finance Department will coordinate the development of the District budget with the District Strategic Plan to equitably allocate resources (i.e. people, time, funds, instructional materials, technology) for necessary support and appropriate services for programs and personnel.
11.	The WCSD Finance Department will ensure state and local allocated funds are used for the purpose intended and all activities, salaries and expenditures support the purpose of the allocation by providing equitable services and resources as determined by the responsible department at all times.
12.	The WCSD Finance Department will increase dissemination of policies and procedures affecting financial reporting and performance by providing ongoing training to district and school-based bookkeepers.
13.	Each year, the WCSD Finance Department will promote and increase participation in the school breakfast and national school lunch programs by using resources from the Department of Agriculture as well as staff training and marketing to parents and students.
HUMAN RESOURCES	
SAFETY	

SCHOOL AND LEADERSHIP DEVELOPMENT

TECHNOLOGY & STUDENT INFORMATION SYSTEMS

14. The Walton County IT Department will review FCC revisions annually that relate to E-Rate filings and file for the maximum reimbursement to benefit the district.
15. All hosting facilities for current critical applications such as Focus Student Information System, Skyward Financial, Skyward Human Resources performed a successful Disaster Recovery (DR) test on June 21, 2019.
16. The Walton County School District IT Department will continue to support district implementation of new work order system to allow increase efficiency of support.
17. The Walton County School District IT Department will replace existing obsolete servers located at the schools that are no longer supported by the manufacture warranty.
18. The Walton County School District IT Department will install Print Servers (to include Google Chrome Integration) to more efficiently deploy, support, and manage printing throughout the district.
19. The Walton County School District IT Department will replace obsolete network storage with a modern system to increase reliability and capacity to meet the growing computing needs of the district.
20. The Walton County School District IT Department will implement a new data recovery solution for improved reliability of data backups and downtime. Because of recent security concerns, we are changing our backup strategy to minimize a cyberattack. This should be completed in school year 2019-2020.
21. The Walton County School District IT Department secured a second Internet connections to ensure continued internet connectivity in the event of an outage of our primary Internet Service Provider.
22. The Walton County School District IT Department will continue to improve the network wireless system to meet the needs of the proliferation of portable wireless devices in the district.
23. The Walton County School District IT Department will implement two factor authentication to increase data security for employees dealing with financial, personnel, or other sensitive information. During the 2019-20 school year, we will move two factor authentication to all departments and school administration.
24. The Walton County School District IT Department added a cloud-based user authentication – As more educational tools and support services move to online platforms authenticating via the Internet will increase accessibility and reliability for students and staff.

HUMAN RESOURCES; FINANCE; TECHNOLOGY & STUDENT INFORMATION SYSTEM

25. During the 2017-2018 school year, WCSD will implement the position control functionality of an enterprise resource planning system to ensure real-time data on relevant resource allocations. This process will continue in 2019-2020.
26. During the 2017-2018 school year, WCSD will implement an enterprise resource planning product that will ensure all project stakeholders and cost centers have access to relevant budgets. This process will continue in 2019-2020.
27. Beginning in 2017-2018, business and managerial functions will be automated across all levels of the district. By April 2018, WCSD will begin implementation of an enterprise resource planning product to provide paperless records storage, form automation, and substitute scheduling. This process will continue in 2019-2020.

**CURRICULUM & INSTRUCTION; FACILITIES & TRANSPORTATION; HUMAN RESOURCES;
FINANCE; SAFETY; SCHOOL AND LEADERSHIP DEVELOPMENT; TECHNOLOGY &
STUDENT INFORMATION SYSTEM**

28. All district departments will conduct an initial, and then annual, professional development needs assessment survey to schedule professional learning opportunities for all staff to improve job productivity. Additional professional development will be conducted on an as needed basis.

- | |
|--|
| <p>30. Annually, all district departments will survey stakeholder groups for the purpose of measuring customer service and identifying areas of needed improvement.</p> |
| <p>31. Annually, one or more Executive Cabinet members will collaborate with the Family Law Advisory Group of Walton County and other organizations to support and participate in a Service Provider Fair.</p> |
| <p>32. The Superintendent appointed a district team to represent WCSD at Restore Act informational meetings. Team members have begun work and will continue to prepare and finally submit an application to the Triumph Board for funds to increase workforce development and train WCSD students and community members for career opportunities.</p> |
| <p>33. Each department will review, revise, or create job descriptions to accurately represent job demands and responsibilities. All revised or new job descriptions will be approved by the Superintendent and submitted to the School Board for approval.</p> |

Goal 5 Safe and Secure Schools - Maintain safe and secure schools to enhance the learning environment for students and staff.

SMART OBJECTIVES

CURRICULUM & INSTRUCTION

1. All schools will immediately inform the Superintendent or his/her designee and Psychological Services of a physically or psychologically threatening or dangerous incident 100% of the time.
2. All schools will utilize the district's password protected risk assessment procedure to inform follow-up activities within 24 hours of an incident regarding a physically or psychologically threatening or dangerous event.
3. All schools will utilize the MTSS process to develop appropriate strategies and interventions for students with high or moderate risk and work collaboratively with the Psychological Services Department as part of the problem-solving process as demonstrated by monthly meetings.
4. All schools will develop for student use, an anonymous self-report mechanism including, but not limited to, the ability to report tips regarding dangerous or high-risk situations.
5. All schools will implement a uniform bullying/harassment/crime prevention program including, but not limited to, digital citizenship, child trafficking prevention education (K-12), substance use and abuse prevention education (K-12), a 5 hour Mental and Emotional Health education plan and cybersafety.
6. All schools will participate in an annual workshop focused on proper identification and response to threatening or dangerous physical or psychological situations including bullying, suicide, harassment, abuse, etc. in conjunction with the district.
7. All schools will create a Threat Assessment Team comprised of appropriately certified/licensed personnel to monitor, address and report interventions for moderate to high risk students.
8. Staff within the Curriculum & Instruction Department will provide specific and targeted curriculum and procedures to address the needs of diverse populations with chronic discipline issues and suspensions in order to close the achievement gap for all subgroups.

FACILITIES & TRANSPORTATION

9. The Facilities Department will address the reports generated from Biannual County Health Department inspections of school facilities and make school improvements / repairs as needed.
10. The WCSD Transportation Department will monitor, inspect, and upgrade, as needed, bus video and audio security camera systems every 30 days.
11. The WCSD Transportation Department, in conjunction with the ESE Department, will provide 4 hours of ESE bus driver training to address needs of SWDs and students with behavioral needs.
12. The Transportation Department will monitor safety and repair records of all buses and utilize state contracts to replace buses that are 10 years old or older on an annual basis in accordance with applicable Board Policies. The Transportation Safety and Security Team will meet 4 times a year to monitor transportation safety to ensure student safety as a top priority.
13. The WCSD Transportation Department will implement a safe bus driver training program and conduct professional development for drivers 3 times per year.
14. The Safe Driver committee will meet twice a year and the Transportation Safety and Security Team will meet 4 times a year to monitor the safe bus driver training program to ensure student safety as a top priority.

FINANCE

15. The WCSD Finance Department will budget for comprehensive radio and video camera systems to be installed in all facilities.
16. The WCSD Finance Department will budget to maintain SRDs in all schools.
17. The WCSD Finance Department will budget for bully / harassment / crime prevention programs for all schools.

HUMAN RESOURCES

18. Annually, the records and documentation of safety issues and concerns will be reviewed. Designated safety equipment will be provided through PAEC Risk Management to reduce liability concerns such as: step ladders, back braces, safety goggles, etc.

SAFETY

19. WCSD will conduct quarterly safety reviews of ongoing projects, including the Tivoli Administrative complex and school sites.
20. The Safety Task Force will outline an action plan to implement the recommendations from each annual review.
21. The Safety task force will coordinate with the Walton County Sheriff's Department to quarterly conduct ALICE drills at all school facilities.
22. Annual fire safety inspections will be conducted at all school facilities before May 2020 by state-certified inspectors; the Fire Safety Inspector will have oversight of emergency evacuation drill reports.
23. Walton County School District will annually coordinate with the Walton County Sheriff's Department to provide School Resource Deputies (SRD) with school-related training.
24. Walton County School District will annually promote a safe environment for students and staff through state and School Board determined initiatives in cooperation with students, parents, citizens, and law enforcement.
25. The Safety Taskforce Committee will assess security needs at all WCSD sites in collaboration with school-based safety committees and develop a uniform system for access by school visitors prior to the beginning of each school year.
26. Walton County School District will provide opportunities for site-based administrators to receive Crisis Preparedness Training appropriate for their responsibilities
27. Walton County School District will develop district and school-based comprehensive safety and security plans at all schools for annual review.

SCHOOL AND LEADERSHIP DEVELOPMENT

TECHNOLOGY & STUDENT INFORMATION SYSTEM

28. The Walton County School District IT Department and Safety will redesign the current processes and network used for fingerprinting and validating employment as per new Florida Department of Law Enforcement (FDLE) guidelines.

Walton County School District

Performance Indicators

PERFORMANCE INDICATORS

The following performance indicators will show the progress toward attaining goals of Walton County School District's Strategic Plan. Each performance indicator has been categorized under one of the five goals and aligned to the most applicable priority. This plan will include the 2014-2015 school year's data for each performance indicator. Upon approval of the performance indicators, goals will be established for each indicator. The goals and performance indicators are not static and will continue to evolve as the Strategic Plan is refined.

Goal 1 - Highest Student Achievement

Performance Indicator	Description	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Student Achievement on Florida Assessments	The four achievement components are English Language Arts (ELA), Mathematics, Science, and Social Studies. These components include student performance on statewide standardized assessments, including the comprehensive assessments, end-of-course (EOC) assessments, and Florida Alternate Assessments (FAA). The component measures the percentage of full-year enrolled students who achieved a passing score					
	a) English Language Arts	58%	60%	61%	62%	64%
	b) Mathematics	60%	63%	69%	67%	67%
	c) Science	60%	63%	63%	67%	69%
	d) Social Studies	75%	78%	80%	80%	82%
2. Student Learning Gains on Florida Assessments	These components are learning gains in English Language Arts and Mathematics, as well as learning gains for the lowest performing 25% of students in English Language Arts and Mathematics. These components include student performance on statewide standardized assessments including the comprehensive assessments, EOC assessments, and the FSAA for the current year and the prior year. The components measure the percentage of full year enrolled students who achieved a learning gain from the prior year to the current year.					
	English Language Arts All students	Baseline FSA assessment	55%	56%	54%	59%
	Bottom 25%		42%	43%	44%	47%
	Mathematics All Students		60%	62%	58%	60%
	Bottom 25%		51%	50%	52%	53%
3. Closing the Achievement Gap	Percentage of the gap in K-12 student achievement:					
	English Language Arts a) Gap Comparison of White and Hispanic students	14%	17%	17%	16%	17%

	b) Gap Comparison of White and African American students	35%	36%	36%	34%	35%
	c) Gap Comparison of Non-Economically disadvantaged and Economically disadvantaged	27%	25%	28%	24%	24%
	Mathematics					
	a) Gap Comparison of White and Hispanic students	13%	12%	10%	18%	18%
	b) Gap Comparison of White and African American students	31%	31%	35%	34%	32%
	c) Gap Comparison of Non-Economically disadvantaged and Economically disadvantaged	22%	22%	23%	23%	20%
4. Middle School Acceleration	This component is based on the percentage of eligible students who passed a high school level EOC assessment or industry certification.	41%	47%	62%	71%	77%
5. High School Acceleration	This component is based on the percentage of graduates from the graduation rate cohort who earned a score on an acceleration examination (AP, IB, or AICE) or a grade in a dual enrollment course that qualified students for college credit or earned an industry certification.	46%	51%	49%	57%	65% (lag data)
6. High School Graduation Rate	The graduation rate is based on an adjusted cohort of ninth grade students and the rate measures whether the students graduate within four years.	68%	74%	77%	82%	87% (lag data)
7. Student Attendance	Percentage of students with at least 90% attendance	97%	90%	84%	82%	84%
8. Student Suspensions	Percentage of students with zero suspensions	91%	90%	90%	88%	89%
9. Digital Learning	a) Student to computer ratio	Data not available	1.43:1	1.21:1	1.4:1	1.3:1
	b) Percentage of students completing one or more virtual courses		14%	7.5%	5.81%	6.73%
	c) Percentage of schools meeting the minimum network bandwidth standards		93%	95%	100%	100%
	d) Percentage of schools meeting the minimum CBT readiness		93%	100%	100%	100%

Goal 2 - Standards-Based Curriculum and Instruction

Performance Indicator	Description	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Professional Learning	a) Percentage of schools with 75% or more teachers participating in PLCs b) Percentage of teachers earning 25 or more inservice points per year c) Percentage of building administrators earning 25 or more inservice points per year	NA 49% 21%	99% 45% 35%	100% 71% 73%	100% 63% 79%	100% 82% 72%
2. Teacher Effectiveness	Percentage of teachers earning a total evaluation ranking of Effective or Highly Effective	98%	96%	96.5%	97.5%	Not currently available
3. Leader Effectiveness	Percentage of building administrators earning a total evaluation ranking of Effective or Highly Effective	100%	90%	100%	100%	Not currently available
4. Teacher Experience	a) Median number of years of experience (National median = 6.1 years) b) Average number of years of experience	Data not available	10 12.5	9 9.37	8.84	Not currently available
5. Scholarships	a) Percent of high school seniors applying for Bright Futures Scholarship b) Percent of high schools increasing athletic scholarships c) Percent of high schools increasing academic scholarships d) Percent of high schools increasing fine arts scholarships	Data not available	Data not available	33% 3.93% 24.45% 2.12%	95% 7.16% 23.45% 4.197%	43% 2.07% 24.15% 0.37%
**2016-2017 = Baseline year				**		

Goal 3 - Effective Communication

Performance Indicator	Description	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Family Engagement	a) Percent of parents responding positively on the Communication Section of the parent survey	72%	84%	79%	74%	76%
	b) Number of visits to Focus Parent Portal	74,285	71,293	44,012	104,269	109,570
2. District Website Usage	Number of user visits to the District Website	756,171	1,557,411	2,370,411	2,532,515	2,514,867
3. District Facebook Usage	Number of user visits to the District Facebook site	NA	1,975	3,138	4,391	5,660

Goal 4 - Quality, Equitable, Efficient Services

Performance Indicator	Description	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Spending directed to Strategic Plan priorities	Percentage of total budget used for Strategic Plan priorities	58%	69%	71%	75%	80%
2. Fund Balance	Snapshot of Fund Balance at date certain – remaining above state required percentage	\$ 7.5M	\$11.6M	\$19.9M	\$25.6M	\$36.6M
3. Audit Results	Monthly/quarterly Full Time Equivalent (FTE)/fiscal findings and corrections	4 Findings Financial Audit	1 Finding Financial Audit	0 Finding Financial Audit	1 Finding Financial Audit	Results pending
4. Procedures and Protocols	All department procedures and protocols to provide guidance for policy	NA	NA	6 of 6 Depts.	6 of 6 Depts.	6 of 6 Depts.

Goal 5 - Safe and Secure Schools

Performance Indicator	Description	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
1. Safety inspections	a) Percentage of schools conducting quarterly safety inspections of Classrooms	NA	NA	NA	93%	100%
	b) Percentage of schools conducting quarterly safety inspections of Hallways and/or Stairs	NA	NA	NA	93%	100%
	c) Percentage of schools conducting quarterly safety inspections of Student Rest Rooms	NA	NA	NA	93%	100%
	d) Percentage of schools conducting quarterly safety inspections of Custodial Storage Areas and Utility Rooms	NA	NA	NA	90%	100%
	e) Percentage of schools conducting quarterly safety inspections of Flammable Storage Spaces	NA	NA	NA	90%	100%
	f) Percentage of schools conducting quarterly safety inspections of Kitchens and Dining Rooms	NA	NA	NA	93%	100%
	g) Percentage of schools conducting quarterly safety inspections of Gyms, Auditoriums, Locker Rooms and Media Centers	NA	NA	NA	90%	100%
	h) Percentage of schools conducting quarterly safety inspections of Science Labs and Industrial Shops	NA	NA	NA	87%	100%

Performance Indicator	Description	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
	i) Percentage of schools conducting quarterly safety inspections of Athletic Fields/Grounds and Parking Areas	NA	NA	NA	87%	100%
	j) Percentage of schools conducting quarterly safety inspections of Elementary Playground Equipment	NA	NA	NA	90%	100%
	k) Percentage of schools conducting quarterly safety inspections of Portables	NA	NA	NA	87%	100%
	l) Percentage of schools conducting quarterly safety inspections of Fire Alarms	NA	NA	NA	93%	100%
	m) Average number of school safety team meetings per year	NA	NA	NA	No Data	6

Appendix

Educational Acronyms

A

- **AA** - Associate in Arts
- **AA** – Alternative Assessment
- **AAS** - Associate in Applied Science
- **ABE** - Adult Basic Education
- **ACCEL** – Academically Challenging Curriculum to Enhance Learning
- **ACEE** - Area Centers for Educational Enhancement
- **ACT** – American College Testing (Assessment)
- **ADA** - Americans with Disabilities Act
- **ADP** – Average Daily Participation
- **AFDC** - Aid to Families with Dependent Children
- **AHS** - Adult High School
- **AICE** – Advanced International Certificate of Education
- **AMO** – Annual Measurable Objective
- **AP** – Advanced Placement
- **AS** - Associate in Science
- **ASD** – Autism Spectrum Disorder
- **ASL** – America Sign Language
- **ATD** - Applied Technology Diploma

B

- **BA** – Bachelor of Arts
- **BAT** – Benchmarks for Advanced Tiers
- **BCBA** – Board Certified Behavior Analyst
- **BC/BS** – Blue Cross/Blue Shield
- **BEC** – Bureau of Educator Certification
- **BS** – Bachelor of Science

C

- **CAC** – Child Advocacy Center
- **CBA** – Collective Bargaining Agreement
- **CBT** - Computer-Based Training
- **CCD** - Course Code Directory
- **CCRP** – Comprehensive Core Reading Program
- **CELLA** - Comprehensive English Language Learning Assessment
- **CEU** - Continuing Education Unit
- **CFO** – Chief Financial Officer
- **CLAST** - College Level Academic Skills Test

- **CNG** – Compressed Natural Gas
- **COBRA** - Consolidated Omnibus Budget Reconciliation Act
- **C of C** – Code of Conduct
- **CPT** (FCELPT) – College Placement Test
- **CRP** – Comprehensive, Research-based, Reading Plan

D

- **DAC** – District Advisory Council
- **DAR** – Diagnostic Assessment of Reading
- **DART** – Disaggregate, Assess, Review and Target
- **DCT** – Diversified Cooperative Training
- **DE** – Dual Enrollment
- **DIAP** – District Improvement, Assistance and Intervention Plan
- **DJJ** - Division of Juvenile Justice
- **DOC** - Department of Corrections
- **DOE** - Department of Education
- **DOP** – Dropout Prevention
- **DROP** – Deferred Retirement Option Program
- **DSS** - Department of Social Services
- **DSS** – Developmental Scale Scores

E

- **EBD** – Emotional/Behavioral Disabilities
- **ECAP** – EnergyCAP
- **ED** – Educationally Disadvantaged
- **ELL** – English Language Learner
- **EOC** – End-of-Course
- **ePDC** – Electronic Professional Development Center
- **ERDA** – Early Reading Diagnostic Assessment
- **ERSI** – Early Reading Screening Instrument
- **ERIC** - Educational Resource Information Center
- **ESE** - Exceptional Student Education
- **ESEA** – Elementary and Secondary Education Act
- **ESOL** - English of Speakers of Other Languages
- **ESY** – Extended School Year

F

- **FAA** – Florida Alternate Assessment

- **FACTS** – Florida Academic Counseling and Tracking for Students
- **FADSS** – Florida Association of District School Superintendents
- **FAIR** – Florida Assessments for Instruction in Reading
- **FAPE** – Free and Appropriate Public Education
- **FASA** - Florida Association of School Administrators
- **FBO** - Faith-Based Organization
- **FCAT** - Florida Comprehensive Assessment Test
- **FCIM** – Florida Continuous Improvement Model
- **FCPT** – Florida College Placement Test
- **FCRR** – Florida Center for Reading Research
- **FDLRS** – Florida Diagnostic and Learning Resource System
- **FDOE** – Florida Department of Education
- **FEFP** – Florida Education Finance Program
- **FELE** – Florida Educational Leadership Examination
- **FERPA** – Family Educational Rights and Privacy Act
- **FIN** – Florida Inclusion Network
- **FLKRS** – FLorida Kindergarten Readiness Screener
- **FLVS** – FLorida Virtual School
- **FMLA** – Family Medical Leave Act
- **FORF** – Florida Oral Reading Fluency
- **FOIL** – Florida Organization of Instructional Leaders
- **FRL** – Free and Reduced Lunch
- **FRS** – Florida Retirement System
- **F.S.** – Florida Statutes
- **FS** – Florida Standards
- **FSA** – Florida Standards Assessment
- **FSBA** – Florida School Board Association
- **FTCE** – Florida Teacher Certification Examinations
- **FTE** - Full Time Equivalency
- **FY** - Fiscal Year

G

- **GED** - General Educational Development Test
- **GPS** – Global Positioning System
- **GPA** – Grade Point Average

H

- **HIPAA** - Health Insurance Portability and Accountability Act

- **HLS** – Home Language Survey
- **HQT** – Highly Qualified Teacher

I

- **IB** - International Baccalaureate
- **IDEA** – Individuals with Disabilities Education Act
- **IEP** - Individual Education Plan
- **ILOD** – In Line of Duty
- **ISR** – Institute of Small and Rural Districts
- **IT** - Information Technology

L

- **LEA** - Local Educational Agency
- **LEP** - Limited English Proficiency
- **LIIS** – Local Instructional Information System
- **LOA** – Leave of Absence

M

- **MAI** – Major Area of Interest
- **MIS** - Management Information System
- **MOU** - Memorandum Of Understanding
- **MTSS** – Multi-Tiered System of Support

N

- **NAEP** - National Assessment of Education Performance
- **NCLB** – No Child Left Behind
- **NCTM** – National Council of the Teachers of Mathematics
- **NGA** - National Governors Association
- **NGCARPD** – Next Generation Content Area Reading Professional Development
- **NGSSS** – Next Generation Sunshine State Standards
- **NRT** – Norm Referenced Test

O

- **OCR** – Office of Civil Rights
- **OPPAGA** - Office of Program Policy Analysis & Government Accountability
- **OPS** - Other Personnel Services

P

- **PAEC** – Panhandle Area Educational Cooperative
- **PAF** – Personnel Action Form
- **PAS** – Performance Appraisal System
- **PECO** - Public Education Capital Outlay
- **PD** – Professional Development
- **PIC** - Private Industry Council
- **PBL** – Project Based Learning
- **PBS** – Positive Behavior Support
- **PLF** – Professional Learning Facilitator
- **PLP** – Professional Learning Plan
- **PMRN** – Progress Management and Reporting Network
- **POI** – Point of Information
- **POS** – Point of Sale
- **PreK** – PreKindergarten
- **PRF** – Personnel Request Form
- **PY** - Program Year
-

R

- **READ** – Reading Enhancement and Acceleration Development
- **RFB** - Request For Bid
- **RFP** - Request For Proposal
- **RLT** – Reading Leadership Team
- **RtI** – Response To Intervention
- **RTTT** – Race to the Top
- **RTW** – Ready To Work

S

- **SAC** – School Advisory Council
- **SACS** - Southern Association of Colleges and Schools
- **SAT** – Scholastic Aptitude Test
- **SBE** - State Board of Education
- **SBIT** – School-Based Intervention Team
- **SBRR** – Scientifically-Based Reading Research
- **SCANS** - Secretary's Commission of Achieving Necessary Skills
- **SEA** – State Education Agency
- **SEDNET** – Students with Emotional Disabilities Network
- **SES** – Supplemental Educational Services
- **SIP** – School Improvement Plan
- **SIRP** – Supplemental Intervention Reading Program
- **SIS** – Student Information System
- **SMART** – Specific, Measurable, Attainable, Realistic and Time-Bound

- **SMS** – Student Management System
- **SPAR** – School Public Accountability Report
- **SPP** – Student Progression Plan
- **SRD** – School Resource Deputy
- **SREB** – Southern Regional Educational Board
- **SIP** – School Improvement Plan
- **SIT** – School Improvement Team
- **SLP** – Speech Language Pathologist
- **STEM** – Science, Technology, Engineering, and Mathematics
- **STW** - School-To-Work
- **SWD** – Students With Disabilities
- **SY** – School Year

T

- **TA** - Technical Assistance
- **TABE** - Test of Adult Basic Education
- **TDE** – Temporary Duty Elsewhere

U

- **UDL** – Universal Design for Learning – From the Higher Education Opportunity Act of 2008
The term UNIVERSAL DESIGN FOR LEARNING means a scientifically valid framework for guiding educational practice that: (A) provides flexibility in the ways information is presented, in the ways students respond or demonstrate knowledge and skills, and in the ways students are engaged; and
(B) reduces barriers in instruction, provides appropriate accommodations, supports, and challenges, and maintains high achievement expectations for all students, including students with disabilities and students who are limited English proficient.

V

- **VPK** – Voluntary PreKindergarten

W

- **WDB** – Workforce Development Board
- **WISE** – Walton Initiatives for Success in Education
- **WVS** – Walton Virtual School