

WALTON COUNTY SCHOOL DISTRICT

2019 Balanced Scorecard



Our Mission: The mission of the Walton County School District is to ensure that each student acquires the knowledge and skills necessary to achieve personal success and enrich the community.

Goal Area 1: HIGH ACADEMIC PERFORMANCE - Preparing college and career-ready students

Objective 1: To improve student performance that meets or exceeds state and local performance targets.

Performance Measure	Ultimate	2015		2016		2017		2018		2019	
	Goal	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
English/Language Arts EOG: All Students (Grades 3-5) Weighted Proficiency Rate	100	60.3	67.3	63.6	66.8	66.9	68.2	69.2	69.7	70.6	74.3
Mathematics EOG: All Students (Grades 3-5) Weighted Proficiency Rate	100	63.8	68.7	66.8	71.4	69.8	72.2	73	76.5	77.2	79.8
Science EOG: All Students (Grade 5) Weighted Proficiency Rate	100	57.4	64.6	61.0	62.7	62.9	65.9	67	65.3	66.3	65.3
Social Studies EOG: All Students (Grade 5) Weighted Proficiency Rate	100	59.7	64.0	63.1	64.4	65.5	66.9	67.9	66.0	67.0	65.7
English/Language Arts EOG: All Students (Grades 6-8) Weighted Proficiency Rate	100	60.3	64.1	63.6	65.9	66.9	64.9	66	64.0	65.1	69.4
Mathematics EOG: All Students (Grades 6-8) Weighted Proficiency Rate	100	63.8	70.2	66.8	73.8	69.8	76.7	77.4	74.2	75.0	79.1
Science EOG: All Students (Grade 8) Weighted Proficiency Rate	100	57.4	59.1	61.0	63.5	62.9	63.2	64.3	65.8	66.8	63.1
Social Studies EOG: All Students (Grade 8) Weighted Proficiency Rate	100	59.7	64.5	63.1	68.4	65.5	68.6	69.5	70.2	71.1	66.2
English/Language Arts EOC: All Students (High School) Weighted Proficiency Rate	100	Not BSC Measured	Not BSC Measured	Not BSC Measured	Not BSC Measured	2017 Baseline	72.6	73.4	70.3	71.2	81.1
Mathematics EOC: All Students (High School) Weighted Proficiency Rate	100	Not BSC Measured	Not BSC Measured	Not BSC Measured	Not BSC Measured	2017 Baseline	61.7	62.9	67.3	68.3	72.4
Science EOC: All Students (High School) Weighted Proficiency Rate	100	Not BSC Measured	Not BSC Measured	Not BSC Measured	Not BSC Measured	2017 Baseline	71.6	72.5	71.8	72.6	70.0
Social Studies EOC: All Students (High School) Weighted Proficiency Rate	100	Not BSC Measured	Not BSC Measured	Not BSC Measured	Not BSC Measured	2017 Baseline	74	74.8	79.3	79.9	85.2
ACCESS for ELL (Elementary): English Learners making progress toward English/language proficiency	100	Not BSC Measured	Not BSC Measured	Not BSC Measured	Not BSC Measured	2017 Baseline	98.3	90	100	90.0	100
ACCESS for ELL (Middle): English Learners making progress toward English/language proficiency	100	Not BSC Measured	Not BSC Measured	Not BSC Measured	Not BSC Measured	2017 Baseline	57.8	59.1	62.91	64.2	75.0
ACCESS for ELL (High): English Learners making progress toward English/language proficiency	100	Not BSC Measured	Not BSC Measured	Not BSC Measured	Not BSC Measured	2017 Baseline	95.7	90	84.4	90.0	80.4

Objective 2: To increase student reading levels and ensure that students are on the path to reading proficiency

Performance Measure	Ultimate	2015		2016		2017		2018		2019	
	Goal	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Lexiles (Grades 3-5): % of students reading at/above grade level	100	Not BSC Measured	Not BSC Measured	Not BSC Measured	Not BSC Measured	Not BSC Measured	Not BSC Measured	2018 Baseline	74.4	75.2	77.1
Lexiles (Grades 6-8): % of students reading at/above grade level	100	Not BSC Measured	Not BSC Measured	Not BSC Measured	Not BSC Measured	Not BSC Measured	Not BSC Measured	2018 Baseline	70.4	71.3	73.1
Lexiles (9th Grade Lit and American Lit): % of students reading at/above grade level	100	Not BSC Measured	Not BSC Measured	Not BSC Measured	Not BSC Measured	Not BSC Measured	Not BSC Measured	2018 Baseline	78.2	78.9	82.1
Literacy Readiness Rate (Grades 3-5) NOTE: Maintenance level is 50%.	70	Not BSC Measured	Not BSC Measured	Not BSC Measured	Not BSC Measured	Not BSC Measured	Not BSC Measured	2018 Baseline	56.7	58	59.1
Literacy Readiness Rate (Grades 6-8) NOTE: Maintenance level is 50%.	70	Not BSC Measured	Not BSC Measured	Not BSC Measured	Not BSC Measured	Not BSC Measured	Not BSC Measured	2018 Baseline	60.6	61.8	62.1
Literacy Readiness Rate (High School) NOTE: Maintenance level is 50%.	70	Not BSC Measured	Not BSC Measured	Not BSC Measured	Not BSC Measured	Not BSC Measured	Not BSC Measured	2018 Baseline	62.0	63.1	70.7

Performance Measure	Ultimate	2015		2016		2017		2018		2019	
	Goal	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual

Objective 3: To improve post elementary school, post middle school, and post high school readiness of students.

Performance Measure	Ultimate	2015		2016		2017		2018		2019	
	Goal	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
EOG Proficient/Distinguished Learners: % of All Student Assessments (Gr 3-5)	68.6	37.4	42.3	42.6	42.3	44.3	45.9	46.0	48.1	49.7	49.3
EOG Proficient/Distinguished Learners: % of All Student Assessments (Gr 6-8)	68.9	37.7	41.5	42.9	45.3	44.6	47.3	46.3	46.6	48.2	47.1
EOC Proficient/Distinguished Learners: % of All Student Assessments (Gr 9-12)	68.5	37.0	34.8	42.3	42.7	44	48.8	45.7	50.6	52.1	55.1
Pathway Completers: % of 12th graders completing an academic, CTAE, fine arts, or world language pathway (Prior to 2018: % of graduates)	100	77.4	73.7	78.1	73.3	78.7	77.2	2018 Baseline	76.2	76.9	79.7
Accelerated Enrollment: % of 12th graders earning Dual Enrollment or Advanced Placement (AP) credits (Prior to 2018: % of graduates)	75.4	50.8	34.5	52.3	31.9	53.7	36.6	2018 Baseline	70.4	71.3	79.3

Objective 4: To increase the graduation rate to 88% by the end of SY 2019-2020 and decrease the subgroup gap.

Performance Measure	Ultimate	2015		2016		2017		2018		2019	
	Goal	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Cohort Graduation Rate: All Students	100	78.3	82.4	80.6	81.9	82.4	83.2	83.7	87.7	88.1	89.8
Cohort Graduation Rate: Asian/Pac Island	100	86.5	100.0	88.9	93.8	89.9	94.4	90	95	90	100
Cohort Graduation Rate: Black	100	73.2	80.9	77.3	79.4	79.4	80.9	81.4	83	83.5	86.4
Cohort Graduation Rate: Hispanic	100	71.7	80.0	74.3	74.0	76.6	85.5	85.9	86	86.4	81.3
Cohort Graduation Rate: Multi-Racial	100	80.2	88.9	81.9	87.5	83.6	77.3	77.95	91.3	90	90.9
Cohort Graduation Rate: White	100	83.7	82.1	84.2	82.8	85.6	83.6	84.1	89.2	89.5	91.6
Cohort Graduation Rate: SWD	65	53.2	54.8	58.1	48.6	61.9	54.2	55.5	54.4	55.8	62.9
Cohort Graduation Rate: EDS	100	72.9	72.2	76.6	72.4	78.7	72.6	73.4	78.1	78.8	80.2
Cohort Graduation Rate: EL	100	Not BSC Measured	Not BSC Measured	Not BSC Measured	Not BSC Measured	Not BSC Measured	Not BSC Measured	Not BSC Measured	Not BSC Measured	2019 Baseline	87.5

Goal Area 2: SAFE AND DISCIPLINED SCHOOLS

Objective: Establish positive school cultures and classroom management practices that support students' emotional and social needs.

Performance Measure	Ultimate	2015		2016		2017		2018		2019	
	Goal	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
In-School Suspension: % with at least one day of ISS (Elementary)	1.5	1.5	2.6	1.5	2.4	1.5	1.6	1.5	1.5	1.5	2.7
In-School Suspension: % with at least one day of ISS (Middle)	15	17	23.1	17	21.4	16	18.3	16	17.4	16	22.0
In-School Suspension: % with at least one day of ISS (High)	18	20	24.2	20	24.9	19	24.2	19	24.2	19	20.8
Out-of-School Suspension: % with at least one day of OSS (Elementary)	2	2	2.7	2	1.9	2	2	2	1.9	2	1.9
Out-of-School Suspension: % with at least one day of OSS (Middle)	8	9	12.0	9	10.9	8	8.9	8	8.5	8	10
Out-of-School Suspension: % with at least one day of OSS (High)	8	9	8.6	9	8.5	8	8.2	8	8.2	8	7.6
Attendance Rate (Elementary): % missing less than 10% of enrollment days (Prior to 2018: % Missing Less than 6 days)	92	68.3	52	68.3	51.5	68.3	44.9	2018 Baseline	89.2	89.5	89.2
Attendance Rate (Middle): % Missing less than 10% of enrollment days (Prior to 2018: % Missing Less than 6 days)	90	77.7	52.8	77.7	52.3	77.7	47.9	2018 Baseline	84.4	84.9	84.6
Attendance Rate (High): % missing less than 10% of enrollment days (Prior to 2018: % Missing Less than 6 days)	85	82.2	48.2	82.2	46.3	82.2	40.3	2018 Baseline	77.1	77.8	83.2
Percent of schools participating in PBIS (Positive Behavioral Interventions and Supports)	100	NA	NA	NA	NA	NA	NA	2018 Baseline	86.7	100	86.7

Performance Measure	Ultimate	2015	2016		2017		2018		2019		
	Goal	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Percent of PBIS schools scoring at least 60% on the TFI (Tiered Fidelity Inventory)	100	NA	NA	NA	NA	NA	NA	2018 Baseline	0	90	92
Student Health Survey (Grades 3-5): Percent of students that "feel safe at school".	100	NA	NA	NA	NA	NA	NA	2018 Baseline	79.8	80.4	79.0
Student Health Survey (Grades 6-12): Percent of students that "feel safe at school".	100	NA	NA	NA	NA	NA	NA	2018 Baseline	84.6	85.1	80.1
Personnel Survey: Percent of staff that "feels safe at school".	100	NA	NA	NA	NA	NA	NA	2018 Baseline	95.9	96	95.2
Parent Survey: Percent of parents with a student that "feels safe at school".	100	NA	NA	NA	NA	NA	NA	2018 Baseline	95.5	95.6	92.6
Percent of schools with a CCRPI Climate Star Rating of at least 4	100	NA	60	NA	40	NA	46.7	2018 Baseline	86.7	100	20.0

Goal Area 3: HIGH PERFORMANCE MANAGEMENT TEAMS

Objective: To ensure that all students will be taught by highly effective and qualified teachers.

Performance Measure	Ultimate	2015	2016		2017		2018		2019		
	Goal	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Workforce Retention: % of certified staff retained from prior year. (Prior to 2018: The target was 94.)	90	94	91	94	93	94	92	90	92	90	92
Workforce Retention: % of classified staff retained from prior year. (Prior to 2018: The target was 94.)	90	94	95	94	94	94	94	90	93	90	90
Workforce Retention: % of certified staff at or above 5 years (Maintenance level is 50%.)	50	NA	NA	NA	NA	NA	NA	2018 Baseline	57	50	66
Workforce Retention: % of classified staff at or above 5 years (Maintenance level is 50%.)	50	NA	NA	NA	NA	NA	NA	2018 Baseline	53	50	35
Certified Staff: Average number of total sick days.	12	12	10.5	12	10.5	12	11.3	12	10.7	12	10.5
Endorsements: Percent of teachers with reading, gifted, and/or ESOL endorsements (Maintenance level is 40%.)	40	NA	NA	NA	NA	NA	NA	2018 Baseline	45.7	40	46
PLCs (Professional Learning Communities): Percent of schools conducting at least two PLCs per month (with an administrator attending at least one)	100	NA	NA	NA	NA	NA	NA	NA	NA	2019 Baseline	100

Goal Area 4: ONE WALTON COUNTY

Objective: To increase and strengthen the partnership with families and the community.

Performance Measure	Ultimate	2015	2016		2017		2018		2019		
	Goal	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
At least one district or school leader participates in Leadership Walton	1	NA	NA	NA	NA	NA	NA	2018 Baseline	1	1	1
Parent Survey: Percent of parents that "feel comfortable talking to teachers at their student's school".	100	NA	NA	NA	NA	NA	NA	2018 Baseline	90.7	91.0	91.2
Parent Survey: Percent of parents who feel that the "staff at their student's school communicates well with parents".	100	NA	NA	NA	NA	NA	NA	2018 Baseline	88.1	88.5	87.1
Collaboration: Superintendent (and other district designee(s)) participate in quarterly PTSO officers meetings	Yes- quarterly	NA	NA	NA	NA	NA	NA	2018 Baseline	Yes	Yes- quarterly	Yes
Collaboration: Quarterly Special Education Parent Advisory Council meetings held	Yes- quarterly	NA	NA	NA	NA	NA	NA	2018 Baseline	Yes	Yes- quarterly	Yes

Performance Measure	Ultimate	2015	2016	2017	2018	2019					
	Goal	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Collaboration: Superintendent and other district designee(s) serve on the Chamber's Education Committee and attend quarterly meetings.	Yes - quarterly	NA	NA	NA	NA	NA	NA	2018 Baseline	Yes	Yes - quarterly	Yes
Collaboration: Superintendent's designee serves on the Chamber's Walton Proud Committee and meets with representatives from all Walton County public and private schools on a bimonthly basis.	Yes - bimonthly	NA	NA	NA	NA	NA	NA	2018 Baseline	Yes	Yes - bimonthly	Yes
Collaboration: Work in collaboration with the Walton County Development Authority on a monthly basis to develop partnerships between high schools and local industry representatives preparing students for career opportunities.	Yes - monthly	NA	NA	NA	NA	NA	NA	2018 Baseline	Yes	Yes - monthly	Yes

Goal Area 5: HIGHLY EFFECTIVE BUSINESS SERVICES

Objective: To ensure that human, fiscal, and material resources are allocated and expended effectively and equitably.

Performance Measure	Ultimate	2015	2016	2017	2018	2019					
	Goal	Target	Actual	Target	Actual	Target	Actual	Target	Actual		
Financial Efficiency Star Rating: District rating in the top 30% of the State	70th	NA	NA	NA	NA	NA	NA	2018 Baseline	84th percentile	70th percentile	Not Yet Available
Financial Reporting (Audit): Eliminate or minimize the number of serious or repeat findings to an acceptable range (3 or less) (NOTE: 1-Year Lagging Data)	0-3	NA	NA	NA	NA	NA	NA	2018 Baseline	1	1	0
Technology: Percent of schools with ClearTouch Interactive Panels installed in all classrooms (based on 4-year rollout schedule)	100	NA	NA	NA	NA	NA	NA	2018 Baseline	100	100	100
Technology: Percent of schools with complete chromebook replacement (based on a 2-year middle/high replacement schedule)	100	NA	NA	NA	NA	NA	NA	NA	NA	2019 Baseline	0
Technology: Percent of middle/high 3180 model chromebooks supplemented at the elementary schools (based on 2-year elementary supplemental schedule)	100	NA	NA	NA	NA	NA	NA	NA	NA	2019 Baseline	100
Instructional Technology: Percent of teachers trained on the effective use of ClearTouch Interactive Display (based on the 4-year rollout schedule)	100	NA	NA	NA	NA	NA	NA	2018 Baseline	100	100	100
Instructional Technology: Percent of time spent training teachers on the effective use of Schoology	20	NA	NA	NA	NA	NA	NA	2018 Baseline	11.1	20	32
Nutrition: Food and labor costs remain at or below 80% of revenue	80	NA	NA	NA	NA	NA	NA	2018 Baseline	82.5	80	78.5
Transportation: Percent of buses passing annual state inspection	100	NA	NA	NA	NA	NA	NA	2018 Baseline	99.44	100	98.44
Transportation: Percent of school bus drivers attending annual DOE meeting before the start of school	100	NA	NA	NA	NA	NA	NA	2018 Baseline	95.45	100	100
Maintenance: Average completion time on helpdesk tickets (number of days)	7	NA	NA	NA	NA	NA	NA	2018 Baseline	19	15	8
Maintenance: The frequency (number of days) in which grounds maintenance occurs	8	NA	NA	NA	NA	NA	NA	NA	NA	2019 Baseline	7