

# WALTON COUNTY SCHOOL DISTRICT

## 2020 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 | 2016             |                  | 2017          |        | 2018   |        | 2019   |        | 2020   |                   |
|---|----------|------------------|------------------|---------------|--------|--------|--------|--------|--------|--------|-------------------|
|   | Goal     | Target           | Actual           | Target        | Actual | Target | Actual | Target | Actual | Target | Actual            |
| English/Language Arts EOG: All Students (Grades 3-5) Weighted Proficiency Rate                    | 100      | 63.6             | 66.8             | 66.9          | 68.2   | 69.2   | 69.7   | 70.6   | 74.3   | 75.3   | No Data Available |
| Mathematics EOG: All Students (Grades 3-5) Weighted Proficiency Rate                              | 100      | 66.8             | 71.4             | 69.8          | 72.2   | 73     | 76.5   | 77.2   | 79.8   | 80.6   | No Data Available |
| Science EOG: All Students (Grade 5) Weighted Proficiency Rate                                     | 100      | 61.0             | 62.7             | 62.9          | 65.9   | 67     | 65.3   | 66.3   | 65.3   | 66.3   | No Data Available |
| Social Studies EOG: All Students (Grade 5) Weighted Proficiency Rate                              | 100      | 63.1             | 64.4             | 65.5          | 66.9   | 67.9   | 66.0   | 67.0   | 65.7   | 66.7   | No Data Available |
| English/Language Arts EOG: All Students (Grades 6-8) Weighted Proficiency Rate                    | 100      | 63.6             | 65.9             | 66.9          | 64.9   | 66     | 64.0   | 65.1   | 69.4   | 70.4   | No Data Available |
| Mathematics EOG: All Students (Grades 6-8) Weighted Proficiency Rate                              | 100      | 66.8             | 73.8             | 69.8          | 76.7   | 77.4   | 74.2   | 75.0   | 79.1   | 79.8   | No Data Available |
| Science EOG: All Students (Grade 8) Weighted Proficiency Rate                                     | 100      | 61.0             | 63.5             | 62.9          | 63.2   | 64.3   | 65.8   | 66.8   | 63.1   | 64.2   | No Data Available |
| Social Studies EOG: All Students (Grade 8) Weighted Proficiency Rate                              | 100      | 63.1             | 68.4             | 65.5          | 68.6   | 69.5   | 70.2   | 71.1   | 66.2   | 67.1   | No Data Available |
| English/Language Arts EOC: All Students (High School) Weighted Proficiency Rate                   | 100      | Not BSC Measured | Not BSC Measured | 2017 Baseline | 72.6   | 73.4   | 70.3   | 71.2   | 81.1   | 81.9   | No Data Available |
| Mathematics EOC: All Students (High School) Weighted Proficiency Rate                             | 100      | Not BSC Measured | Not BSC Measured | 2017 Baseline | 61.7   | 62.9   | 67.3   | 68.3   | 72.4   | 73.5   | No Data Available |
| Science EOC: All Students (High School) Weighted Proficiency Rate                                 | 100      | Not BSC Measured | Not BSC Measured | 2017 Baseline | 71.6   | 72.5   | 71.8   | 72.6   | 70.0   | 70.9   | No Data Available |
| Social Studies EOC: All Students (High School) Weighted Proficiency Rate                          | 100      | Not BSC Measured | Not BSC Measured | 2017 Baseline | 74     | 74.8   | 79.3   | 79.9   | 85.2   | 86.0   | No Data Available |
| ACCESS for ELL (Elementary): English Learners making progress toward English/language proficiency | 100      | Not BSC Measured | Not BSC Measured | 2017 Baseline | 98.3   | 90     | 100    | 90.0   | 100    | 90.0   | 98.3              |
| ACCESS for ELL (Middle): English Learners making progress toward English/language proficiency     | 100      | Not BSC Measured | Not BSC Measured | 2017 Baseline | 57.8   | 59.1   | 62.91  | 64.2   | 75.0   | 76.3   | 39.5              |
| ACCESS for ELL (High): English Learners making progress toward English/language proficiency       | 100      | Not BSC Measured | Not BSC Measured | 2017 Baseline | 95.7   | 90     | 84.4   | 90.0   | 80.4   | 90.0   | 51.6              |

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

| Performance Measure  | Ultimate | 2016             |                  | 2017             |                  | 2018          |        | 2019   |        | 2020   |                   |
|--|----------|------------------|------------------|------------------|------------------|---------------|--------|--------|--------|--------|-------------------|
|  | 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 | 2018 Baseline | 74.4   | 75.2   | 77.1   | 77.8   | No Data Available |
| Lexiles (Grades 6-8): % of students reading at/above grade level                     | 100      | Not BSC Measured | Not BSC Measured | Not BSC Measured | Not BSC Measured | 2018 Baseline | 70.4   | 71.3   | 73.1   | 73.9   | No Data Available |
| 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 | 2018 Baseline | 78.2   | 78.9   | 82.1   | 82.6   | No Data Available |
| Literacy Readiness Rate (Grades 3-5)<br>NOTE: Maintenance level is 50%.              | 70       | Not BSC Measured | Not BSC Measured | Not BSC Measured | Not BSC Measured | 2018 Baseline | 56.7   | 58     | 59.1   | 60.2   | No Data Available |
| Literacy Readiness Rate (Grades 6-8)<br>NOTE: Maintenance level is 50%.              | 70       | Not BSC Measured | Not BSC Measured | Not BSC Measured | Not BSC Measured | 2018 Baseline | 60.6   | 61.8   | 62.1   | 63.2   | No Data Available |
| Literacy Readiness Rate (High School)<br>NOTE: Maintenance level is 50%.             | 70       | Not BSC Measured | Not BSC Measured | Not BSC Measured | Not BSC Measured | 2018 Baseline | 62.0   | 63.1   | 70.7   | 71.6   | No Data Available |

| Performance Measure  | Ultimate Goal | 2016   |        | 2017   |        | 2018          |        | 2019   |        | 2020   |                   |
|--|---------------|--------|--------|--------|--------|---------------|--------|--------|--------|--------|-------------------|
|  |               | Target | Actual | Target | Actual | Target        | Actual | Target | Actual | Target | Actual            |
| <b>Objective 3: To improve post elementary school, post middle school, and post high school readiness of students.</b>                   |               |        |        |        |        |               |        |        |        |        |                   |
| Performance Measure  | Ultimate Goal | Target | Actual | Target | Actual | Target        | Actual | Target | Actual | Target | Actual            |
| EOG Proficient/Distinguished Learners: % of All Student Assessments (Gr 3-5)   | 68.6          | 42.6   | 42.3   | 44.3   | 45.9   | 46.0          | 48.1   | 49.7   | 49.3   | 50.8   | No Data Available |
| EOG Proficient/Distinguished Learners: % of All Student Assessments (Gr 6-8)   | 68.9          | 42.9   | 45.3   | 44.6   | 47.3   | 46.3          | 46.6   | 48.2   | 47.1   | 48.7   | No Data Available |
| EOC Proficient/Distinguished Learners: % of All Student Assessments (Gr 9-12)  | 68.5          | 42.3   | 42.7   | 44     | 48.8   | 45.7          | 50.6   | 52.1   | 55.1   | 56.4   | No Data Available |
| Pathway Completers: % of 12th graders completing an academic, CTAE, fine arts, or world language pathway (Prior to 2018: % of graduates) | 100           | 78.1   | 73.3   | 78.7   | 77.2   | 2018 Baseline | 76.2   | 76.9   | 79.7   | 80.3   | No Data Available |
| Accelerated Enrollment: % of 12th graders earning Dual Enrollment or Advanced Placement (AP) credits (Prior to 2018: % of graduates)     | 75.4          | 52.3   | 31.9   | 53.7   | 36.6   | 2018 Baseline | 70.4   | 71.3   | 79.3   | 79.9   | No Data Available |

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

| Performance Measure                      | Ultimate Goal | 2016             |                  | 2017             |                  | 2018             |                  | 2019          |        | 2020   |        |
|--|---------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------|--------|--------|--------|
|  |               | Target           | Actual           | Target           | Actual           | Target           | Actual           | Target        | Actual | Target | Actual |
| Cohort Graduation Rate: All Students     | 100           | 80.6             | 81.9             | 82.4             | 83.2             | 83.7             | 87.7             | 88.1          | 89.9   | 90     | 91.8   |
| Cohort Graduation Rate: Asian/Pac Island | 100           | 88.9             | 93.8             | 89.9             | 94.4             | 90               | 95               | 90            | 100    | 90     | 100    |
| Cohort Graduation Rate: Black            | 100           | 77.3             | 79.4             | 79.4             | 80.9             | 81.4             | 83               | 83.5          | 86.4   | 87     | 90.2   |
| Cohort Graduation Rate: Hispanic         | 100           | 74.3             | 74.0             | 76.6             | 85.5             | 85.9             | 86               | 86.4          | 81.3   | 81.7   | 92.1   |
| Cohort Graduation Rate: Multi-Racial     | 100           | 81.9             | 87.5             | 83.6             | 77.3             | 77.95            | 91.3             | 90            | 90.9   | 90     | 89.7   |
| Cohort Graduation Rate: White            | 100           | 84.2             | 82.8             | 85.6             | 83.6             | 84.1             | 89.2             | 89.5          | 91.6   | 90     | 92.2   |
| Cohort Graduation Rate: SWD              | 65            | 58.1             | 48.6             | 61.9             | 54.2             | 55.5             | 54.4             | 55.8          | 62.9   | 64.3   | 83.2   |
| Cohort Graduation Rate: EDS              | 100           | 76.6             | 72.4             | 78.7             | 72.6             | 73.4             | 78.1             | 78.8          | 80.2   | 81     | 83.6   |
| Cohort Graduation Rate: EL               | 100           | Not BSC Measured | Not BSC Measured | Not BSC Measured | Not BSC Measured | Not BSC Measured | Not BSC Measured | 2019 Baseline | 87.5   | 87.9   | 75.9   |

**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 Goal | 2016   |        | 2017   |        | 2018          |        | 2019   |        | 2020   |        |
|--|---------------|--------|--------|--------|--------|---------------|--------|--------|--------|--------|--------|
|  |               | 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    | 2.4    | 1.5    | 1.6    | 1.5           | 1.5    | 1.5    | 2.7    | 1.5    | 1.9    |
| In-School Suspension: % with at least one day of ISS (Middle)  | 15            | 17     | 21.4   | 16     | 18.3   | 16            | 17.4   | 16     | 22.0   | 16     | 16.7   |
| In-School Suspension: % with at least one day of ISS (High)  | 18            | 20     | 24.9   | 19     | 24.2   | 19            | 24.2   | 19     | 20.8   | 19     | 12.1   |
| Out-of-School Suspension: % with at least one day of OSS (Elementary)  | 2             | 2      | 1.9    | 2      | 2      | 2             | 1.9    | 2      | 1.9    | 1.8    | 1.4    |
| Out-of-School Suspension: % with at least one day of OSS (Middle)  | 8             | 9      | 10.9   | 8      | 8.9    | 8             | 8.5    | 8      | 10     | 8      | 6.0    |
| Out-of-School Suspension: % with at least one day of OSS (High)  | 8             | 9      | 8.5    | 8      | 8.2    | 8             | 8.2    | 8      | 7.6    | 7.5    | 4.5    |
| Attendance Rate (Elementary): % missing less than 10% of enrollment days (Prior to 2018: % Missing Less than 6 days) | 92            | 68.3   | 51.5   | 68.3   | 44.9   | 2018 Baseline | 89.2   | 89.5   | 89.2   | 89.5   | 92.1   |
| Attendance Rate (Middle): % Missing less than 10% of enrollment days (Prior to 2018: % Missing Less than 6 days)     | 90            | 77.7   | 52.3   | 77.7   | 47.9   | 2018 Baseline | 84.4   | 84.9   | 84.6   | 85.1   | 90.4   |
| Attendance Rate (High): % missing less than 10% of enrollment days (Prior to 2018: % Missing Less than 6 days)       | 85            | 82.2   | 46.3   | 82.2   | 40.3   | 2018 Baseline | 77.1   | 77.8   | 83.2   | 83.7   | 86.8   |
| Percent of schools participating in PBIS (Positive Behavioral Interventions and Supports)                            | 100           | NA     | NA     | NA     | NA     | 2018 Baseline | 86.7   | 100    | 86.7   | 100    | 100    |

| Performance Measure  | Ultimate Goal | 2016   |        | 2017   |        | 2018          |        | 2019   |        | 2020   |                   |
|--|---------------|--------|--------|--------|--------|---------------|--------|--------|--------|--------|-------------------|
|  |               | 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     | 2018 Baseline | 0      | 90     | 92     | 90     | 93.3              |
| Student Health Survey (Grades 3-5): Percent of students that "feel safe at school".  | 100           | NA     | NA     | NA     | NA     | 2018 Baseline | 79.8   | 80.4   | 79.0   | NA     | No Data Available |
| Student Health Survey (Grades 6-12): Percent of students that "feel safe at school". | 100           | NA     | NA     | NA     | NA     | 2018 Baseline | 84.6   | 85.1   | 80.1   | NA     | No Data Available |
| Personnel Survey: Percent of staff that "feels safe at school".                      | 100           | NA     | NA     | NA     | NA     | 2018 Baseline | 95.9   | 96     | 95.2   | NA     | No Data Available |
| Parent Survey: Percent of parents with a student that "feels safe at school".        | 100           | NA     | NA     | NA     | NA     | 2018 Baseline | 95.5   | 95.6   | 92.6   | NA     | No Data Available |
| Percent of schools with a CCRPI Climate Star Rating of at least 4                    | 100           | NA     | 40     | NA     | 46.7   | 2018 Baseline | 86.7   | 100    | 20.0   | NA     | No Data Available |

### 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 Goal | 2016   |        | 2017   |        | 2018          |        | 2019          |        | 2020   |                   |
|---|---------------|--------|--------|--------|--------|---------------|--------|---------------|--------|--------|-------------------|
|   |               | Target | Actual | Target | Actual | Target        | Actual | Target        | Actual | Target | Actual            |
| Workforce Retention: % of certified staff retained from prior year.<br>(Prior to 2018: The target was 94.)  | 90            | 94     | 93     | 94     | 92     | 90            | 92     | 90            | 92     | 90     | 91                |
| Workforce Retention: % of classified staff retained from prior year.<br>(Prior to 2018: The target was 94.)   | 90            | 94     | 94     | 94     | 94     | 90            | 93     | 90            | 90     | 90     | 86                |
| Workforce Retention: % of certified staff at or above 5 years<br>(Maintenance level is 50%.)  | 50            | NA     | NA     | NA     | NA     | 2018 Baseline | 57     | 50            | 66     | 50     | 67                |
| Workforce Retention: % of classified staff at or above 5 years<br>(Maintenance level is 50%.)   | 50            | NA     | NA     | NA     | NA     | 2018 Baseline | 53     | 50            | 35     | 50     | 65                |
| Certified Staff: Average number of total sick days.   | 12            | 12     | 10.5   | 12     | 11.3   | 12            | 10.7   | 12            | 10.5   | 12     | No Data Available |
| Endorsements: Percent of teachers with reading, gifted, and/or ESOL endorsements<br>(Maintenance level is 40%.)                                       | 40            | NA     | NA     | NA     | NA     | 2018 Baseline | 45.7   | 40            | 46     | 40     | 54                |
| PLCs (Professional Learning Communities):<br>Percent of schools conducting at least two PLCs per month (with an administrator attending at least one) | 100           | NA     | NA     | NA     | NA     | NA            | NA     | 2019 Baseline | 100    | 100    | 100               |

### Goal Area 4: ONE WALTON COUNTY

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

| Performance Measure   | Ultimate Goal  | 2016   |        | 2017   |        | 2018          |        | 2019            |        | 2020              |                   |
|---|----------------|--------|--------|--------|--------|---------------|--------|-----------------|--------|-------------------|-------------------|
|   |                | 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     | 2018 Baseline | 1      | 1               | 1      | 1                 | 2                 |
| Parent Survey: Percent of parents that "feel comfortable talking to teachers at their student's school".              | 100            | NA     | NA     | NA     | NA     | 2018 Baseline | 90.7   | 91.0            | 91.2   | NA                | No Data Available |
| Parent Survey: Percent of parents who feel that the "staff at their student's school communicates well with parents". | 100            | NA     | NA     | NA     | NA     | 2018 Baseline | 88.1   | 88.5            | 87.1   | NA                | No Data Available |
| Collaboration: Superintendent (and other district designee(s)) participate in quarterly PTSO officers meetings        | Yes- quarterly | NA     | NA     | NA     | NA     | 2018 Baseline | Yes    | Yes- quarterly  | Yes    | Yes- quarterly    | Yes               |
| Collaboration: Quarterly Special Education Parent Advisory Council meetings held                                      | Yes- quarterly | NA     | NA     | NA     | NA     | 2018 Baseline | Yes    | Yes - quarterly | Yes    | Yes - bi-annually | Yes               |

| Performance Measure   | Ultimate        | 2016   |        | 2017   |        | 2018          |        | 2019            |        | 2020            |        |
|---|-----------------|--------|--------|--------|--------|---------------|--------|-----------------|--------|-----------------|--------|
|   | Goal            | Target | Actual | 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     | 2018 Baseline | Yes    | Yes - quarterly | 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     | 2018 Baseline | Yes    | Yes - bimonthly | 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     | 2018 Baseline | Yes    | Yes - monthly   | 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 | 2016   |        | 2017   |        | 2018          |                 | 2019            |                   | 2020   |                   |
|--|----------|--------|--------|--------|--------|---------------|-----------------|-----------------|-------------------|--------|-------------------|
|  | Goal     | Target | Actual | 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     | 2018 Baseline | 84th percentile | 70th percentile | Not Yet Available | NA     | No Data 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     | 2018 Baseline | 1               | <=3             | 0                 | <=3    | 2                 |
| Technology: Percent of schools with ClearTouch Interactive Panels installed in all classrooms (based on 4-year rollout schedule)                           | 100      | NA     | NA     | NA     | NA     | 2018 Baseline | 100             | 100             | 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              | 2019 Baseline   | 0                 | 100    | 100               |
| 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              | 2019 Baseline   | 100               | 100    | 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     | 2018 Baseline | 100             | 100             | 100               | 100    | 100               |
| Instructional Technology: Percent of time spent training teachers on the effective use of Schoology  | 20       | NA     | NA     | NA     | NA     | 2018 Baseline | 11.1            | 20              | 32                | 30     | 35                |
| Nutrition: Food and labor costs remain at or below 80% of revenue  | 80       | NA     | NA     | NA     | NA     | 2018 Baseline | 82.5            | <=80            | 78.5              | <=80   | 84                |
| Transportation: Percent of buses passing annual state inspection   | 100      | NA     | NA     | NA     | NA     | 2018 Baseline | 99.44           | 100             | 98.44             | 100    | 100               |
| Transportation: Percent of school bus drivers attending annual DOE meeting before the start of school  | 100      | NA     | NA     | NA     | NA     | 2018 Baseline | 95.45           | 100             | 100               | 100    | 100               |
| Maintenance: Average completion time on helpdesk tickets (number of days)  | 7        | NA     | NA     | NA     | NA     | 2018 Baseline | 19              | 15              | 8                 | 15     | 9                 |
| Maintenance: The frequency (number of days) in which grounds maintenance occurs at all facilities during the school year                                   | 8        | NA     | NA     | NA     | NA     | NA            | NA              | 2019 Baseline   | 7                 | 12     | 10                |