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# Walton County School District Strategic Planning

## PLAN

Adjust:  
Communicate results  
Learn, reflect, re-think  
Re-create

Create:  
Mission  
Board goals  
Department Strategies  
Individual Works Plans

## ACT

## DO

Data Analysis:  
Needs Assessment  
  
Customer satisfaction  
Best practices/research  
Performance accountability  
Measures of success  
Evaluations  
Status reports

Implement plans:  
Allocation of Resources  
Strategies/tasks  
Staff Development  
Information systems  
Tracking systems  
Budgeting system

## STUDY

# **WALTON COUNTY SCHOOL DISTRICT**

Carlene Anderson, Superintendent  
James T. McCall, Chief Financial Officer

## **BOARD MEMBERS**

Mildred Wilkerson, Chairman

William Laird, Vice-Chairman

Mark Davis

Darrell Barnhill

Donnie Richardson

## **Five-Year Strategic Plan 2005-2010**

### **Mission Statement**

*The Walton County School District will be the best small, rural school district in Florida.*

## **Walton County School Board Goals**

**Goal One: Improve student achievement, emphasizing the core curriculum of reading, writing, math, science and social studies.**

**Goal Two: Implement a standards-based, data driven curriculum. Use multiple teaching and learning methodologies, resources, and occupational clustering to address the unique needs of every student.**

**Goal Three: Improve communication within the district and the community, including all stakeholders in the process.**

**Goal Four: Ensure that financial planning and management processes allocate and expand resources according to district needs and priorities.**

## **INTRODUCTION**

This Strategic Plan was developed to serve as an Academic Business Plan designed to reflect the District Goals adopted by the School Board. It is a leadership tool used to provide constancy of purpose, accountability, a focus on the future, continuous improvement, and the alignment of resources and objectives to assure that the yearly budget supports the priorities of the District. The Strategic Plan requires us to set priorities, support them with the allocation of resources, and measure what we purport to accomplish. It provides clear direction and focus to improve student achievement for all students regardless of race, ethnicity, gender, socioeconomic status, or disability. Deployment of these strategies, processes and their respective measures ensures action that leads to improvement and serves as the driving force for all pursuits of the Walton County School Board. Ultimately the success of this Academic Business Plan will be determined by the collective action of all Walton County School District stakeholders to: (1) prioritize the budget to provide adequate funding to meet the instructional needs of all students, (2) provide resources to support system-wide, systematic implementation of instructional programs, and (3) provide systematic needs-based professional development to all personnel.

## **THE PLANNING PROCESS**

The first step in the process for developing a Strategic Plan for the Walton County School District was to obtain input from the all stakeholders. These stakeholders included the community-at-large; community-based organizations, businesses, parent/citizen groups, students, the teacher's union, school administrators, teachers, etc. The School Board worked with a planning consultant to host four town meetings in strategic locations throughout the district. The open public meetings were advertised in local newspapers, on the radio, through the distribution of flyers and cable television public service announcements, as well as by invitation. Attendees at each meeting provided valuable input for the Strategic Plan, and nominated two representatives to serve on an ad hoc committee along with designated school personnel and members of the School Board to develop a mission, goals, and framework for the District Strategic Plan. Over a period of four months, the committee worked to develop and refine the components of the plan.

After establishing District goals and objectives, district staff was given the responsibility of developing departmental strategies and identified key indicators that would bring about the accomplishment of the objectives, and provide a method of accountability. An integral part of this was the implementation of a budget process to align District resources to accomplish District goals and objectives. This allows the District to establish school and program allocation formulas to ensure that limited District resources can be distributed equitably to support the School Board Mission and Goals for all students.

The plan will be reviewed annually with progress reports submitted to the School Board.

The Following statewide educational goals, passed by the 2001 Florida Legislature, were used to guide the development of Walton County School District goals.

#### 1. HIGHEST STUDENT ACHIEVEMENT

- Increase the supply of highly qualified K-12 instructors.
- Apply existing academic standards at all levels consistently.
- Increase rates of learning and completion at all levels, especially in high school, and raise the proportion of K-12 graduates, particularly low-income and minority students, who enter post-secondary education without remediation.
- Improve the quality of school leadership at all levels.

#### 2. SEAMLESS ARTICULATION AND MAXIMUM ACCESS

- Set and align academic standards for every level of the K-12 educational system.

#### 3. SKILLED WORKFORCE AND ECONOMIC DEVELOPMENT

- Appropriately align the workforce's education with the skill requirements of the new economy.

#### 4. QUALITY EFFICIENT SERVICES

- Align financial resources with performance expectations at each level of the K-12 education system.
- Achieve world-class, nationally recognized institutions of higher learning by improving access, funding, performance, and accountability.

# Walton County School Board Five-Year Strategic Plan 2005-2010

## **Goal One: Student Performance**

**Improve student achievement with an emphasis on the core curriculum of reading, writing, math, science and social studies.**

The Board's initiative to address the District goal of Student Performance is designed to improve reading, writing, math, science and social studies skills and assure that all schools within the District achieve Adequate Yearly Progress (AYP), with no school being awarded a grade lower than C.

### ***Student Performance:***

- Establish and communicate clear end-of-year District-wide expectations for student performance at each grade level and implement assessment and reporting practices that establish accountability for student achievement.
- Align the curriculum with instruction and assessment.
- Align instructional materials and other resources to curriculum expectations.
- Align the student progression plan to accomplish the Board goal of Student Performance.
- Monitor student progress through pre - and post - assessment.
- Provide reports to families and schools that accurately describe student progress and performance using grade level expectations and performance standards.

## **Goal Two: Instructional Practices**

**Implement a standards-based, data driven curriculum. Use multiple teaching and learning methodologies, resources, and occupational clustering to address the unique needs of every student.**

The Board's initiative to address the District Goal of Instructional Practices is designed to ensure student success through the alignment of multiple teaching and learning methodologies, resources, and occupational clustering to a standards-based and data driven curriculum.

### ***Instructional Practices:***

- Teach reading in the content area and writing across the curriculum in all grade 6-12 classrooms.
- Align curriculum with instruction and assessment.
- Provide intensive FCAT preparation for high school students.
- Provide intervention programs, utilizing targeted instruction, for underachieving students.
- Offer more dual enrollment opportunities.
- Partner with area businesses to develop curriculum tied to career orientation, occupational choices, and real world experiences.
- Continue to work toward a seamless progression from the classroom to the workplace.
- Implement a comprehensive K-12 guidance program.
- Implement best practices for integrating technology and instructional materials into the teaching of core classes.
- Provide current, adequate, and equitable hardware and software, instructional materials and supplies for the education of all children.
- Provide professional development for teachers on a regular basis that incorporates research-based best practices and instructional strategies related to improving student achievement.
- Leverage district resources to support instructional practices.
- Ensure high expectations for the performance of all staff.

### **Goal Three: Communication**

#### **Improve Communication Within the District and the Community, Including All Stakeholders in the Process.**

The Board's initiative to address the District goal of Communication is designed to improve customer satisfaction among all stakeholders.

#### ***Communication Tools:***

- Provide district teacher handbook to improve consistency and ease of communication with staff.
- Develop and implement a teacher induction program, including a mentoring component, to facilitate orientation of new faculty.
- Schedule regular faculty meetings at all district schools.
- Schedule regular meetings for principals and other key administrators.
- Rotate location of school board workshops.
- Conduct positive parent contacts.
- Include families as informed and active partners in the students' education.
- Use all avenues for regular dialogue between the school board, superintendent, administrators, teachers and other employees, and the public.
- Expand educational opportunities for the community.
- Provide career orientation and occupational choices information to parents.

## **Goal Four: Effective and Efficient Management Practices**

**Ensure that the financial planning and management process allocates and expands resources according to district needs and priorities.**

The Board's initiative to address the District goal of Effective and Efficient Management Practices is designed to ensure that school system operations conform to the highest business and professional standards of effectiveness, ethics, and efficiency.

### ***Effective and Efficient Management Practices:***

- Improve coordination between the development of the District budget and the District Strategic Plan.
- Continue the commitment to prudent financial planning and budgeting to ensure the financial stability of the District, as well as to ensure that financial resources are available to support the achievement of the District mission and goals.
- Continuously assess and make informed decisions about the future needs of the District by using census, FTE, county demographics, and other pertinent data.
- Update the District's 5-Year Facilities Work Program.
- Meet the requirements of the Class Size Reduction law.
- Streamline current management processes and procedures and establish more cost-effective ways of doing business.
- Improve the delivery of services such as maintenance, food service, and transportation.
- Employ cost-effective energy conservation measures in buildings throughout the District.
- Provide appropriate training for all employees providing delivery of services.
- Develop, disseminate, and communicate procedures for ensuring the maintenance of professional standards and a system of performance accountability for all employees.
- Make regular assessments of progress toward the accomplishment of District goals.
- Revise the District Strategic Plan annually.

## **INTRODUCTION**

Under board Policy CBC it is the responsibility of the Superintendent to prepare the annual School District budget and submit it to the School Board for adoption. During the year, amendments to the budget may be proposed by the Superintendent for consideration by the School Board if a budgetary appropriation is insufficient to meet district needs.

Board policy CC also provides that Principals, department heads and other administrative personnel shall ensure that all district obligations and expenditures are within the appropriation allowed in the district budget and that all expenditures are consistent with the approved budget.

## **STRATEGIC PLANNING**

Each year a strategic plan is developed outlining goals of the District. The plan is used to determine priorities to be funded. Since there are more needs than funds to pay for them the process is set up in such a way as to fund the highest priorities.

## **BUDGET CYCLE**

The School Board's fiscal year is July 1 to June 30. Development of the annual budget begins in December with the preparation of the FTE projection for the upcoming year. The FTE projection is submitted to the Florida Department of Education. Our FTE projection along with other school districts' projections are considered by the Florida legislature in determining funding for the upcoming fiscal year.

## **SCHOOL BOARD WORKSHOPS AND MEETINGS**

There are several public workshops and meetings during which the administration explains the budgetary needs to the Board and describes the rationale for inclusion of the item(s) in the budget. Two informational board workshops and one meeting to approve are scheduled. This exceeds the two mandatory public hearings necessary to comply with Truth-in-Millage (TRIM) requirements. The proposed schedule of these meetings can be found in the Budget Calendar at the back of this manual.

## **TRUTH-IN-MILLAGE REQUIREMENTS (TRIM)**

TRIM timelines are set by the State Legislature and are currently in Chapter 200 of the Florida Statutes. Section 200.065 of law defines the dates and public notice requirements a taxing authority must comply with in order to be able to levy taxes.

## **FLORIDA EDUCATION FINANCE PLAN**

A substantial portion of operating funds are generated through the Florida Educational Finance Plan (FEFP). This formula determines the non-categorical amount of dollars to be generated by the District. It is based on the number of students (FTE) in each program. The legislature sets the Base Student Allocation (BSA) and the program weights to be used as factors in the formula. The district also receives "Categorical" funds. These are funds that are restricted to certain uses as determined by the legislature.

## **FTE AND STUDENT ENROLLMENT PROJECTIONS**

A critical point in the budget process is centered on the projection of the number of students that will be enrolled next year on a program-by-program basis. The initial enrollment projections are made by Chief Financial Officer. Schools and Departments provide input into the enrollment projections to the Staff Allocation Committee. The projections are finalized in mid-March to be used for a first draft of school-by-school initial staffing levels/allocations.

## **STAFF ALLOCATION PLAN**

The largest part of any school district budget is allocated to manpower and contractual obligations associated with operating schools. The Staffing Plan is a guide to provide for an equitable distribution of manpower resources. The Staffing Plan provides advanced information for planning in relation to staffing levels, assignments, program planning, reappointment recommendations, and budget development. Over eighty percent of the operating budget is spent on salaries and fringe benefits.

Once all the variables have been considered regarding available revenues, and the manpower resources have been allocated, it is the responsibility of the principals to use these resources in a manner which will meet the standards of the Southern Association of Colleges and Schools (SACS), and accomplish the District goals and objectives identified in the strategic plan.

It is important to recognize that every condition cannot be provided for in a staffing plan and that periodic adjustment on an individual school basis must be made. The staffing plan is designed to contain a level of flexibility, which will allow for district-level responsiveness to schools having unique problems. The Superintendent may evaluate all allocations and make adjustments based on financial resources and need.

The basis for this allocation is the projected membership for the upcoming school year. Typically, allocations are adjusted based on the tenth day membership count, and may be adjusted after the October FTE count.

**2005/06 ELEMENTARY SCHOOL STAFF ALLOCATIONS**

<i>POSITION</i>	<i>ALLOCATION</i>	
Principal	1 per School	
Administrative or Supervisory Asst.	1- 499 UFTE	0
	500 – 650 UFTE	.5
	651 + UFTE	1.0
Guidance Counselor	1-349 UFTE	0.5
	350+ UFTE	1.0
Media Specialist	1 per School	
Instructional Unit Allocation Factors (UFTE)	101 Basic	18
	102 Basic	18
	130 ESOL Elem	14
	111 & 112 ESE	15
	ESE (254)	5
	ESE (255)	3
Clerical Staff (Sec., Bkks., Teaching aides, media aides, clinic aides, and data entry clerk)	0-350 WFTE	3.0
	351-650 WFTE	6.5
	651 + WFTE	8.0
<u>Food Service Daily Labor Hours:</u>		
Average plates served daily, divided by	13	= dinner labor hours
Plus: Breakfast allocation		= 11 hours
ESOL Aide Allocation:		
	0 – 4 UFTE	0
	5 – 14 UFTE	0.5
	15 – 35 UFTE	1.0
	36 – 60 UFTE	2.0
	61 – 99 UFTE	3.0
	100 – 129 UFTE	4.0
	130+ UFTE	5.0
ESE Aides – Based on ESE Teachers		
	111	0.11
	112	0.10
	113	0.10
	254	0.50
	255	1.00

Custodial Daily Labor Hours:

Instructional Unit Factor	# of Certified Personnel divided by 8
Pupil Factor	(UFTE + Pre-K E/I) divided by 225
Room Factor	# of Rooms with Stu. Stations divided by 11
Area Factor	FISH Total Building Area divided by 15,000
Site Factor	# of Acres divided by 2

The quotients for the five individual factors are summed, then averaged, then multiplied by eight (8). See the Staffing Plan Analysis for an example of this.

**2005/06 MIDDLE SCHOOL STAFF ALLOCATIONS**

<i>POSITION</i>	<i>ALLOCATION</i>	
Principal	1 per School	
Administrative or Supervisory Asst.	1 - 249 UFTE	.0
	250 - 499 UFTE	0.5
	500 + UFTE	1.0
Guidance Counselor	0-249 UFTE	0.5
	250-499 UFTE	1.0
	500 + UFTE	1.5
Media Specialist	1 per School	
School Resource Officer (SRO)	1 per school	
Instructional Unit Allocation Factors (UFTE)		
	101 Basic	22
	102 Basic	22
	130 ESOL Middle	17
	111 ESE (111 & 112)	18
	300 Voc	19
	ESE (254)	6
	ESE (255)	4
Clerical Staff (Sec., Bkkpr., teaching aides, media aides, clinic aides and data entry clerks)	0-350 UFTE	3.0
	351-650 UFTE	6.5
	651 + UFTE	8.0

Food Service Daily Labor Hours:

Average plates served daily, divided by 13 = dinner labor hours  
 Plus: Breakfast allocation = 11 hours

ESOL Aide Allocation:

0 – 4 UFTE	0
5 – 14 UFTE	0.5
15 – 35 UFTE	1.0
36 –60 UFTE	2.0
61 – 99 UFTE	3.0
100 – 129 UFTE	4.0
130+ UFTE	5.0

ESE Aides – Based on ESE Teachers

111	0.11
112	0.10
113	0.10
254	0.50
255	1.00

Custodial Daily Labor Hours:

Instructional Unit Factor	# of Certified Personnel divided by 8
Pupil Factor	(UFTE + Pre-K E/I) divided by 225
Room Factor	# of Rooms with Stu. Stations divided by 11
Area Factor	FISH Total Building Area divided by 15,000
Site Factor	# of Acres divided by 2

The quotients for the five individual factors are summed, then averaged, then multiplied by eight (8). See the Staffing Plan Analysis for an example of this.

**2005/06 HIGH SCHOOL STAFF ALLOCATIONS**

<i>POSITION</i>	<i>ALLOCATION</i>	
Principal	1 per School	
Administrative or Supervisory Assistant	1-249 UFTE	0
	250-499 UFTE	0.5
	500+	1.0
Guidance Counselor	0-249 UFTE	0.5
	250-499 UFTE	1.0
	500 + UFTE	1.5
Media Specialist	1 per school	
School Resource Officer (SRO)	1 per school	
Instructional Unit Allocation Factors (UFTE)		
	102 Basic	25
	103 Basic	22
	130 ESOL High School	19
	ESE (112 & 113)	20
	300 Voc	21
	ESE (254)	6
	ESE (255)	4
Clerical Staff (Sec. Bkkpr., teaching aides, media aides, clinic aides, and data entry clerks)	0-350 UFTE	3.0
	351-650 UFTE	6.5
	351 + UFTE	8.0
<u>Food Service Daily Labor Hours:</u>		
	Average plates served daily, divided by 13	= dinner labor hours
Plus:	Breakfast allocation	= 11 hours
ESOL Aide Allocation		
	0-4 UFTE	0
	5-14 UFTE	0.5
	15-35 UFTE	1.0
	36-60 UFTE	2.0
	61-99 UFTE	3.0
	100-129 UFTE	4.0
	130+ UFTE	5.0

ESE Aides – Based on ESE Teachers

114	0.11
115	0.10
116	0.10
256	0.50
257	1.00

Custodial Daily Labor Hours:

Instructional Unit Factor	# of Certified Personnel divided by 8
Pupil Factor	(UFTE + Pre-K E/I) divided by 225
Room Factor	#Of Rooms with Stu. Stations divided by 11
Area Factor	FISH Total Building Area divided by 15,000
Site Factor	# of Acres divided by 2

The quotients for the five individual factors are summed, then averaged, then multiplied by eight (8). See the Staffing Plan Analysis for an example of this.

## **EXCHANGE OF EARNED UNITS**

Principals may request to “exchange” vacant units that are generated at a school for other positions. An example is exchanging a teacher unit for 2 teacher aides units. The new units may not exceed the value of the replaced unit using the average salary/benefits.

For budgeting purposes in estimating cost of new positions, or for exchanging units, please use the WCSB 1. Any plans to use this method to exchange staff must be submitted in writing to the Supervisor of Curriculum And Instruction for review. The Chief Financial Officer will have final approval of all requests.

**Exchanges are approved for no longer than the end of the fiscal year. At the start of each budget cycle, prior year exchanges are erased from the allocation plan.**

These are the constants in the exchange process:

1. One teacher unit equals 2.5 aide units.
2. One teacher unit equals 2.0 paraprofessional units.



## **ALLOCATION FORMULA VERSUS PUPIL TEACHER RATIO**

This plan provides the school staff allocation formulas that direct resources to school sites. The pupil teacher ratio in classrooms will differ from the allocation formula because of specific teacher assignments, planning periods, exchanges, etc.

Some teacher assignments may increase the pupil teacher ratio over the allocation formula. These assignments include elementary, art, music, and physical education. However, some funded grant positions such as Class Size Reduction, SAI, and Title I can help to lower pupil teacher ratio.

An allocation formula of 23 may generate a class size of 28 depending on the schedule type and assignments.

## **STANDARD OF SERVICE FOR SPECIAL AREAS**

A Standard of Service for Elementary Special Areas (art, music, and physical education), will be maintained by utilizing units from each school's total staff allocation. Itinerant services will be coordinated with principals by the Supervisor of Instruction.

## **APPEALS PROCESS**

If for any reason a principal feels that any of the allocation procedures are inequitable or if a special situation exists in his/her school, the principal may appeal for relief in writing to the Supervisor of Instruction.

## **LOCAL BOARD INITIATIVES: GENERAL FUND BUDGET**

Education funding in Florida has not kept pace with inflation over the past 15 years. Each year, student enrollment growth consumes the majority of limited additional resources received by the District. This pattern is expected to continue.

If the District's Strategic Plan is to include new or expanded programs, a redeployment of District resources will be necessary. Therefore, every plan to add or expand a program must be accomplished with an offsetting program reduction.

## **SCHOOL BUDGETS**

Funding for Florida schools has changed from the past "program specific" funding model with separate FTE programs for each particular program to a more blended funding model. The blended model funds Florida's students across program lines. Now more than ever, a Basic classroom is made up of ESE students, ESOL students, and Basic students.

The allocations that follow are to provide resources to all the schools' programs, including Basic, ESE (including Pre-K Handicapped), Vocational, and ESOL. The schools' budgets should provide resources to all programs on an equitable basis.

## **SCHOOL OPERATING BUDGET ALLOCATIONS**

These allocations are provided to schools for the day-to-day operations. The principal decides into which functions and objects the funds will be budgeted, based upon the intended use of the funds. These allocations are comprised of six (6) components:

1. Materials, supplies and operating funds – provided at the rate of \$55 per weighted full time equivalent student (WFTE)
2. Funds for substitute teachers:
  - \$9,000 for 0 to 300 WFTE
  - \$12,000 for 301 to 600 WFTE
  - \$15,000 for 601 or more WFTE
3. Public Utility Allocation - based on historical usage.
4. Band Allocation - \$2,500 per school with a band program.
5. Art Allocation - \$2.00 per WFTE.
6. Athletics and Field Trip Mileage – a mileage allocation based on usage.

Schools that do not spend the entire amount of the allocation are allowed to carry the unspent funds forward into the next fiscal year, except for items #3, Public Utility Allocation.

## **SCHOOL IMPROVEMENT FUNDS**

Referred to by schools as SAC dollars or SIP money, the District Advisory Council Lottery Funds are provided to each school annually @ \$10.00 per un-weighted FTE. The source of the money is dollars allocated from Lottery proceeds for Educational Enhancement.

Florida statute gives the District Advisory Council (DAC) authority to determine how the DAC Lottery funds are spent and a portion must be spent to implement the School Improvement Plan. As with other state funds, schools may not spend the money on food. Most schools purchase time, substitutes, materials for staff, professional development and cooperative planning among teachers as well as programs and materials to improve student performance.

100% of this allocation is made at the beginning of the year based on estimated FTE enrollment. This allocation is adjusted to actual FTE after the February FTE counts have been completed. In the case of a discrepancy between actual FTE and initial allocation, fund balances will be used to compensate.

School Improvement Funds carry over from one year to the next.

## **INSTRUCTIONAL MATERIALS**

Instructional material allocations are prorated to schools based on unweighted full-time equivalent students (UFTE). The components of instructional materials in the budget are textbooks, instructional software, and instructional materials for media centers and science labs.

Initial allocations are based upon enrollment projections.

Unspent Instructional Materials funds may carry over to the next school year.

### **FURNITURE, FIXTURES & EQUIPMENT (FFE), SCHOOL ALLOCATION**

Funds provided to schools for the purchase of new and replacement FFE are allocated as needed. These funds should be budgeted in 600 objects in project 9017. The school principal determines the applicable function.

### **MUSICAL INSTRUMENT REPLACEMENT AND REPAIR**

Musical instrument replacement funds are currently allocated to all schools, with bands, at \$2,500 annually. Funds carry forward for one (1) year.

### **HIGH SCHOOL BAND UNIFORM ALLOCATION**

On a rotating basis all middle and high school bands will be provided band uniform replacement funds once every 8 years. The amount of funds provided will be based upon the average price for band uniforms at the time, using competitive pricing. The number of uniforms provided will be based upon 110% of the total number of band students performing in the greater of the marching band or the concert band.

### **SCHOOL TECHNOLOGY ALLOCATIONS**

School technology allocations are determined each year as they become known. The allocation is made up of:

1. An annual Capital Outlay Budget for schools and centers. This allocation, totaling approximately \$400,000 is equitably distributed to schools and centers rotationally, based on documented need.
2. An annual Maintenance Budget (approximately \$75,000) for maintenance service, support and supplies for technology. Funds are distributed equitably to each school and center.

Schools and centers that do not spend the entire amount of the allocation are allowed to carry the unspent funds forward into the next fiscal year. For more information concerning School Technology Allocations, see the Walton County Communications and Technology Plan: Acquisition Plan: Policies and Procedures.

### **GROWTH ALLOCATION**

The district is growing by 50 students this year (2004-05). This growth places demands on school budgets to provide new textbooks, teacher desks and expanded media collections. In 2004-05 we are implementing growth allocations in the areas of textbooks, media, and FF & E to help meet the needs of schools dealing with these new students.

Growth allocations are initially allocated at 100% and will be adjusted to actual after the October and February FTE counts.

Growth allocations have been placed in the same business unit as the regular allocation. Growth allocations have the same expenditure guidelines and carryover rules as the regular allocations.

### **VOCATIONAL EDUCATION PROGRAMS**

In accordance with Rule 6A-1.04514 FAC, Exceptional Student Membership in Mainstream Vocational Programs: The Director of Adult, Career and Technical Education will ensure that proper documentation is provided to each principal annually during the budget allocation process to show the percent of ESE students enrolled in each Vocational Program. School districts are eligible to receive funds for exceptional students who are reported in vocational mainstream programs as defined in Florida Statutes, for the time these students are enrolled in the mainstream program. These vocational students are therefore reported as ESE for FTE reporting purposes. Principals should consider this factor when allocating resources to vocational programs.

### **DEPARTMENT BUDGETS**

Annual departmental staffing and budgeting will be based on the amounts approved in the budget process. Any increase in department staffing or budget must be justified through the Strategic Planning process. Unexpended department budgets do not carry forward from one year to the next.

## GLOSSARY

**Ad Valorem Tax (property tax):** A tax levied primarily on real property. The amount of tax is determined by multiplying the taxable assessed value of the property times the millage rate. County property owners pay ad valorem taxes to the County, the School District, municipalities, and a number of independent taxing authorities.

**Appropriation:** A budget authorization made by the School Board which permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period in operating funds.

**Assessed Valuation:** The estimated value placed upon real and personal property by the County Property Appraiser as the basis for levying property taxes.

**Bond (Debt Instrument):** A written promise to pay a specified sum of money (called principal or face value) at a specified future date (called the maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt to pay for specific capital expenditures.

**BSA (Base Student Allocation):** The dollar amount of revenue allocated by the Legislature for one FTE in the FEFP program. This amount is *not* sufficient to fund the total cost of providing education for one FTE student; it is simply the basic dollar allocation from which the FEFP revenue is calculated. *Also see Value of One FTE.*

**Budget (Operating):** A plan of financial operation embodying an estimate of proposed expenditures for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates). The term is also sometimes used to denote the officially approved expenditure ceilings under which the School Board and its schools and departments operate.

**Capital Outlay (object of expenditure):** Expenditures for the acquisition of fixed assets or additions of fixed assets. These are expenditures for land or existing buildings, improvements of grounds, construction of buildings, remodeling of buildings, initial equipment, and additional equipment. Typically, new construction and land acquisition are budgeted in the Capital Outlay Funds. In the operating fund, typical capital outlay items include vehicles, library books, audio-visual equipment, computers, software, and furniture.

**Capital Outlay Funds:** A specific group of funds created to account for financial resources to be used for the acquisition or construction of major capital facilities. There are statutory and regulatory restrictions on the use of capital outlay funds. Major capital outlay fund sources include PECO, CO & DS, and Two-Mill funds.

**Categoricals:** State revenue sources which are restricted in their use to certain types (categories) of expenditure. Examples of state categoricals are Instructional Technology,

Transportation, and Instructional Materials funds. The number of categoricals, their funding level, and the limitations on their use are subject to annual approval by the State Legislature.

**Certificates of Participation (COP):** Certificates of participation are a form of lease-purchase agreement whereby the cost of a major capital expenditure can be spread over a pre-determined number of years. It is similar to bond financing, however, a COP is dependent on the appropriation of funds each year to cover the amount of payments required that year. For this reason, it is a somewhat higher risk for the investor, and normally demands a somewhat higher interest rate than a bond.

**Certified Taxable Value:** The annual property tax value certified by the property appraiser of the county to the State Department of Revenue.

**Chart of Accounts:** A list of accounts systematically arranged, applicable to a specific concern, giving account names and numbers. A chart of accounts, accompanied by descriptions of their use and of the general operation of the books of account, becomes a classification or manual of accounts. The district chart of accounts is specified in the Department of Education Red Book.

**CO & DS (capital Outlay and Debt Service):** A type of capital outlay revenue distributed to districts by the state. The primary source of CO & DS funding is motor vehicle license fees.

**Cost Center:** A school, department or location to which fiscal responsibility is assigned.

**DCD (District Cost Differential):** The factor used to adjust funding to reflect differing costs of living in the various districts throughout the state. The DCD is calculated using the Florida Price Level Index. Over the past few years, the DCD has been indexed in differing ways, making historical comparisons difficult. See *Value of one FTE*.

**Debt Service:** Payment of interest and repayment of principal to holders of debt instruments.

**Discretionary Millage:** The portion of the ad valorem (property) tax rate which is nominally a local school board decision. While technically a local option, discretionary millage rates are capped by annual legislative action.

**DOE:** Department of Education (generally refers to the Florida Department of Education unless otherwise specified).

**DOR:** Department of Revenue (a state agency).

**Employee Benefits (object of expenditure):** Amounts paid by the school system on behalf of employees. These are contributions made by the district to designated funds to meet commitments or obligations for employee fringe benefits and are not included in

gross salary. Included are the districts share of costs for Social Security and the various pension, medical and life insurance plans.

**Encumbrances:** Obligations in the form of purchase orders, contracts or other commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid or when an actual liability is established.

**Energy Services (object of expenditure):** These expenditures include electricity and diesel fuel as well as heating oil, gasoline, and bottled and natural gas.

**Expenditures:** Where accounts are kept on the accrual or modified accrual basis of accounting, expenditures are the cost of goods received or services rendered whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purposes have been made.

**FEFP (Florida Education Finance Program):** The system, established in 1973, of financing the operation of Florida public schools. The FEFP bases funding allocations on the number of students, rather than on the number of teachers or school facilities. The purpose of the FEFP is to provide a consistent, equitable source of funding for public education in Florida. The FEFP includes both state and local revenue.

**Fiscal Year (FY):** The twelve month period beginning July 1 and ending the following June 30. Commonly referred to by the calendar year in which it ends, e.g. the fiscal year ending June 30, 2003 is Fiscal Year 2003 (FY2003).

**FTE (Full Time Equivalent):** An FTE is defined as one student in membership in one or more FEFP programs for a school year or its equivalent. In a typical program, this would be 900 hours of instruction per year; equal to six 50-minute periods per day, five days per week for 36 weeks. The definition varies for double sessions and other circumstances. FTE is determined by surveys of student attendance. The main FTE surveys occur in October and February.

**Function:** The action or purpose for which a person or thing is used or exists. Function includes the activities or actions which are performed to accomplish the objectives of the enterprise. The activities of the school system are classified into five broad areas: Direct Instruction, Instructional Support, General Support, Maintenance, and Community Service/Debt Service/Transfers.

**Fund:** An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

**Fund balance:** The excess of an entity's assets over its liabilities. A negative fund balance is sometimes called a deficit. Portions of fund balance may be committed (e.g. encumbrances) or designated (e.g. contingency) for specific purposes.

**General fund:** The fund used to account for all financial resources except those required to be accounted for in another fund. The General Fund is supported by taxes, fees and other revenues that may be used for any lawful purpose. Also called the Operating Fund.

**General Obligation Bonds:** When the district pledges its full faith and credit to the repayment of the bonds it issues, then those bonds are general obligation (G.O.) bonds. In Florida, a G.O. bond issue must be authorized by a public referendum.

**Internal Service Fund:** Funds used to account for the financing of goods or services provided by one department to other department or schools of the district, on a cost reimbursement basis.

**Materials and Supplies (object of expenditure):** Amounts paid for items of an expendable nature that are consumed, worn out, or deteriorated in use, or items that lose their identity through fabrication or incorporation into different or more complex units or substances. Such items as classroom supplies, repair and maintenance materials, cleaning supplies, textbooks, and office supplies are included.

**Mill:** One thousandth of a dollar (one-tenth of a cent). The ad valorem (property tax rate) is normally stated in mills. For example a ten mill levy would be a tax of ten dollars for every thousand dollars of taxable assessed property value.

**Millage Rate:** The ad valorem (property) tax rate. See *Mill*.

**Object of Expenditure:** The service or commodity obtained as the result of a specific expenditure. Expenditure classifications are based upon the types or categories of good and services purchased. Typical objects of expenditure include salaries, employee benefits, purchased services, materials, and capital outlay.

**PECO (Public Education Capital Outlay):** A type of capital outlay revenue distributed to districts by the state. The primary funding source for PECO is the gross receipts tax on utilities.

**Program:** The FEFP defines a number of instructional programs that are used to account for and distribute funds. These programs such as Basic Education Grades K-3, Vocational Job Preparatory, and Exceptional Education Support Level IV, are intended to allocate funding based on the relative cost of providing differing types of instruction.

**Program Cost Factor (Program Weight):** A numeric value of the relative cost of providing an instructional program. The Base program, Basic Education Grades 4-8, is assigned a value of 1.000. Cost factors for other programs are when calculated on a statewide basis. These are relative weights, not adjustments to support actual district expenditures. Current practice in the FEFP is to use three years' historical data to calculate the cost factors; however, this practice can be, and has been, modified on occasion to reflect legislative priorities.

**Purchased Services (object of expenditures):** Amounts paid for personal services by personnel who are not on the payroll of the district school board, and other services

which the Board may purchase. Examples are the costs of repair and maintenance service (not materials), utilities, rentals, communications, training, travel, legal, and fiscal services.

**Redbook:** Officially titled Financial and Program Cost Accounting and Reporting for Florida Schools, this is the state DOE manual which provides the structure for a uniform database for public school accounting and budgeting.

**Revenue bonds:** When a government issues bonds which do not pledge the full faith and credit of a jurisdiction, it issues limited liability revenue bonds. In Florida, revenue bonds do not require voter approval.

**RLE (Required Local Effort):** The combination of ad valorem (property) taxes and fees which the school district is required to impose in order to receive state FEFP funds.

**Rolled Back Rate:** A calculation mandated by the state which produces a fictitious ad valorem (property) tax rate for comparison purposes. This rolled-back rate is the rate which would generate the same amount of revenue in the new fiscal year as was produced in the previous fiscal year, less new construction and other adjustments. The purpose is to illustrate the impact of increases in the tax base for the required TRIM advertisements and public hearings.

**Salaries (object of expenditure):** Amounts paid to employees of the school system who are considered to be in positions of a permanent nature, including personnel under written contract substituting for those in permanent positions. Costs include salaries, overtime, supplements, and other direct payments to employees.

**SBE/COBI Bonds:** State Board of Education/Capital Outlay Bond Indebtedness Bonds are issued by the state on behalf of a local school district.

**Staffing Model:** A tool for estimating requirements for instructional and other positions for the upcoming school year. The model is based on projected enrollment and other factors.

**Supplemental Discretionary Millage:** A portion of the ad valorem (property) tax rate which is nominally a local school board decision. Approval of this millage requires a separate vote by the board.

**TRIM Act:** The “Truth in Millage” Act, incorporated in Florida Statutes 200.065 requires that property owners be notified by mail of the proposed property taxes for the next fiscal year based on “tentative” budgets approved by the School Board, county, municipalities, and other taxing districts. The TRIM Act also includes specific requirements for newspaper advertisements of budget hearings, and the content and order of business of the hearings.

**Two Mill Funds:** Revenue produced by an ad valorem (property) tax levy which may be authorized by the school board to support capital improvements. This levy has been capped at two mills since 1989-90 by the state legislature.

**Value of One FTE:** The amount of revenue which the district receives for one FTE can be calculated by multiplying the Base Student Allocation time the District Cost Differential. This value is then multiplied times the amount of Weighted FTE to arrive at the FEFP revenue for each program.

**Weighted FTE:** The amount of survey-determined FTE from a program, multiplied by that program's cost factor, yields the amount of weighted FTE.

**WDEF (Workforce Development Education Fund):** The system established in 1997 to calculate funding the operation of post secondary vocational programs.

**Walton County School District Strategic Plan/  
Academic Business Plan**

**Goal One – Improve Student Achievement Emphasizing The Core Curriculum Of Reading, Writing, Math, Science, and Social Studies.**

Strategy	Key Indicators	Position(s) Responsible	Start Date	Completion Date	Cost	Funding Source
<p><b>Establish and communicate clear end-of-year District-wide expectations for student performance at each grade level and implement assessment and reporting practices that establish accountability for student achievement.</b></p>	<p><b>Curriculum guides including performance standards for core subject areas, are developed and disseminated to District staff and the community.</b></p> <p><b>Sunshine State Standards are fully implemented.</b></p> <p><b>All schools within the District achieve Adequate Yearly Progress (AYP).</b></p> <p><b>No school is awarded a grade lower than C.</b></p>	<p><b>Directors of Elementary Middle and Secondary Education</b></p> <p><b>Principals</b></p>	<p><b>7-1-04</b></p>	<p><b>6-30-07</b></p>	<p><b>\$821,000</b></p> <p><b>None</b></p> <p><b>None</b></p> <p><b>None</b></p>	<p><b>General and Special Revenue funds</b></p>

**Goal One – Improve Student Achievement Emphasizing The Core Curriculum Of Reading, Writing, Math, Science and Social Studies.**

Strategy	Key Indicators	Position(s) Responsible	Start Date	Completion Date	Cost	Funding Source
<p><b>Align curriculum and instruction with assessment.</b></p>	<p><b>Curriculum mapping initiative is evident District-wide.</b></p>	<p><b>Directors of Elementary Middle and Secondary Education</b></p>	<p><b>7-1-04</b></p>	<p><b>6-30-06</b></p>	<p><b>\$111,000</b></p>	<p><b>General and Special Revenue funds</b></p>
	<p><b>District Elementary Literacy Plan is implemented and middle school and high school Literacy Handbook developed.</b></p>	<p><b>Principals</b></p>			<p><b>\$15,000</b></p>	<p><b>Making Schools Work Grant</b></p>
	<p><b>Diagnostic reading assessment is provided at all grade levels.</b></p>				<p><b>\$22,000</b></p>	
	<p><b>Instructional materials and other resources are aligned with curriculum expectations.</b></p>				<p><b>None</b></p>	
					<p><b>None</b></p>	

	<p><b>Student progress is monitored through Adequate Yearly Progress.</b></p> <p><b>Student progression plan is developed.</b></p>				None	
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**Goal Two: Implement A Standards-Based And Data Driven Curriculum Through The Use Of Multiple Teaching And Learning Methodologies, Resources, And Occupational Clustering To Address The Unique Needs Of Every Student.**

<b>Strategy</b>	<b>Key Indicators</b>	<b>Position Responsible</b>	<b>Start Date</b>	<b>Stop Date</b>	<b>Cost</b>	<b>Funding Source</b>
Teach reading in the content areas and writing across the curriculum in all grade 6-12 classrooms.		<p><b>Directors of Middle and Secondary Education</b></p> <p><b>Principals</b></p>	7-1-04	6-30-09	\$68,000	General & Special Rev. funds
Provide FCAT preparation for all high school students, and intervention programs utilizing targeted instruction, for underachieving students.	Read 180 and Skills Tutor programs are implemented.	Directors of Elementary Middle and Secondary Education	7-1-04	6-30-09	\$525,000	General & Special Rev. funds
Offer more dual enrollment opportunities.	After school dual enrollment offered at South Walton High School.	Directors of Elementary Middle and Secondary Education	7-1-04	6-30-09	\$12,000	General Fund

	<b>In-school dual enrollment offered at South Walton High School.</b>					
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**Goal Two: Implement A Standards-Based And Data Driven Curriculum Through The Use Of Multiple Teaching And Learning Methodologies, Resources, And Occupational Clustering To Address The Unique Needs Of Every Student.**

Strategy	Key Indicators	Position Responsible	Start Date	Stop Date	Cost	Funding Source
<p><b>Partner with area businesses and institutions to develop curriculum tied to career orientation, occupational choices, and real world experiences.</b></p>	<p><b>Pathways Instructional Modules are used at Walton County Vo-Tech Center.</b></p>		<p><b>7-1-04</b></p>	<p><b>6-30-06</b></p>	<p><b>\$315,000</b></p>	<p><b>General Fund</b></p>
	<p><b>Career Fest is offered in partnership with Okaloosa Walton Community College.</b></p>				<p><b>\$1,000</b></p>	<p><b>General Fund</b></p>
	<p><b>Expansion of the Explore Teach program.</b></p>					
	<p><b>Expansion of School To Work at Freeport High School.</b></p> <p><b>Expansion of the hospitality program at South Walton High School.</b></p>				<p><b>\$64,000</b></p>	<p><b>General Fund (School-to-Work grant)</b></p>

	<b>Adoption of a flexible 4 X 4 block schedule at 3 of 4 District high Schools.</b>					
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**Goal Two: Implement A Standards-Based And Data Driven Curriculum Through The Use Of Multiple Teaching And Learning Methodologies, Resources, And Occupational Clustering To Address The Unique Needs Of Every Student.**

<b>Strategy</b>	<b>Key Indicators</b>	<b>Position Responsible</b>	<b>Start Date</b>	<b>Stop Date</b>	<b>Cost</b>	<b>Funding Source</b>
<b>Develop and implement a comprehensive K-12 guidance program.</b>	<b>Looped guidance programs are implemented at Freeport High School and Walton High School.</b>		<b>7-1-04</b>	<b>6-30-07</b>	<b>\$1,039,000</b>	<b>General and Special Revenue funds</b>
<b>Implement best practices for integrating technology and instructional materials into the teaching of core classes.</b>	<b>Riverdeep program is implemented.</b>  <b>Extensive technology training offered.</b>  <b>Hiring full-time technology trainer.</b>	<b>Directors of Elementary Middle and Secondary Education</b>	<b>7-1-04</b>	<b>6-30-06</b>	<b>\$238,000</b>	<b>EETT grant</b>
<b>Provide professional development for teachers on a regular basis that incorporates research-based best practices and instructional strategies related to improving student achievement.</b>	<b>New positions of Professional Development Team Chairs are created.</b>  <b>Lead and mentor teachers provide professional development as</b>	<b>Directors of Elementary Middle and Secondary Education</b>	<b>7-1-04</b>	<b>6-30-07</b>	<b>\$105,000</b>	<b>General Fund</b>

<p><i>Goal Two, Continued</i></p> <p><b>Provide professional development for teachers on a regular basis that incorporates research-based best practices and instructional strategies related to improving student achievement.</b></p>	<p><b>part of BEST program.</b></p> <p><b>Use of Title I resource teacher to lead research-based learning communities.</b></p> <p><b>Purchase of PAEC on-line ESOL training.</b></p> <p><b>Utilization of PAEC consortium training opportunities.</b></p> <p><b>Grant partnerships with PAEC.</b></p> <p><b>Full adoption of Florida Professional</b></p>				<p><b>(Covered above)</b></p> <p><b>\$5,000</b></p> <p><b>None</b></p> <p><b>None</b></p> <p><b>None</b></p>	<p><b>General Fund (SAI)</b></p>
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<p><b><u>Goal Two, Continued:</u></b></p> <p><b>Provide professional development for teachers on a regular basis that incorporates research-based best practices and instructional strategies related to improving student achievement.</b></p>	<p><b>Development Protocol Standards.</b></p> <p><b>Use of District Professional Development Council.</b></p> <p><b>Partnership with University of West Florida to provide graduate degree opportunities on-site.</b></p> <p><b>IB training at South Walton High School.</b></p> <p><b>Use of Making Schools Work training initiatives to link or transition middle school, high school, and post-</b></p>				<p><b>None</b></p> <p><b>None</b></p> <p><b>\$12,000</b></p> <p><b>\$39,000</b></p>	<p><b>General Fund</b></p> <p><b>General Fund (Making Schools Work grant)</b></p>
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	<p>secondary/ work experiences.</p> <p>Development and implementation of District and school Professional Development Plans.</p> <p>Linking School Improvement and Professional Development.</p>				<p>None</p> <p>None</p>	
Ensure high expectations for the performance of all staff.	Performance Appraisal System is utilized.	Superintendent	7-1-04	6-30-09	None	

**Goal Three: Improve Communication Within The District And The Community Including All Stakeholders In The Process.**

Strategy	Key Indicators	Position Responsible	Start Date	Stop Date	Cost	Funding Source
Provide reports to families and schools that accurately describe student progress and performance using grade level expectations and performance	All schools receive the No Child Left Behind (NCLB) Report which includes data on each	Directors of Elementary Middle and Secondary Education	7-1-04	6-30-05	\$108,000	General and Special Revenue Funds

standards.	<p>school's progress towards the state goals, AYP, and discipline.</p> <p>Schools provide the NCLB data to families through newsletters and web sites.</p> <p>All families receive regular reports of their child's progress.</p>	Principals			<p>\$12,000</p> <p>\$3,305,000</p>	<p>General and Special Revenue Funds</p> <p>General and Special Revenue funds</p>
Improve communication and information management within the district.	<p>Use of A3 for AIP', IEP, and LEP management.</p> <p>Use of a Student Management system.</p>		7-1-04	6-30-05	<p>\$9,000</p> <p>\$391,000</p>	<p>General Fund</p> <p>General Fund</p>

	<p><b>Use of Shoreline telephone system.</b></p> <p><b>Adoption of wireless technology and expansion of bandwidth.</b></p> <p><b>Web calendars for school events, professional development, and parent involvement committees are coordinated.</b></p> <p><b>TSIC Student Identification System is utilized.</b></p> <p><b>Use of discussion threads for School Improvement and Professional Development.</b></p> <p><b>Use of email list serve.</b></p>				<p><b>\$40,000</b></p> <p><b>\$228,000</b></p> <p><b>None.</b></p> <p><b>None.</b></p> <p><b>None</b></p> <p><b>None</b></p>	<p><b>General &amp; Special Revenue Funds (e-rate)</b></p> <p><b>General &amp; Special Revenue Funds (e-rate)</b></p>
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<p><b>Establish procedures that will attract, train, and retain teachers and administrators of the highest caliber.</b></p>	<p><b>A new teacher induction program is developed and implemented.</b></p>	<p><b>Directors of Elementary Middle and Secondary Education</b></p>	<p><b>7-1-05</b></p>	<p><b>7-1-07</b></p>	<p><b>\$145,000</b></p>	<p><b>General &amp; Special Revenue funds</b></p>
	<p><b>A new teacher handbook is developed and disseminated.</b></p>				<p><b>\$15,000</b></p>	<p><b>General Fund</b></p>
	<p><b>National Board Certified or Master Teachers provide mentoring to other teachers.</b></p>				<p><b>\$199,000</b></p>	<p><b>General Fund</b></p>
	<p><b>Additional teachers hired as a part of Class Size Reduction Plan.</b></p>	<p><b>Principals</b></p> <p><b>Superintendent</b></p>			<p><b>\$2,139,000</b></p>	<p><b>General Fund (NCLB grant)</b></p>
	<p><b>BEST Career Ladder initiatives.</b></p>	<p><b>Director of Finance</b></p>			<p><b>None.</b></p>	
	<p><b>Use of .5 mill referendum to make salaries competitive with surrounding districts.</b></p>	<p><b>Superintendent</b></p>			<p><b>\$2,280,000</b></p>	<p><b>General Fund</b></p>

<p>Use all avenues for regular dissemination of information and dialogue between the school board, superintendent, administrators, teachers and other employees, and the public.</p>	<p>Locations of school board workshops and meetings are rotated throughout the county.</p> <p>Education articles are included in the Chamber of Commerce newsletter.</p> <p>School and district community forums are held with regard to specific topics (i.e. third grade retention, South Walton High School).</p> <p>Development of</p>	<p>Superintendent</p> <p>Directors of Elementary Middle and Secondary Education</p> <p>Principals</p>	7-1-04	7-1-06	<p>None</p> <p>None</p> <p>None</p> <p>\$15,000</p>	<p>General Fund</p>

	<p>district and school websites.</p> <p>Expansion of Take Stock in Children and Governor's Mentoring Programs.</p>				\$40,000	General Fund (Take Stock in Children)
<p>Include families as informed and active partners in the students' education.</p>	<p>Parent Involvement Committee and District Advisory Council established.</p>		7-1-04	7-1-05	None	

**Goal Four: Ensure That Financial Planning And Management Processes Allocate And Expand Resources According To District Needs And Priorities.**

Strategy	Key Indicators	Position Responsible	Start Date	Stop Date	Cost	Funding Source
<p>Leverage district resources to support instructional practices.</p>	<p>Provide current, adequate, and equitable hardware and software, instructional materials, supplies and other resources</p>	<p>Superintendent</p> <p>Director of Finance</p>	7-1-04	6-30-09	\$605,000	Capital Projects Fund

	<p>for the education of all children.</p> <p>Passage of .5 mill referendum to support educational programs and services.</p> <p>Financial planning and management process is improved to ensure that resources are allocated and expended according to district needs and priorities.</p>				None	
<p>Implement growth management functions to meet future needs of the District.</p>	<p>Creation of a future facilities plan.</p> <p>Enrollment projections are accurate, based upon census, FTE, county demographics,</p>	<p>Director of Finance</p>	<p>7-1-04</p>	<p>7-1-05</p>	<p>None</p> <p>None</p>	

	<b>and other data.</b>					
<b>Ensure that school system operations conform to the highest business and professional standards of effectiveness, ethics, and efficiency.</b>	<p><b>Implement zero based budgeting in select departments in FY04 and phase into all departments by FY07.</b></p> <p><b>Improved coordination between the development of District budget and the District Strategic Plan.</b></p> <p><b>An unreserved fund balance ranging between 7-1/2 and 10 % of general fund revenues is maintained.</b></p> <p><b>Cash management procedures are reviewed and assessed annually.</b></p>	<b>Director of Finance</b>	<b>7-1-04</b>	<b>6-30-08</b>	<p><b>None</b></p> <p><b>None</b></p> <p><b>\$3,375,000 to \$4,500,000</b></p> <p><b>None</b></p>	<b>General Fund</b>

## **Academic Business Plan Guide**

***School Board Goal:*** Broad goal developed through stakeholder involvement in the strategic planning process.

***Strategy:*** Action oriented plans designed to accomplish the achievement of School Board goals.

***Key Indicators:*** Specific measures by which the progress toward or accomplishment of strategies and goals will be determined.

***Position(s) Responsible:*** Person or persons (identified by job title), expected to supervise and be held accountable for implementation of the strategy.

***Start Date:*** Indicates the date to be used for baseline data, and also the initiation of strategies.

***Completion date:*** Anticipated date by which a strategy should be fully implemented and measured.

***Cost:*** Anticipated amount of funds needed annually to support strategy implementation.

***Funding Source:*** Indicates area(s) of the budget from which funds will be encumbered and allocated to support the implementation of a strategy.

***Department Strategies:*** Collaboratively developed plans of action, specific to individual departments, programs, or services, that will supplement and support the accomplishment of School Board goals.

## **ACADEMIC BUSINESS PLAN**

This academic business plan reflects financial strategic planning. It is a leadership tool to help this organization ensure that both the administration and the staff are working toward a common vision, utilizing the same goals. It is a disciplined effort to shape, guide, and continuously improve student achievement, generate, preserve, and allocate resources to support performance expectations.

The strategic planning process builds a shared vision; is an inclusive, participatory process in which the School Board, staff, parents, students, and the community, take on shared ownership; requires accountability and fosters a pro-active focus on the future; creates an improved quality of programs and services for all and provides a means for measuring these programs and services; and matches resources to priorities and needs.

We have developed and implemented a financial plan to provide sufficient resources to fund all objectives of the Walton County School District, consistent with sound business practices.

# **DEPARTMENT STRATEGIES**

Walton County School Board Annual Strategic Plan  
**Years 2004-2005**

**Board Goal 1: Improve student achievement emphasizing the core curriculum of reading, writing, math, and science.**

Department Strategies:

## **Adult, Career and Technical Education**

1. Continue curriculum mapping project for career/technical courses and adult/academic (alternative program) courses, noting Sunshine State Standards alignment for both career/technical courses and academic courses.
2. Provide professional development activities for teachers through the Making Schools Work/ High Schools that Work initiative (WCVT is an integral participant in both the Walton and Freeport Making Schools Work clusters.).
3. Participate in FlaRE (Florida Literacy and Reading Excellence) professional development activities.
4. Coordinate and participate in development of literacy handbook for secondary student/teacher use throughout the district.
5. Provide FCAT review course in summer for appropriate high school students.

**Walton County School Board Annual Strategic Plan  
Years 2004-2005**

**Board Goal 2: Implement a standards-based and data driven curriculum through the use of multiple teaching and learning methodologies, resources, and occupational clustering to address the unique needs of every student.**

Department Strategies:

**Adult, Career and Technical Education**

1. Provide opportunities for all staff to actively participate in development and implementation of school improvement plan.
2. Provide opportunities for teachers to work in teams of 2 or more to use technology learning activities across the curriculum.
3. Provide work-based experiences to include job shadowing, career fair participation, and on-the-job training for students.
4. Provide opportunities for teachers to team with career counselor to provide CHOICES career development /career portfolio preparation activities for students in the career lab.
5. Update automotive service technology program through purchase and implementation of computerized lab equipment.
6. Provide training to faculty on using Fleish-Kincaid scale (in MS Word program) to assist students in developing journal writings of higher grade level quality.

**Walton County School Board Annual Strategic Plan  
Years 2004-2005**

**Board Goal 3: Improve communication within the district and the community including all stakeholders in the process.**

Department Strategies:

**Adult, Career and Technical Education**

1. Meet with Vocational Advisory Board members a minimum of three times during the 2004-2005 School Year to facilitate alignment of career/technical curriculum with industry standards (Automotive Service Technology MUST be industry certified by 2006.).
2. Provide opportunities for career counselor or designee to attend Walton County Chamber of Commerce/Region 2 Workforce Development Board functions/meetings a minimum of four times during the 2004-2005 School Year.
3. Develop and maintain school website.
4. Continue practice of weekly faculty/staff meetings to facilitate timely communication within the school; provide for teacher contribution to agenda.
5. Provide a minimum of four school activity news articles to local newspaper.
6. Provide opportunities for all faculty members to present personal research findings at whole-group faculty meetings during the 2004-2005 School Year.

**Walton County School Board Annual Strategic Plan  
Years 2004-2005**

**Board Goal 4: Ensure that financial planning and management processes allocate and expand resources according to district needs and priorities.**

Department Strategies:

**Adult, Career and Technical Education**

1. Align department budget process with the district strategic plan.

Walton County School Board Annual Strategic Plan  
Years 2004-2005

**Board Goal 2: Improve Communication Within the District and the Community  
Including all Stakeholders in the Process**

Department Strategies

**School Community Relations**

2. Expand existing Title I Parent Advisory Council to include non-Title I schools.
3. Develop and implement a new Board policy meeting all requirements of the Family Involvement Partnership Act.
4. Provide school-based training to assist schools in working more effectively with parents.
5. Work collaboratively with parents and community to maintain/initiate volunteer/mentor programs at all district schools.
6. Develop and implementation plan to employ network administrators who can ensure that each school's technology network works consistently at maximum capacity.
7. Investigate the possibility of providing access to schools by opening technology labs for use by community members.
8. Expand opportunities for student access to curricular program via the internet.
9. Create incentives for teachers who complete endorsement programs for ESOL and/or reading.
10. Investigate methods to compensate and recognize teachers who acquire extensive subject area training in their field of expertise. (additional \$ for advanced degrees within the subject area specialization)
11. Work with community resources to provide community support for teachers and administrators.
12. Continue strategies to ensure financial incentives for high quality teachers.
13. Implement the state approved Alternative Certification Plan.

Walton County School Board Annual Strategic Plan  
Years 2004-2005

**Board Goal 1: Improve student achievement emphasizing the core curriculum of reading, writing, math, and science.**

Department Strategies

**Elementary Curricular Programs**

1. Continue implementation of Elementary Literacy Plan (board approved 8/26/03) and provide funding necessary to implement the diagnostic assessment and progress-monitoring schedule required in the approved plan.
2. Survey schools to determine need for supplemental services to students needing additional assistance. Allocate funding adequate to meet the need.
3. Expand the work year for Elementary Resource Teachers to include an extra month of summer work.
4. Encourage teachers to attain either reading certification or the reading endorsement. Investigate the feasibility of incentive pay for teachers attaining this certification/endorsement.
5. School and district staff will be knowledgeable concerning the achievement requirements necessary to make adequate yearly progress and/or safe harbor within No Child Left Behind. Training for all teachers will be provided to ensure collaboration between ESE and regular education teachers. Instruction will be designed to ensure opportunity for all subpopulations to attain these high standards.
6. Evaluate the district HRMD plan to ensure that high quality administrative candidates are prepared to fill administrative positions that may develop in the future.

Walton County School Board Annual Strategic Plan  
Years 2004-2005

**Board Goal 2: Implement a standards-based and data driven curriculum through the use of multiple teaching and learning methodologies, resources, and occupational clustering to address the unique needs of every student.**

Department Strategies

**Elementary Curricular Programs**

1. Conduct school based evaluation of school performance towards meeting Adequate Yearly Progress.
2. Develop school action plans for addressing all subgroups not making adequate yearly progress.
3. Provide resources necessary to ensure that existing technology consistently operate efficiently.
4. Develop/amend district procedures to ensure that data are checked for accuracy prior to entry into the student data base and after entry.
5. Develop and implementation plan to employ network administrators who can ensure maximum efficiency of technology resources.
6. Continue high quality training for teachers to ensure continual increase in teacher knowledge of technology skills.
7. Provide resources necessary for continual progress in implementing the National Technology Standards.

Walton County School Board Annual Strategic Plan  
Years 2004-2005

**Board Goal 3: Improve communication within the district and the community including all stakeholders in the process.**

Department Strategies

**Elementary Curricular Programs**

1. Continue regular meetings between elementary principals and the district Elementary Program Coordinator.
2. Evaluate current practice to determine areas needing improvement in order to fully implement the Family-School Partnership Act.
3. Continue the district practice of providing regularly scheduled meetings between elementary principals and district elementary program staff.
4. Continue and expand school-based study groups.
5. Celebrate school success regularly.

Walton County School Board Annual Strategic Plan  
Years 2004-2005

**Board Goal 4: Ensure that financial planning and management processes allocate and expand resources according to district needs and priorities.**

Department Strategies

**Elementary Curricular Programs**

1. Create incentives for teachers who complete endorsement programs for ESOL and/or reading.
2. Investigate methods to compensate and recognize teachers who acquire extensive subject area training in their field of expertise. (additional \$ for advanced degrees within the subject area specialization)
3. Work with community resources to provide community support for teachers and administrators.
4. Continue strategies to ensure financial incentives for high quality teachers.

Walton County School Board Annual Strategic Plan  
Years 2004-2005

**Board Goal 1: Improve student achievement emphasizing the core curriculum of reading, writing, math, and science.**

Department Strategies

**Special Programs**

1. All personnel will be well-informed concerning the requirements of No Child Left Behind and will work collaboratively to develop improvement plans designed to foster success.
2. All teachers will meet the 'highly qualified' teacher requirements as outlined in No Child Left Behind.
3. Classroom teachers will be provided multiple opportunities for high quality staff development that does not require their absence from the classroom. (ex. Summer training, job-embedded).
4. Administrators will be trained to quickly evaluate classroom activity to determine engaged learning. (ex. 'walk-through' training will be provided for principals and district administrators).
5. School and district staff will be knowledgeable concerning the achievement requirements necessary to make adequate yearly progress and/or safe harbor within No Child Left Behind. Instruction will be designed to ensure opportunity for all subpopulations to attain these high standards.

Walton County School Board Annual Strategic Plan  
Years 2004-2005

**Board Goal 2: Implement a Standards-Based and Data Driven Curriculum, Through the Use of Multiple Teaching and Learning Technologies and Resources and Occupational Clustering to Address the Unique Needs of Every Student**

Department Strategies:

**Special Programs**

1. Provide data analysis of disaggregated data pertaining to standards related to No Child Left Behind and adequate yearly progress.
2. Provide training for regular education and ESE teachers to implement collaborative teaching models in full-inclusion classrooms.
3. Study the feasibility of expanding the teacher work year to include additional time for high-quality staff development and planning for school improvement.
4. Develop/amend district procedures to ensure that data are checked for accuracy prior to entry into the student data base and after entry.

Walton County School Board Annual Strategic Plan  
Years 2004-2005

**Board Goal 3: Improve Communication Within the District and the Community  
Including all Stakeholders in the Process**

Department Strategies

**Special Programs**

1. Conduct faculty meetings at all schools to provide teachers and staff with information about the requirements of “No Child Left Behind” and adequate yearly progress.
2. Increase collaboration between Exceptional Student Education, Title I and regular curriculum teachers and administrators.
3. Investigate increased consolidation of federal funds to better utilize resources to meet student needs while ensuring compliance with federal laws regarding supplemental funding.
4. Continue regular district staff meetings.
5. Implementation of the Family Involvement Partnership Act.
6. Implement regular cross-department meetings between ESE, LEP, Title I and curriculum staff.

**Walton County School Board Annual Strategic Plan  
Years 2004-2005**

**Board Goal 1: Improve student achievement emphasizing the core curriculum of reading, writing, math, and science.**

Department Strategies:

**Middle Level Curricular Programs**

1. Assist schools with “digging into data” efforts to note key areas of deficiency regarding student performance and search for methods to employ to resolve issue.
2. Provide in-service opportunities for school’s “train-the trainer” in utilizing automated AIP system to ensure all students with an AIP are addressed.
3. Meet with representative from each school during textbook adoption process to identify strengths/weaknesses in publisher submissions.
4. Search for tools/strategies that may be used to empower teachers to address all students at their individual areas.
5. Review middle school performance on FCAT to determine if pattern exists within all schools which would indicate a weakness in curriculum/programming.
6. Employ reading coaches for every school.

**Walton County School Board Annual Strategic Plan  
Years 2004-2005**

**Board Goal 2: Implement A Standards-Based And Data Driven Curriculum.  
Through The Use of Multiple Teaching And Learning Technologies And Resources  
And Occupational Clustering To Address The Unique Needs Of Every  
Student**

Department Strategies:

**Middle Level Curricular Programs**

1. Align curriculum with instruction and assessment.
2. Employ resource teachers at each school.
3. Implement a consistent and comprehensive K-12 guidance program.

**Walton County School Board Annual Strategic Plan  
Years 2004-2005**

**Board Goal 3: Improve Communication Within the District and the Community  
Including All Stakeholders in the Process**

Department Strategies:

**Middle Level Curricular Programs**

1. Utilize Groupwise system to encourage all stakeholders in the system to freely communicate.
2. Sponsor district wide parent meetings for parents whose children are limited English proficient.
3. Write news briefs/articles for local newspaper and other newsletters.
4. Participate and/or attend schools' P.T.O. and/or special programming.
5. Schedule board workshops and/or agenda items for public information sharing.
6. Design a teacher induction system which links beginning (or new to the district) teacher with a master mentor teacher.
7. Schedule faculty presentations on a regular basis to provide an avenue for sharing the latest legislative requirements and/or initiatives.
8. Meet with subject area chairs from each school to discuss ways to bring cohesiveness between schools within all academic areas.
9. Actively participate in in-service opportunities with district personnel to promote camaraderie and to demonstrate willingness to share "load".
10. Promote and facilitate feeder school subject area meetings to discuss curricular strengths and weaknesses noted as students transition from one site to another.
11. Listen to needs/concerns shared by others and search for ways to foster morale.
12. Allow staff to visit classrooms on a periodic basis to view best practices in use and to share/model practices to incorporate within classroom.

**Walton County School Board Annual Strategic Plan  
Years 2004-2005**

**Board Goal 1: Improve student achievement emphasizing the core curriculum of reading, writing, math, and science.**

Department Strategies:

**ESE/Student Services**

1. Provide training to ESE staff and teachers in the area of reading to include phonemic awareness, fluency, phones, vocabulary, and comprehension.
2. Continue to provide the CEI/ELS Reading program for supplemental reading instruction for students with disabilities.
3. Ensure that all ESE students are in the general curriculum classes as much as possible for exposure to the Sunshine State Standards(SSS) and GLE's with supplemental instruction in the ESE Resource class.

**Walton County School Board Annual Strategic Plan  
Years 2004-2005**

**Board Goal 2: Implement a Standards Based and Data Driven Curriculum Through The Use of Multiple Teaching and Learning Methodologies, Resources, and Occupational Clustering To Address the Unique Needs of Every Student.**

Department Strategies:

**ESE/Student Services**

1. ESE staff will attend school based faculty meetings to answer questions and address concerns regarding students with disabilities through a team approach. ESE staff will provide strategies and interventions for all students dealing with any learning problem.
2. ESE staff will develop, pilot and implement lesson plans on specific topics and teach in classrooms to demonstrate team approach as a support to ESE and general curriculum teachers.
3. ESE administration and staff will help in planning curriculum and creating schedules to provide to ESE and general curriculum teachers, guidance counselors and administration.
4. Each ESE staff member will research an assigned area in reference to students with disabilities needs using scientific based research and proven learning strategies along with technology and data and will become an “expert” in their field.
5. Using data obtained from Individualized evaluations, standardized testing and norm referenced data students with disabilities will be appropriately placed in not only ESE Resource classrooms, but also in general curriculum classrooms. Information obtained through Student Management System will be used in developing IEPs.
6. The students with disabilities Individual Education Plan (IEP) goals and objectives will be based on SSS and GLEs to address the unique strategies and interventions needed to participate in the general curriculum.

**Walton County School Board Annual Strategic Plan  
Years 2004-2005**

**Board Goal 3: Improve Communication Within the District and the Community Including All Stakeholders in the Process.**

Department Strategies:

**ESE/Student Services**

1. Provide school based staff technical assistance and training on ESE procedures, and rights and responsibilities regarding education for students with disabilities.
2. Provide parent and family technical assistance and training on ESE procedures, rights and responsibilities regarding students with disabilities through parent advisory council.
3. ESE staff will become more involved in school-based communication through attending school faculty meetings to demonstrate support and improve communication.
4. Improve communication and tracking of information and data through use of email. All communication and requests should be documented through the use of email.
5. Through the use of technology, involve parents more actively in the development of the IEP and scheduling of students with disabilities.
6. The Special Programs and Procedures Document along with pertinent ESE documents shall be web based to enhance knowledge and availability to all teachers, staff,
7. parents, and community.
8. Develop and implement the use of a computerized system for eligibility and the development of the Individual Education Plan (IEP).

**Walton County School Board Annual Strategic Plan  
Years 2004-2005**

**Board Goal 1: Improve student achievement Emphasizing the Core Curriculum of Reading, Writing, Math, and Science.**

Department Strategies:

**Maintenance**

1. The District will prioritize, then correct maintenance problems in such manner to provide an attractive learning environment for all schools and students.

**Walton County School Board Annual Strategic Plan  
Years 2004-2005**

**Board Goal 3: Improve Communication Within the District and the Community  
Including All Stakeholders in the Process**

Department Strategies:

**Maintenance**

1. The District will survey schools continuously to determine maintenance needs.
2. The District will follow-up to ensure that maintenance needs were met satisfactorily, timely, and with minimum disruption to students.
3. In addition to surveys for longer-term maintenance needs, the District will develop procedures for dealing with emergency maintenance needs.

**Walton County School Board Annual Strategic Plan  
Years 2004-2005**

**Board Goal 1: Improve student achievement Emphasizing the Core Curriculum of Reading, Writing, Math, and Science.**

Department Strategies:

**Transportation**

1. The District will develop and adhere to transportation schedules that require students to be in buses for duration of one hour or less. This reduces fatigue, enhances study time.
2. The District will ensure that younger students are in place at schools with adequate time to eat breakfasts. This measure is very important for mind functioning and discipline.

**Walton County School Board Annual Strategic Plan  
Years 2004-2005**

**Board Goal 3: Improve Communication Within the District and the Community  
Including All Stakeholders in the Process**

Department Strategies:

**Transportation**

1. The District will provide information at school meetings regarding routes and schedules, including pickup and drop-off times.
2. The District will provide staffing and technological innovations necessary to insure bus discipline and safety.
3. The District will revise the Student Code of Conduct in order that disciplinary referrals will be reduced. This eliminates paperwork and greatly enhances discipline and safety.

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Years 2004-2005**

**Board Goal 1: Improve Student Achievement Emphasizing the Core Curriculum of Reading, Writing, Math, and Science.**

Department Strategies:

**Grants Management**

1. The District will enable schools who receive A+ School Recognition awards to utilize these grants in a manner that will reward the school staff, encourage them to repeat, and others to attain same.
2. The District will provide funds through state and federal grants and through local grants, for schools to obtain study materials and develop strategies to assist in raising student achievement.

**Walton County School Board Annual Strategic Plan  
Years 2004-2005**

**Board Goal 2: Implement A Standards-Based And Data Driven Curriculum. Through The Use of Multiple Teaching And Learning Technologies And Resources And Occupational Clustering To Address The Unique Needs Of Every Student...**

Department Strategies:

**Grants Management**

1. The District will encourage grant writers to compete for grants that are standards based, correlated to our standards, and data drivers.
2. Grants will attempt to provide and apply modern technologies to collect, manage and analyze data to promote quality teaching practices.

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Years 2004-2005**

**Board Goal 3: Improve Communication Within the District and the Community  
Including All Stakeholders in the Process**

Department Strategies:

**Grants Management**

1. The Department will stress to all grant writers the importance of competing for grants that help us achieve recognized goals.

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Years 2004-2005**

**Board Goal 4: Ensure that Financial Planning and Management Processes Allocate and Expand Resources According to District Needs and Priorities.**

Department Strategies:

**Grants Management**

1. In all grant-writing activities, the District will direct goals and budget toward technological integration training and technology-related professional development.

**Walton County School Board Annual Strategic Plan  
Years 2004-2005**

**Board Goal 1: Improve Student Achievement Emphasizing the Core Curriculum of Reading, Writing, Math, and Science.**

Department Strategies:

**Measurement and Research**

1. Provide for the assessment of student performance (FCAT) and communicate the results as provided through the state's reporting process.
2. Provide training to school representatives on the administration and follow-up of FCAT.
3. Provide continuing technical assistance to administrators, school staff and parents regarding group/individual FCAT results, interpretation of scores, and group preparation strategies.
4. Provide for individual assessments to help school identify learning difficulties in students by way of the ESE referral process.

**Walton County School Board Annual Strategic Plan  
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**Board Goal 2: Implement A Standards-Based And Data Driven Curriculum. Through The Use of Multiple Teaching And Learning Technologies And Resources And Occupational Clustering To Address The Unique Needs Of Every Student...**

Department Strategies:

**Measurement and Research**

1. Provide useful data to schools to assist them with the development of their curricula.
2. Provide school staff with career inventories, training and/or administration staff to assist them with addressing the vocational/occupational needs of their students.
3. Provide research assistance to schools regarding best practices, data collection and curriculum evaluation methods used in other Florida counties.
4. Provide the opportunity for student career interest inventories to be performed on a computer-based program.

**Walton County School Board Annual Strategic Plan  
Years 2004-2005**

**Board Goal 3: Improve Communication Within the District and the Community Including All Stakeholders in the Process.**

Department Strategies:

**Measurement and Research**

1. Serve as liaison to local media and organizations regarding state and school assessment results.
2. Provide technical assistance and training to school staff regarding effective methods of communication with parents regarding student assessment results.
3. Communicate pertinent information from the DOE to school designees regarding changes to the state assessment program, dates of assessment and special training opportunities as they are provided.
4. Meet regularly with guidance and other school staff to discuss local issues in regards to the state assessment program.
5. Represent the assessment department of the district at school meetings, local organization/agency meetings and government meetings to provide input, information and support when required or requested.
6. Provide training and technical assistance to staff, parents and students in accessing state assessment information on the DOE website.
7. Continually update and maintain assessment information on the student services/Walton County School District website.

**Walton County School Board Annual Strategic Plan  
Years 2004-2005**

**Board Goal 1: Improve Student Achievement Emphasizing the Core Curriculum of Reading, Writing, Math, and Science.**

Department Strategies:

**Student Services**

1. Provide training and technical assistance to counselors to maintain an effective and productive guidance program at each school.
2. Provide training and technical assistance to administrators regarding assessment curriculum, discipline and other student-related programs.
3. Provide research assistance to school staff regarding best practices in guidance, curriculum and other special programs.

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Years 2004-2005**

**Board Goal 2: Implement A Standards-Based And Data Driven Curriculum. Through The Use of Multiple Teaching And Learning Technologies And Resources And Occupational Clustering To Address The Unique Needs Of Every Student...**

Department Strategies:

**Student Services**

1. Provide consultation and technical assistance to school staff in the areas of guidance, safe schools, assessment and grants/scholarships for curriculum planning purposes.
2. Provide pertinent training to student services staff (counselors, SRO's and TSA's) regarding the Florida Sunshine State Standards.
3. Assist school staff with data analysis in the areas of attendance, discipline and assessment for the purpose of curriculum planning.

**Walton County School Board Annual Strategic Plan  
Years 2004-2005**

**Board Goal 3: Improve Communication Within the District and the Community  
Including All Stakeholders in the Process**

Department Strategies:

**Student Services**

1. Meet regularly with administrative and guidance staff to provide pertinent information regarding student services programs.
2. Serve as information liaison to the community regarding student services programs.
3. Maintain and update pamphlets, brochures and website on a regular basis to provide complete and correct information to school staff and the public.
4. Involve school staff parents and students in the planning of different student services programs through advisory councils and surveys.
5. Promote all educational programs offered by the district through student services media, meetings and training opportunities.

**Walton County School Board Annual Strategic Plan  
Years 2004-2005**

**Board Goal 1: Improve Student Achievement Emphasizing The Core Curriculum of Reading, Writing, Math, and Science.**

Department Strategies:

**Food Services**

1. To provide a quality school lunch and breakfast program for the students of Walton County thus contributing to the health & well being of the students.

**Walton County School Board Annual Strategic Plan  
Years 2004-2005**

**Board Goal 2: Improve Communication Within the District and the Community  
Including All Stakeholders in the Process**

Department Strategies:

**Food Services**

1. Meet with managers and the individual school staff as needed on personnel utilization, labor hours, sanitation, safety, etc.
2. Discuss with managers and food service employees, United States Department of Agriculture and State Department of Education Regulations for operating the Food Service Programs consistent with state and federal regulations.
3. Analyze and interpret monthly records, income and expenditures and compile reports as requested by State Department of Food and Nutrition.
4. Visit local units as often as possible to encourage personnel, evaluate sanitation practices and program efficiency.

**Walton County School Board Annual Strategic Plan  
Years 2004-2005**

**Board Goal 1: Improve Student Achievement Emphasizing the Core Curriculum of Reading, Writing, Math, and Science.**

Department Strategies:

**District-wide Curricular Programs**

1. Monitor and review a sampling of all instructional personnel's AIPs developed in the A3 system to ensure integrity of the instrument.
2. Provide reading coach for every school to address improving reading skills.
3. Employ resource teacher for all 6-12 schools.
4. Revise district calendar to provide ½ day per nine weeks for teacher/parent conference, data review and/or school improvement efforts.
5. Establish a district-wide team to review FCAT data for all schools to determine if certain areas of weakness are shared.

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**Board Goal 2: Implement A Standards-Based And Data Driven Curriculum. Through The Use of Multiple Teaching And Learning Technologies And Resources And Occupational Clustering To Address The Unique Needs Of Every Student...**

Department Strategies:

**District-wide Curricular Programs**

1. Ensure curriculum is aligned with instruction and assessment.
2. Employ resource teachers at the middle grades and secondary levels.
3. Employ reading coaches at every school site.
4. Implement a comprehensive and consistent K-12 guidance program.
5. Design a teacher induction program which link new teachers with master mentor teachers.
6. Recruit volunteers on an active basis to assist schools with tutoring mentoring and non-critical roles.
7. Actively promote the dual enrollment program by incorporating programs within the school day.
8. Explore in-service opportunities for professional development needs of non-proficient teachers.

**Walton County School Board Annual Strategic Plan  
Years 2004-2005**

**Board Goal 3: Improve Communication Within the District and the Community  
Including All Stakeholders in the Process**

Department Strategies:

**District-wide Curricular Programs**

1. Develop a district teacher handbook for all newly hired personnel.
2. Monitor Groupwise use to ensure all district personnel are utilizing the system for communication purposes on a daily basis.
3. Utilize local media to advertise and promote scheduled programs throughout the district.
4. Schedule meetings for school level administrators and district staff to brainstorm methods to incorporate to reduce duplication of effort.
5. Provide parental communication in their home language when feasible.
6. Develop a district brochure for advertising purposes.
7. Develop a district handbook for new teachers.

**Walton County School Board Annual Strategic Plan  
Years 2004-2005**

**Board Goal 4 Ensure that Financial Planning and Management Processes Allocate and Expand Resources according to District Needs and Priorities.**

Department Strategies:

**District-wide Curricular Programs**

1. Fully implement the alternative certification system for school year 2003-04.
2. Develop and implement a salary schedule to raise teacher and administrative pay scales to a more competitive rate.
3. Establish a “one-time” bonus for all ESOL endorsed teachers.

**Walton County School Board Annual Strategic Plan  
Years 2004-2005**

**Board Goal 1: Improve Student Achievement Emphasizing the Core Curriculum of Reading, Writing, Math, and Science.**

Department Strategies:

**Instructional Technology/Media/Communications**

1. Provide Online Resources  
ie. Grolier, E-Library, Digital Curriculum
2. Provide Professional Development Videos and DVDs and Access To Informational Technology
3. Provide Professional Development Opportunities that are quality, on-going and sustained for Teachers and Administrators
4. Develop and Adopt Standards for Technology and Media Integration into the Curriculum
5. Establish Tech. Literacy Proficiency Standards for Teachers/Administrators based on State and National initiatives for School Reform

**Walton County School Board Annual Strategic Plan  
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**Board Goal 2: Implement A Standards-Based And Data Driven Curriculum. Through The Use of Multiple Teaching And Learning Technologies And Resources And Occupational Clustering To Address The Unique Needs Of Every Student...**

Department Strategies:

**Instructional Technology/Media/Communications**

1. Implementation of Chancery Student Management System is an aggressive three Phase Process over the course of two years.
2. Provide online and face-to-face learning opportunities for students, teachers, and administration
3. Online Research-based, standards based curriculum is promoted for school acquisitions.
4. Online Research-based, standards based digital curriculum and research resources are annually maintained by the district.
5. Each staff member in IT has been assigned a leadership role in school Learning Communities.
6. The Established Tech.-Integration Specialists promotes TEAM initiatives with SITs, accountability and professional competency.
7. The Established Title II Learning Specialists supports district and school Prof. Dev. Initiatives
8. Promote and Use successful Research-based modes to drive School Improvement
9. Provide and Apply Modern Technologies to collect, manage and analyze data to Promote Quality Teaching Practices with Technology
10. Revise Curricula to incorporate Tech-Standards and Tech-Delivered Instructional Content

**Walton County School Board Annual Strategic Plan  
Years 2004-2005**

**Board Goal 3: Improve Communication Within the District and the Community Including All Stakeholders in the Process.**

Department Strategies:

**Instructional Technology/Media/Communications**

1. Institute a Modern Tech-Supported Home/School Communication System.
2. Design and Implement a voice, video and data communication system about curricula, assignments and assessments.
3. Establish Training, Awareness and Resource Sharing Programs to involve all stakeholders.
4. Develop and Utilize New Distance Learning Opportunities for the District and the Community.
5. Incorporate handhelds and PDAs to facilitate Efficient Communication Skills in the 21<sup>st</sup> Century.
6. The established IT Department is composed of TEAM members that support voice, video and data communications on a local and wide area network.

**Walton County School Board Annual Strategic Plan  
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**Board Goal 1: Improve Student Achievement Emphasizing the Core Curriculum of Reading, Writing, Math, and Science.**

**Media**

1. Provide on-line resources (i.e. Grolier, E-Library, and Digital Curriculum).
2. Provide Professional Dev.  
Videos and DVDs
3. Provide Library/Media Specialists, Teachers and Principals quality, ongoing, sustained Professional Development

**Walton County School Board Annual Strategic Plan  
Years 2004-2005**

**Board Goal 1: Improve Student Achievement Emphasizing The Core Curriculum of Reading, Writing, Math, and Science.**

Department Strategies:

**School Improvement**

1. Maintain a District Advisory Council to improve the quality of SIP reviews before Board approval.
2. Research and recommend best practices or other initiatives (such as curriculum mapping, learning communities)
3. Promote high expectations for teacher performance and transfer to students.

**Walton County School Board Annual Strategic Plan  
Years 2004-2005**

**Board Goal 2: Implement A Standards-Based And Data Driven Curriculum. Through The Use of Multiple Teaching And Learning Technologies And Resources And Occupational Clustering To Address The Unique Needs Of Every Student...**

Department Strategies:

**School Improvement**

1. Support for Making Schools Work and IB models for school improvement through higher expectations.
2. Continued support for curriculum mapping initiative.
3. Literary goals addressing learning styles and reading/writing across the curriculum.
4. Teacher orientation programs identifying areas of weakness.
5. Utilization of DAC (students, teachers, community) with varied backgrounds to review and approve SIPs.
6. Emphasis on Learning Communities to explore new strategies.
7. New emphasis on action research by individual teachers.
8. Expanded use of community volunteers.
9. After school/Saturday tutoring sessions in most schools.
10. Support for curriculum mapping initiative.
11. Support Making Schools Work, Middle Grades IB, as models for school improvement and high teacher and student expectations.
12. Establishment of Learning Communities.
13. Utilizing technology grants to supply computer assisted instruction to schools.

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**Board Goal 3: Improve Communication Within the District and the Community  
Including All Stakeholders in the Process**

Department Strategies:

**School Improvement**

1. Meetings between S.I. Chairs and District Director/Coordinator to establish guidelines and disseminate to schools.
2. Shared email folders between above to share strategies and discuss problems.
3. PAEC established “school liaisons” to help disseminate program information and plan school activities.
4. Stakeholder surveys during initial phases of school improvement plan development.
5. Encouraged parental involvement goals in SIPs.
6. Provide regular updates on new accountability requirements.
7. Support high quality meetings of school improvement chairs to better plan.
8. Support Student Management Systems, electronic AIPs and IEPs to better access student data.
9. Provide SI budget to schools, maintaining DAC oversight of expenditures.
10. District prepares SPAR reports for school/public distribution.
11. Use of District Advisory Council to involve community members throughout district in reviewing/approving SIPs.
12. Regular SIT chair meetings at district office.
13. Use of PAEC liaisons for information on programs.
14. Implementing electronic AIP and IEP systems for easier access and information sharing.
15. Maintaining resource lists on district web pages.
16. Use of email shared folders to support topic/goal specific discussion threads.

17. Implementing a Student Management System for record keeping and data mining of student, performance indicators.
18. Widely publicize school successes.
19. Frequent administrative updates/work sessions over latest initiatives.
20. Establish organized teacher orientation programs at each school.

**Walton County School Board Annual Strategic Plan  
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**Board Goal 1: Improve Student Achievement Emphasizing the Core Curriculum of Reading, Writing, Math, and Science.**

Department Strategies:

**Staff Development**

1. Support/schedule updates as standards, procedures, accountability requirements change.
2. Coordinate district wide training components
3. Identify best practices and strategies and sponsor training in these areas.
4. Maintain connection with PAEC/DOE and other outside sources to maximize training opportunities.
5. Insure close linkage between professional development needs of teachers and school improvement initiatives.
6. Fully utilize Professional Development Protocol Standards for training.
7. Establish high quality district level and school level professional development systems.
8. Access high quality training from national/regional providers.
9. Support online staff development activities for ease of access.

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**Board Goal 2: Implement A Standards-Based And Data Driven Curriculum. Through The Use of Multiple Teaching And Learning Technologies And Resources And Occupational Clustering To Address The Unique Needs Of Every Student...**

Department Strategies:

**Staff Development**

1. Full implementation of Florida's Professional Development Evaluation Protocol Standards (activities based upon student performance data).
2. In-service points no longer awarded for partial completion of activities.
3. Required documentation of classroom application of training before in-service points are awarded.
4. School improvement goals based upon PD needs as identified by student performance indicators.
5. Support for Making Schools Work initiative training sessions in 5 schools.
6. Support for Middle Grades IB Program implementation
7. National technology standards targeted through EETT grants, requiring 25% to staff development.
8. Emphasis on online subject area training components.
9. Specific teacher needs addressed through IPDPs.
10. Development of Teacher Induction Program and utilization of Alternative Certification option.
11. Emphasis on IPDPs meeting both individual teacher training needs and school improvement goals.
12. District sponsoring of FOR-PD (online reading) with our own facilitator.
13. Utilization of PAEC Florida Education Channel to its online PD opportunities such as Tuesday Teacher Training.
14. 25% of all EETT grants devoted to technological professional development.

15. Emphasize participation in National Board Certification process.
16. Develop high caliber teacher induction program.
17. Fully implement state Professional Development Evaluation Protocol Standards.
18. Utilize PAEC PDC and Master In-service Plan.
19. Utilize ePDC for management of training activities.
20. Establish PD Teams in schools (with PDT Chair) to maintain high level of training.
21. Support Making Schools Work initiative, along with others, to train teachers.
22. Establish training partnerships with OWCC.
23. Emphasize importance of IPDPs and their role in school improvement.
24. Maintain dedicated staff development days in the district calendar.

**Walton County School Board Annual Strategic Plan  
Years 2004-2005**

**Board Goal 3: Improve Communication Within the District and the Community  
Including All Stakeholders in the Process**

Department Strategies:

**Staff Development**

1. District Teacher Handbook-not developed yet, generic one with room for district specific information requested from PAEC.
2. Teacher Induction Program-in early stages, in conjunction with Personnel.
3. Beginning Teacher mentoring network-early stages
4. District/School/Activity email shared folders for discussion threads.
5. Established Professional Development Teams (with supplemented Chairpersons) in schools, meet/communicate with District Director to carry updates back to schools.
6. PDT Chairs address teachers at each faculty meeting.
7. On district web-separate calendars for each school to enter their PD activities, each school calendar automatically posted to a district wide calendar.
8. Early stages-meet with new teachers during pre-planning.
9. Establishment of District PD web page.
10. Creation of online PD Calendars for each school automatically linked to a district wide PD Calendar.
11. Maintain electronic versions of district PD forms.
12. Utilizing email shared folders to facilitate follow-up component of training sessions.

**Walton County School Board Annual Strategic Plan  
Years 2004-2005**

**Board Goal 4: Ensure that Financial and Management Processes Allocate and Expand Resources According to District Needs and Priorities.**

Department Strategies:

**Staff Development**

1. Utilize PAEC resources.

**Walton County School Board Annual Strategic Plan  
Years 2004-2005**

**Board Goal 1: Improve Student Achievement Emphasizing the Core Curriculum of Reading, Writing, Math, and Science.**

Department Strategies:

**Secondary Curricular Programs**

1. Promotion of school improvement reform models. (Making Schools Work, IB, AP)
2. Student Progression Plan changes (for 4x4 schools) to strengthen elective programs and make the senior year count.
3. Exploration of online/electronic reading diagnostic tools to support remedial efforts.
4. Implementing Student Management System, electronic AIPs and IEPs.

**Walton County School Board Annual Strategic Plan  
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**Board Goal 2: Implement A Standards-Based And Data Driven Curriculum. Through The Use of Multiple Teaching And Learning Technologies And Resources And Occupational Clustering To Address The Unique Needs Of Every Student...**

Department Strategies:

**Secondary Curricular Programs**

1. Support for Making Schools Work and Middle Grades IB programs that support high expectations and student subject concentrations.
2. Implementation of SREB Pre-Engineering Program at FHS and PACES? At WCVT.
3. Dual enrollment programs at FHS and SWHS and AP at WHS.
4. Cooperation with OWCC for college nights and career days.
5. Changes in high school credit policies in Student Progression Plan to require alignment with Sunshine State Standards.
6. Increased emphasis on electives that allow internships and other career exploration (especially Explore Teach).
7. Introduction of Senior Projects at FHS and WHS.
8. Use of CHOICES program.
9. Administration of PLAN to all 10<sup>th</sup> graders.
10. Support for 4x4 schedules that maximize opportunity for more course variety and also job exploration.
11. Huge need for secondary resources teachers to facilitate new initiatives.
12. Partner with South Walton Tourist Development Council to stage the annual International Coastal Cleanup.
13. Represent school district on County Beach Safety Committee to better educate visitors to potential dangers.

14. Provide support to multi-school initiatives, serving as district contact for SREB Pre-Engineering Program and others.
15. Serve on OWCC Articulation Coordination Committee.
16. Expanded dual enrollment at South Walton High School.
17. Initiated AP at WHS.
18. 5 schools joined SREB “Making Schools Work” reform model combining High Schools That Work and Making Middle Grades Work.
19. Investigating IB program at South Walton High School.

**Walton County School Board Annual Strategic Plan  
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**Board Goal 3: Improve Communication Within the District and the Community  
Including All Stakeholders in the Process**

Department Strategies:

**Secondary Curricular Programs**

1. Maintain and utilize subject/job specific email address boxes to share new opportunities and developments.
2. Need Secondary Resource Teachers in schools to be on-site representative to disseminate information on district/state requirements.
3. Teacher opinions (or teacher representative's) sought before recommending changes.

**Walton County School Board Annual Strategic Plan  
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**Board Goal 1: Improve Student Achievement Emphasizing the Core Curriculum of Reading, Writing, Math, and Science.**

Department Strategies:

**Planning, Accountability, Evaluation**

1. Maintain currency in all national and state initiatives to communicate these to principals and staff.
2. Hold regular training sessions of workshops with schools to help plan and standardize all programs as needed.
3. Collect data and report to DOE as required.
4. Analyze trends in student performance data and recommend program or training responses.
5. Assist schools in judging the success of programs (collecting data, collating results).
6. Promote and maintain high quality in all district support programs.

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**Board Goal 2: Implement A Standards-Based And Data Driven Curriculum. Through The Use of Multiple Teaching And Learning Technologies And Resources And Occupational Clustering To Address The Unique Needs Of Every Student...**

Department Strategies:

**Planning, Accountability, Evaluation**

1. Monthly Coordinator meetings to review progress in programs and solicit advice and cooperation.
2. Frequent Board workshops on curricular, student progression, and scheduling issues.
3. Cooperative ventures in curriculum between curriculum, Title I, Technology, and Staff Development programs.
4. Professional Development and Curricular initiatives based upon FCAT results and NCLB AYP data.
5. Mainstreaming of SWDs.
6. Utilizing half-million referendum money to maintain existing programs.
7. Maintaining resource and training databases on district web.
8. Implementation of Student Management System and electronic AIPs.
9. Expansion of district mentoring programs (both Governor's and Take Stock in Children)
10. Open houses for parent information discussions.
11. Graduation option guidance beginning in grade 8.
12. Guidance updates (district meetings or OWCC Articulation).

**Walton County School Board Annual Strategic Plan  
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**Board Goal 3: Improve Communication Within the District and the Community  
Including All Stakeholders in the Process**

Department Strategies:

**Planning, Accountability, Evaluation**

1. Established separate District Coordinated meetings 1<sup>st</sup> Monday of each month (with Superintendent) to share direction and solicit advice.
2. Principal/Administrative planning summit held during the summer (Leadership Quest).
3. State/Federal mandated Parent Involvement Council, a Title I/NCLB requirement.
4. Utilize Elementary Resource Teachers for this purpose.
5. Need Secondary Resource Teachers for this purpose.
6. Establishment of district Parent Involvement Plan.
7. Cooperate with local media to spread the word about district and school accomplishments.
8. Board workshops teaching members how to utilize latest technology and promoting awareness.
9. Administrative initiatives to “clean up” the data flow from schools to state and district systems.

**Walton County School Board Annual Strategic Plan  
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**Board Goal 4: Ensure that Financial Planning and Management Processes allocate and Expand Resources According to District Needs and Priorities.**

Department Strategies:

**Planning, Accountability, Evaluation**

1. Passing of 0.5 million referendum to generate more funds for general operation to maintain programs, taking 0.5 million from capital outlay at the same time.
2. Coordinator meetings monthly to coordinate use of resources between programs.

**Walton County School Board Annual Strategic Plan  
Years 2004-2005**

**Board Goal 4: Ensure that Financial Planning and Management Processes allocate and Expand Resources According to District Needs and Priorities.**

Department Strategies:

**Finance**

Financial objectives:

1. Generate new money from federal, state, and private sources.
2. Compare privatization vs. in-district options for appropriate services within the Walton County School District.
3. Implement cost savings team at all applicable sites for all appropriate services offered within the Walton County School District.
4. Determine alternative sources of revenue for the Walton County School District including both traditional and non-traditional sources.
5. Examine and eliminate, where possible, the duplication of services within the Walton County School District and other external agencies.
6. Bring about changes in the amount of state funding returned to the local district.
7. Ensure that personnel maintain professional standards and effectively fulfill their assigned responsibilities.
8. Create an equitable allocation of discretionary funds.
9. Develop a communication plan to educate the public about decisions that impact the funding of our schools.
10. Create a system of controlled open enrollment that ensures equitable educational opportunities and promotes diversity.
11. Enhance individual and team growth and productivity by developing and implementing a human resources plan.
12. Implement Master board training.
13. Develop a district budget and corresponding Academic Business Plan based on needs as identified in the School District Strategic Plan, projected enrollments, and revenues.