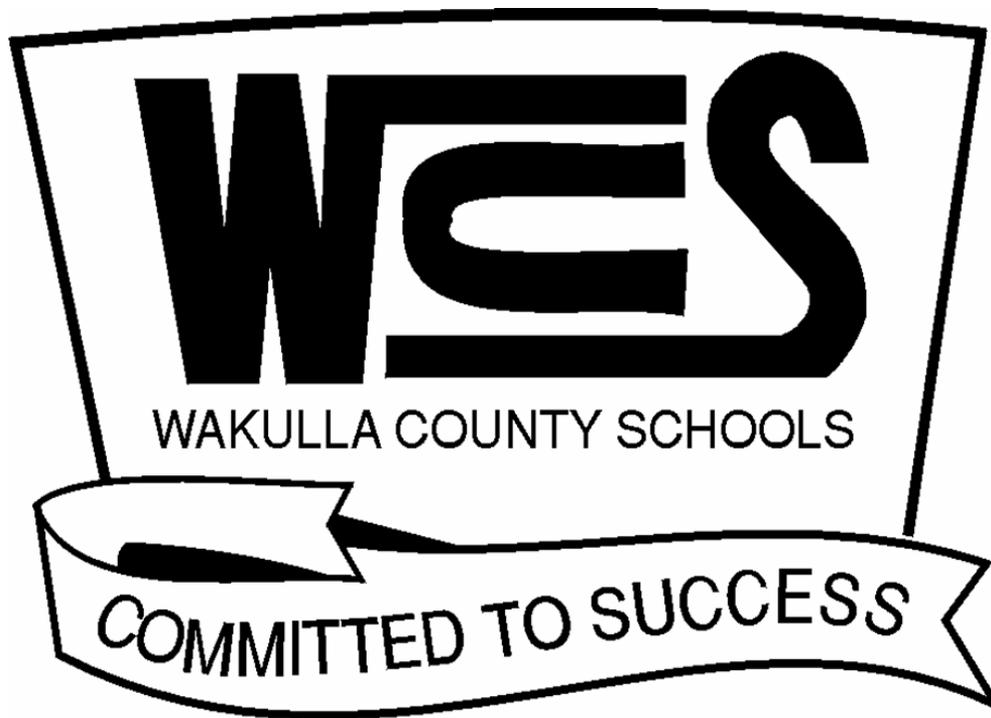


Wakulla County School District

Five-Year Strategic Plan

2017 – 2022



Wakulla County School Board

Verna Brock

Becky Cook

Jo Ann Daniels

Melisa Taylor

Greg Thomas

Superintendent

Robert Pearce

Strategic Planning Process:

The Wakulla County School District (WCSD) went through an AdvancED Accreditation Review in October of 2016 to renew its accreditation status. The district, District Advisory Council and the WCSD School Board reviewed the commendations, opportunities for improvement, and improvement priority upon receipt of the final report.

Strategic Plan revisions began in April of 2017 with a full meeting of the stakeholder planning team. Members of the team represented the community, parents, students, school staff, and district staff. A complete listing of this team is located on the following page. During this workshop, the team reviewed the district's purpose, direction, and core values and reached consensus to refer to the purpose as the vision and the direction as the mission to better communicate with all stakeholders. After robust discussion, minor adjustments were made to the vision and mission statements and to the core values. District data, including stakeholder survey results, student achievement data, demographic and community data, and progress toward the existing Strategic Plan goals, was reviewed.

During the April workshop, the focus areas that would organize the goals for the next five years were determined. In addition, team members determined at least one goal for each focus area and began working on objectives for each goal. All decisions were made through the consensus method.

After the meeting, district staff completed the objectives and began working on action plans. These were provided to the original team for input and then shared with the district administrative planning team. Final edits, encompassing information from the just released 2017 student data, were made during the annual Administrative Workshop in June of 2017. This team also identified annual strategic priorities to ensure that critical needs identified by current data were addressed.

The final draft was reviewed by the District Advisory Council and then submitted to the Wakulla County School Board for approval.

Mid-year reviews are scheduled to occur each February for the five-year period. Annual reviews and updates are planned for June of each year, once annual data is received. The next full revision is set to occur in 2022.

While this document captures the original planning done by the WCSD Strategic Planning Team, it is designed as a living document. Therefore, additions and/or changes based on current data will occur each year of the five-year implementation. Ongoing review by the District Advisory Council and the Wakulla County School Board will ensure that fidelity to the vision, mission and core values is maintained.

Alignment to AdvancED Standards:

1.3 – The system engages in a continuous improvement process that produces evidence, including measurable results of improving student learning and professional practice.

District Strategic Planning Team Membership – April 27, 2017

Name	Role/Title
Amy Geiger	Community – Capital City Bank, Parent
Donna Pease	Director of Food Service
Angie Walker	Chief Human Capital Officer
Pat Jones	Director of Transportation
Marcus Farlin	Paraprofessional
Tanesia Porter	Paraprofessional
Belinda Heys	Parent – Elementary
Donna Branch	Parent – High School
Adrienne Austin	Parent – Middle School
Teresa Corbet	Parent – Pre-K
Brandi Stevens	Student – High School
Nhi Hoang	Student – High School
Brenda Hatcher	Teacher – High School
Nicole Dissmore	Teacher – Middle School
Heather Osteen	Teacher – Pre-K
Lauralee Mitchell	Teacher of the Year – Elementary
Belinda McElroy	Administrator – Elementary
Priscilla Tucker	Administrator – High School
Sunny Chancy	Chief Academic Officer
Michelle Yeomans	Administrator – Middle School
Melisa Taylor	School Board Member
Tim Stephens	Director of Information Technology
Lori Sandgren	Dean of Instructional Services
Katherine Spivey	Curriculum Coordinator

District Staff Included in Goal Setting and Action Planning

Name	Role/Title
Sue Anderson	Director of Assessment and Special Programs
Randy Beach	Chief Financial Officer
Vicki Benton	District Liaison
Randy Bristol	Director of Facilities and Maintenance
Sunny Chancy	Chief Academic Officer
Tanya English	Executive Director of ESE and Student Services
Jim Griner	Safety and Risk Management Coordinator
Pat Jones	Transportation Coordinator
Donna Pease	General Manager-K12 Sodexo
Lori Sandgren	Dean of Instructional Services
Tim Stephens	Director of Informational Technology
Katherine Spivey	Curriculum Coordinator
Angie Walker	Chief Human Capital Officer

Sign



Vision

We will provide a rigorous and appropriate education that results in success for all students.

Mission

We are committed to success for all students, teachers, staff, and our community.

Core Values (governing our Way of Work)

We will always:

- *Make decisions based on the best interest of the students;*
- *Behave in an ethical manner;*
- *Prepare students for productive citizenship;*
- *Be willing to try innovative research-based programs;*
- *Employ highly trained and dedicated individuals who can work effectively in their assigned positions;*
- *Treat each person with dignity, and honor their right to be safe;*
- *Recognize the uniqueness and capability of each student;*
- *Set high expectation, and embrace a challenging curriculum;*
- *Celebrate our cultural heritage and the diversity that enriches our lives;*
- *Embrace (implement as an expected standard) technology to engage students and enhance education;*
- *Work to involve our community and all stakeholders in the educational process;*
- *Teach and practice responsibility and service to others;*
- *Teach students to be accountable for their own actions;*
- *Focus on continuous improvement for student achievement and professional growth;*

We will never:

- *Compromise or stop striving for excellence;*
- *Give up on a student.*

Alignment to AdvancED Standards:

1.1 – The system commits to a purpose statement that defines beliefs about teaching and learning, including the expectations for learners.

In preparation for goal setting the Strategic Planning Team spent time reviewing district data and noting strengths and challenges. Challenges were considered in light of what we can control and what lies outside of our sphere of influence. A summary of the discussion is listed here:

Strengths:

- Fiscal responsibility of the district;
- Career and Technical Education (CTE) opportunities for students; career driven;
- Strong, supportive community and stakeholders;
- Consistent performance above the state average in most areas;
- Dual enrollment opportunities;
- High graduation rate;
- Career options (CTE);
- High standards;
- Focus;
- Dedicated staff and community;
- Safe environment;
- Inclusion of all students at all levels;
- Desire to excel exists at every level;
- Data driven, which allows for fluidity and individual student orientation;
- The AVID program;
- We care!
- Awareness of needs.
- EOC passing percentages;
- ACT scores have increased;
- Kindergarten readiness percent

Challenges:

- Minority success; need for mentors (in and outside of the schools);
- Growth funding;
- Engaging outside sources for partnerships;
- Isolation – sometimes only one teacher teaches a course, which makes networking and sharing difficult;
- Access to resources;
- Financial; funding; (this was noted multiple times)
- Bridging the gap between school and home;
- College readiness;
- Social media – misuse causing disruption to student learning;
- Transitions between schools and into the workforce or higher education;
- Provision and maintenance of high quality teacher and staff training;
- Teacher recruitment, especially for critical needs areas;
- Improving transportation – need for more buses and more trained drivers;
- Meeting the needs of 21st Century learners;
- Provision and maintenance of updated technology tools.

Focus Areas and Data-Based Needs Statements:

Five areas of focus were determined, and team members used data to write statements of need.

FOCUS AREA	DATA-BASED NEEDS STATEMENTS
TEACHING/ASSESSING FOR LEARNING	<p>While the majority of Wakulla county students taking the FSA score at level 3 or higher, we still need to work on decreasing the number of students scoring at levels one or two.</p> <p>While the number of dually enrolled students is increasing, we still need to work on improving enrollment and achievement in Advanced Placement Courses.</p> <p>While many students are enrolled in dual enrollment or advanced placement courses, we still need to increase the percentage of students taking these courses.</p> <p>While student performance is above the state average, data indicates that students have difficulty aligning school performance with expectations for the future.</p> <p>While the achievement of minority students has improved, we still need to work on decreasing the achievement gap between minority students and caucasian students.</p> <p>While graduation rates are above the state average, we still need to work on student preparation for the work force and the demands of college.</p>
HIGH PERFORMING STAFF	<p>While Wakulla has highly-qualified teachers, we still need to work on the recruitment of minorities and teachers in the critical shortage areas.</p> <p>While teachers are provided with ongoing professional development, more training needs to focus on engaging students by showing how subjects are applicable to a variety of future careers.</p>
COMMUNITY ENGAGEMENT AND STUDENT SUPPORT	<p>While we provide many student programs, we still need to find ways to promote self-advocacy geared toward post-graduation.</p> <p>While 62% of Wakulla students are ready for kindergarten, we still need to work on increasing that percent.</p> <p>While we have an ever-growing Prekindergarten program and a strong food services program, we still need to work on publicizing and accessibility of the services to under privileged students.</p> <p>While schools have overall high performance, more emphasis must be given to fostering advocacy rather than a competitive spirit between schools.</p> <p>While we can't control the funding for technology, we still need to work on utilizing technology effectively to constructively engage with and inform the community.</p>
SAFE AND ORDERLY ENVIRONMENT	<p>While parents and community see our schools as safe, we still need to ensure that there is no lapse in students and staff safety procedures.</p>

**RESOURCES AND SYSTEM
SUPPORT SERVICES**

While buses are transporting students every day, we still need to work on recruitment and retention of bus drivers.

While all bus drivers receive training and must pass some coursework, bus drivers need additional training in behavior management of students.

FOCUS AREAS WITH GOALS

The following goals were established for each focus area:

FOCUS AREA A: TEACHING AND ASSESSING FOR LEARNING

- GOAL A1:** Beginning in school year 2017/18, decrease the percent of students scoring at Level 1 on the Florida Standards Assessment for Math (grades 3 – 8) by 1% annually to achieve an overall decrease of 5% by the end of the 2021/22 school year.
- GOAL A2:** Beginning in school year 2017/18, decrease the percent of students scoring at Level 1 on the Florida Standards Assessment for ELA (grades 3 – 10) by 1% annually to achieve an overall decrease of 5% by the end of the 2021/22 school year.
- GOAL A3:** Improve the use of progress monitoring and data review to inform instruction.
- GOAL A4:** Maximize the implementation of standards-based instruction to improve student achievement.
- GOAL A5:** Maximize student achievement in science and social studies in grades K – 12, and ensure that the curricular needs of all students in all subjects are met.
- GOAL A6:** Implement, maintain, and monitor a system to assess the success of the school system by identifying the percent of graduates that are employed or enrolled in a post-secondary program.

Alignment to AdvancED Standards:

- 1.3 – The system engages in a continuous improvement process that produces evidence, including measurable results of improving student learning and professional practice.
- 2.1 – Learners have equitable opportunities to develop skills and achieve the content and learning priorities established by the system.
- 2.2 – The learning culture promotes creativity, innovation and collaborative problem-solving.
- 2.3 – The learning culture develops learners’ attitudes, beliefs and skills needed for success.
- 2.5 – Educators implement a curriculum that is based on high expectations and prepares learners for their next level.
- 2.6 – The system implements a process to ensure the curriculum is aligned to standards and best practices.
- 2.7 – Instruction is monitored and adjusted to meet individual learners’ needs and the system’s learning expectations.
- 2.8 – The system provides programs and services for learners’ educational future and career planning.
- 2.9 – The system implements processes to identify and address the specialized needs of learners.
- 2.10 – Learning progress is reliably assessed and consistently and clearly communicated.
- 2.11 – Educators gather, analyze, and use formative and summative data that lead to demonstrable improvement of student learning.
- 3.5 – The system integrates digital resources into teaching, learning, and operations to improve professional practice, student performance, and organizational effectiveness.
- 3.6 – The system provides access to information resources and materials to support the curriculum, programs, and needs of students, staff, and the system.

Progress toward each goal will be measured by an annual review of the following data:

- FSA Math Data – percent achieving at Level 1
- FSA ELA Data – percent achieving at Level 1
- Dual Enrollment statistics
- AP Enrollment and Passing Score data
- CTE Enrollment and Industry Certification data
- Progress Monitoring Data in grades K-2
- Equity Report data
- Post-graduate data

Goal A1 Objectives:

- A) Investigate the needs of Prekindergarten students in math.
- B) Engage students with alternative math strategies and programs to improve achievement.

Goal A2 Objectives:

- A) Analyze the needs of prekindergarten students in ELA.
- B) Implement Computer-Assisted Instruction (CAI) and instructional resources for ELA to support classroom instruction.

Goal A3 Objectives:

- A) Address and improve the use of student achievement data (progress monitoring, Response to Intervention) to impact instruction.

Goal A4 Objectives:

- A) Train and support teachers in the implementation of standards-based instruction.

Goal A5 Objectives:

- A) Improve and enhance student achievement in science.
- B) Improve and enhance student achievement in social studies.
- C) Evaluate student success in all curricular areas, and provide intervention and enrichment as needed.

Goal A6 Objectives:

- A) Embed skills for college and career success in all courses. (Connected to training in Focus Area)
- B) Ensure that every student participates in a CTE, Dual Enrollment, and/or Advanced Placement class prior to graduation.
- C) Investigate and address, through early intervention, root causes for students' post-graduation lack of success.

FOCUS AREA B: HIGH PERFORMING STAFF

GOAL B1: Employ, retain, and train highly qualified, effective and accountable personnel.

GOAL B2: Implement a system to encourage and support professional collaboration among teachers and leaders.

Alignment to AdvancED Standards:

- 1.2 – Stakeholders collectively demonstrate actions to ensure the achievement of the system’s purpose and desired outcomes for learners.
- 1.3 – The system engages in a continuous improvement process that produces evidence, including measurable results of improving student learning and professional practice.
- 1.6 – Leaders implement staff supervision and evaluation processes to improve professional practice and organizational effectiveness.
- 1.9 – The system provides experiences that cultivate and improve leadership effectiveness.
- 2.2 – The learning culture promotes creativity, innovation and collaborative problem-solving.
- 2.8 – The system provides programs and services for learners’ educational future and career planning.
- 3.1 – The system plans and delivers professional learning to improve the learning environment, learner achievement, and the system’s effectiveness.
- 3.2 – The system’s professional learning structure and expectations promote collaboration and collegiality to improve learner performance and organizational effectiveness.
- 3.3 – The system provides induction, mentoring, and coaching programs that ensure all staff members have the knowledge and skills to improve student performance and organizational effectiveness.
- 3.4 – The system attracts and retains qualified personnel who support the system’s purpose and direction.
- 3.5 – the system integrates digital resources into teaching, learning, and operations to improve professional practice, student performance, and organizational effectiveness.
- 3.8 – The system allocates human, materials, and fiscal resources in alignment with the system’s identified needs and priorities to improve student performance and organizational effectiveness.

Progress toward each goal will be measured by an annual review of the following data:

- Percent of faculty and staff performing at or above the effective rating on the annual evaluation
- Percent of classes taught by in-field teachers at the beginning of the school year
- Number of professional learning opportunities provided/percent completed by (certified, classified, administrative) personnel, specifically in the areas of
 - Integrating career awareness
 - Advocacy skills
 - Professional Learning Communities/Collaborative Learning Communities
- Three-year retention rate of personnel

Goal B1 Objectives:

- A) Maintain current and effective evaluation systems for teachers and leaders.
- B) Maintain/Expand Level 1 Leadership and Level II Principal Certification programs.
- C) Implement SKYWARD “onboarding” software for applications and forms.
- D) Create and implement a “Grow Your Own” teacher recruitment program.
- E) Provide training to support staff in meeting the needs of students.

Goal B2 Objectives:

- A) Implement guidelines and procedures to support and encourage collaborative learning.

FOCUS AREA C: COMMUNITY ENGAGEMENT AND STUDENT SUPPORT

GOAL C1: Create a communicated system for providing information about available resources in the school district.

GOAL C2: Ensure that all students are provided with an adult advocate.

GOAL C3: Ensure that all staff have the skills needed to serve as advocates for students (linked to training in Goal B).

Alignment to AdvancED Standards:

- 1.2 – Stakeholders collectively demonstrate actions to ensure the achievement of the system’s purpose and desired outcomes for learners.
- 1.8 – Leaders engage stakeholders to support the achievement of the system’s purpose and direction.
- 1.10 – Leaders collect and analyze a range of feedback data from multiple stakeholder groups to inform decision-making that results in improvement.
- 2.3 – The learning culture develops learners’ attitudes, beliefs and skills needed for success.
- 2.4 – The system has a formal structure to ensure learners develop positive relationships with and have adults/peers that support their educational experience.
- 2.8 – The system provides programs and services for learners’ educational future and career planning.

Progress toward each goal will be measured by an annual review of the following data:

- 2017-18 – Existence of a system for providing information about available resources in the school district
- 2018-19 – Measurement of use of the above system
- Number of students that are provided with an adult advocate
- Positive responses on annual Stakeholder Feedback Survey
- Mentor data

Goal C1 Objectives:

- A) Create a communicated system for providing information to parents about available resources in the school district.

Goal C2 Objectives:

- A) Ensure that all students are provided with an adult advocate.

Goal C3 Objectives:

- A) Ensure that all staff have the skills needed to serve as advocates for students (Linked to training in Focus Area B)

FOCUS AREA D: SAFE AND ORDERLY ENVIRONMENT

GOAL D1: Provide an educational environment that ensures a safe, drug free, healthy school climate both physically and emotionally.

Alignment to AdvancED Standards:

- 2.3 – The learning culture develops learners’ attitudes, beliefs and skills needed for success.
- 2.4 – The system has a formal structure to ensure learners develop positive relationships with and have adults/peers that support their educational experience.

Progress toward each goal will be measured by an annual review of the following data:

- Number of SESIR offenses reported annually
- Number of student and faculty injuries on school property
- Percentage of parents, employees, and students who indicate a positive perception of the learning climate in their school(s) on the annual stakeholder survey
- Number of cited fire and safety violations on the PAEC Safety Audits/Reports and Reviews

Goal D1 Objectives:

- A)** Provide bullying prevention awareness and training in all schools to all students.
- B)** Communicate the Character Education Curriculum to all staff.
- C)** Provide training in behavior management techniques to all bus drivers.

FOCUS AREA E: RESOURCES AND SYSTEM SUPPORT SERVICES

GOAL E1: Provide efficient, effective and innovative operations that facilitate and strengthen success in the Wakulla County School District.

Alignment to AdvancED Standards:

- 1.4 – The governing authority establishes and ensures adherence to policies that are designed to support system effectiveness.
- 1.7 – Leaders implement operational processes and procedures to ensure organizational effectiveness in support of teaching and learning.
- 2.12 – The system implements a process to continuously assess its programs and organizational conditions to improve student learning.
- 3.3 – The system provides induction, mentoring, and coaching programs that ensure all staff members have the knowledge and skills to improve student performance and organizational effectiveness.
- 3.5 – The system integrates digital resources into teaching, learning, and operations to improve professional practice, student performance, and organizational effectiveness.
- 3.6 – The system provides access to information resources and materials to support the curriculum, programs, and needs of students, staff, and the system.
- 3.7 – The system demonstrates strategic resource management that includes long-range planning and use of resources in support of the system’s purpose and direction.
- 3.8 – The system allocates human, materials, and fiscal resources in alignment with the system’s identified needs and priorities to improve student performance and organizational effectiveness.

Progress toward each goal will be measured by an annual review of the following data:

- Percent of positive responses regarding system support services on the annual stakeholder survey
- Student/Computer ratio
- Average age of district computers
- Breakfast and lunch participation
- Transportation participation
- Number of findings on annual audits

Goal E1 Objectives:

- A)** Maintain an efficient, effective, and innovative Finance Department.
- B)** Maintain an efficient, effective, and innovative Transportation Department.
- C)** Maintain an efficient, effective, and innovative MIS/Technology Department.
- D)** Maintain an efficient, effective, and innovative Food Service Department.
- E)** Maintain an efficient, effective, and innovative Facilities/Maintenance Department.

Summary of Actions from the 2017 Summer Administrative Workshop

Dates: June 21-22, 2017

Attendees: Sue Anderson, Michele Yeomans, Michael Barwick, Sunny Chancy, Michael Crouch, Tolar Griffin, Jim Griner, Louis Hernandez, Pat Jones, Laura Kelley, Belinda McElroy, Robert Pearce, Angela Walker, Dod Walker, Vicki Tillman, Simeon Nelson, Randy Bristol, Vicki Benton, Tanya English, DeeAnn Hughes, Shannon Smith, Katherine Spivey, James Vernon, Stan Ward, Nic Weaver, Josh Sandgren, Krista Sharin, Amy Bryan, Leon Hillman, Logan Crouch, Johnny Graham, Priscilla Tucker, Sherry Lohmeyer, Tim Stephens, Frankie Harvey, Lori Sandgren.

Objectives: Review and discussion of available data; Identification of Need Areas; Identification and Elimination of Ineffective Practices and Programs; Root Cause Analysis; Determination of 2017-18 priorities

Actions Taken:

Vision, Mission, and Core Values –

- The team reviewed the Vision, Mission, and Core Values. Members individually graded the district's adherence to the Core Values and discussed the grades given. It was determined that no changes were needed at this time.
- Updated posters of the Vision, Mission, and Core Values were provided to all schools for display.

District Data and Mandated Priorities -

- Available district data and department mandated priorities were reviewed.

Review and Update of the Objectives and Action Steps-

- Team members reviewed all objective and action steps. Specific focuses for 2017-18 were added as needed.
- Consideration was given to the priorities that needed to be included.
- Deletions were made where action steps no longer addressed needs or were no longer feasible.

Action Implementation Maps for Goals and Objectives:

FOCUS AREA A: TEACHING AND ASSESSING FOR LEARNING

GOAL A1: Beginning in school year 2017/18, decrease the percent of students scoring at Level 1 on the Florida Standards Assessment for Math (grades 3 – 8) by 1% annually to achieve an overall decrease of 5% by the end of the 2021/22 school year.

OBJECTIVE 1A: Investigate the needs of Prekindergarten students in math.

Action Step	Department Responsible	Timeline	Funding Source	Completion Information
A1.A.1. - Analyze PreK assessment results to determine instructional and resource needs.	Instructional Services, PreK Administrator	2017 – 2022	PreK Budget	
A1.A.2. - Provide training and resources to teachers to support identified needs.	Instructional Services, PreK Administrator	2017 – 2022	PreK Budget; District PD Budget	
A1.A.3. - Monitor implementation and evaluate results.	Instructional Services, PreK Administrator	2017 – 2022	PreK Budget	

OBJECTIVE 1B: Engage students with alternative math strategies and programs to improve achievement.

Action Step	Department Responsible	Timeline	Funding Source	Completion Information
A1.B.1. - Analyze needs of students not meeting benchmark.	Instructional Services	2017 – 2022	N/A	
A1.B.2. - Train teachers in the use of Accelerated Math	Instructional Services	2017 – 2018; ongoing	District PD Budget (cost)	
A1.B.3 - Implement Computer-Assisted Instruction and instructional resources for math to support classroom instruction: <ul style="list-style-type: none"> • Accelerated Math (grades 1 – 5) • iReady for Tier II/III intervention (grades K – 5) • Expand the use of <u>High Yield Routines</u> (K – 5) 	Instructional Services	2017 – 2018; ongoing	District Software Budget (cost)	
A1.B.4 - Evaluate usage and effectiveness of math instruction and associated resources.	Instructional Services	2017 – 2018 Summer, 2018	N/A	

GOAL A2: Beginning in school year 2017/18, decrease the percent of students scoring at Level 1 on the Florida Standards Assessment for ELA (grades 3 – 10) by 1% annually to achieve an overall decrease of 5% by the end of the 2021/22 school year.

OBJECTIVE 2A: Analyze the needs of prekindergarten students in ELA.

Action Step	Department Responsible	Timeline	Funding Source	Completion Information
A2.A.1. – Align training to identified needs.	Instructional Services	2017 – 2022	N/A	
A2.A.2. - Align resources to identified needs.	Instructional Services; PreK Administrator	2017 – 2022	District PD Budget	

OBJECTIVE 2B: Implement Computer-Assisted Instruction and instructional resources for ELA to support classroom instruction.

Action Step	Department Responsible	Timeline	Funding Source	Completion Information
A2.B.1. - Pilot SIPPS at Medart Elementary.	Instructional Services; School Level Administrator	2017 – 2019	School Budget	
A2.B.2. - Implement iReady for Tier II/III intervention.	Instructional Services; School Level Administrator	2017-2018	District Software Budget	
A2.B.3. - Fully implement Expanding Expressions in grades K-1.	Instructional Services; School Level Administrator	2017 – 2022	Instructional Materials Budget - Schools	
A2.B.4. – Implement Achieve 3000 in grades 6 – 12.	Instructional Services; School Level Administrator	2017-2018	District Software Budget	
A2.B.5. - Support implementations with ongoing training.	Instructional Services; School Level Administrator	2017 – 2022	District PD Budget	
A2.B.6. – Evaluate effectiveness of instruction and programs.	Instructional Services	2017 – 2022	N/A	

GOAL A3: Improve the use of progress and monitoring and data review to inform instruction.

OBJECTIVE 3A: Address and improve the use of student achievement data (progress monitoring, Response to Intervention) to impact instruction.

Action Step	Department Responsible	Timeline	Funding Source	Completion Information
A3.B.1. Implement Renaissance Early STAR Literacy as the universal progress monitoring tool in grades K- 2.	Instructional Services; Special Programs and District Assessments	2017-2018	District Software Budget	
A3.B.2. - Implement Renaissance STAR Reading as the universal progress monitoring tool in grades 3 – 8.	Instructional Services	2017-2018	District Software Budget	
A3.B.3. – Create and implement a schedule and protocol for district data review.	Instructional Services	Annually	No additional funding	
A3.B.4. – Create and implement a quarterly monitoring process for schools.	Instructional Services	Annually	No additional funding	
A3.B.5. – Maximize the use of Data Day and Early Release Days for data review.	Instructional Services	2017-2022	No additional funding	
A3.B.6. – Train school data teams on review of school data.	Instructional Services	Annually	Instructional Services Budget	

GOAL A4: Maximize the implementation of standards-based instruction to improve student achievement.

OBJECTIVE 4A: Train and support teachers in the implementation of standards-based instruction.

Action Step	Department Responsible	Timeline	Funding Source	Completion Information
A4.A.1. - Analyze needs and instructional effectiveness at K-2.	Instructional Services	2017-2022	N/A	
A4.A.2. – Provide annual POD.	Instructional Services	Annually	Instructional Services Budget	
A4.A.3. – Expand SATL training.	Instructional Services	2017-2022	Instructional Services Budget	
A4.A.4. – Analyze additional training needs based on student achievement data.	Instructional Services	2017-2022	No additional funding	

GOAL A5: Maximize student achievement in science and social studies in grades K-12, and ensure that the curricular needs of all students in all subjects are met.

OBJECTIVE 5A: Improve and enhance student achievement in Science.

Action Step	Department Responsible	Timeline	Funding Source	Completion Information
A5.A.1. – Analyze needs in science instruction. <ul style="list-style-type: none"> Resources Training 	Instructional Services	2017-2022	N/A	
A5.A.2. – Enhance STEM opportunities for students.	Instructional Services; School Level Administrator	2017-2022	School Level Budget	
A5.A.3. – Ensure curricular alignment of resources and standards.	Instructional Services	2017-2022	No additional funding	
A5.A.4. – Align Science instruction across grade levels.	Instructional Services	2017-2022	Instructional Services Budget	

OBJECTIVE 5B: Improve and enhance student achievement in Social Studies.

Action Step	Department Responsible	Timeline	Funding Source	Completion Information
A5.B.1. – Analyze needs in Social Studies instruction. <ul style="list-style-type: none"> Training (2017-18: new instructional materials) Resources 	Instructional Services	2017-2022	No additional funding	
A5.B.2. – Ensure curricular alignment of resources and standards.	Instructional Services	2017-2022	No additional funding	
A5.B.3. – Align Social Studies instruction across grade levels.	Instructional Services	2017-2022	Instructional Services Budget	

OBJECTIVE 5C: Evaluate student success in all curricular areas, and provide intervention and enrichment as needed.

Action Step	Department Responsible	Timeline	Funding Source	Completion Information
A5.C.1. – Maintain and evaluate student data.	Instructional Services	Annually	No additional funding	
A5.C.2. – Maintain an ongoing calendar of textbook adoptions and curriculum review to ensure appropriate resources are available in all classrooms.	Instructional Services	2017-2022	No additional funding	

GOAL A6: Implement, maintain, and monitor a system to assess the success of the school system by identifying the percent of graduates that are employed or enrolled in a post-secondary program.

OBJECTIVE 6A: Embed skills for college and career success in all courses. (Connected to GOAL B1 referencing 'soft skills')

Action Step	Department Responsible	Timeline	Funding Source	Completion Information
A6.A.1. – Review and embed in Guidance Curriculum, grades K – 5.	Instructional Services	2017-2022	No additional funding	
A6.A.2. – Implement <i>Florida Shines</i> in grades 6 – 12.	Instructional Services	2017-2022	School level Budget	

OBJECTIVE 6B: Ensure that every student participates in a CTE, Dual Enrollment, and/or Advanced Placement class prior to graduation.

Action Step	Department Responsible	Timeline	Funding Source	Completion Information
A6.B.1. –Maintain and evaluate student’s graduation requirements.	School level Administration	2017-2022	No additional funding	

OBJECTIVE 6C: Investigate and address, through early intervention, root causes for students’ post-graduation lack of success.

Action Step	Department Responsible	Timeline	Funding Source	Completion Information
A6.C.1. – Strengthen the district’s multi-tiered system of supports (MTSS).	Instructional Services	2017-2022	District Funds	
A6.C.2. – Maintain an emphasis on school attendance. <ul style="list-style-type: none"> Investigate PBIS as a viable resource for improving attendance. 	Instructional Services; Adult Education	2017-2022	District Funds	
A6.C.3. – Maximize the use of options at Wakulla Institute.	Instructional Services	2017-2022	District Funds	

FOCUS AREA B:**HIGH PERFORMING STAFF****GOAL B1:**

Employ, retain, and train highly qualified, effective and accountable personnel.

OBJECTIVE A: Maintain current and effective evaluation systems for teachers and leaders.

Action Step	Department Responsible	Timeline	Funding Source	Completion Information
B1.A.1 – Analyze and determine needed changes of current teacher evaluation tool	Human Resources	Annually in the Fall	HR Budget	
B1.A.2. – Update and provide training on the Teacher Evaluation and Leadership Evaluation Systems and tools.	Human Resources	Annually	HR Budget	
B1.A.3. – Create new and/or update job descriptions as necessary to support system needs. <ul style="list-style-type: none"> Reading Coach, PE Teacher 	Human Resources	Annually	HR Budget	
B1.A.4. – Monitor effectiveness of the teacher and leader evaluation systems.	Human Resources	Annually	HR Budget	

OBJECTIVE B: Maintain/Expand Level 1 Leadership and Level II Principal Certification programs.

Action Step	Department Responsible	Timeline	Funding Source	Completion Information
B1.B.1. – Expand Level 1 Leadership Program <ul style="list-style-type: none"> Analyze the current program to determine needs. Ensure resources are available. Create annual calendar of training. Provide training. Evaluate effectiveness of program. 	Human Resources	2017-18 Annually	HR Budget	
B1.B.2. – Maintain Level II Principal Certification Program <ul style="list-style-type: none"> Design and provide training to all applicable administrators on current state-approved program (State Mandated, New 2017-18). 	Human Resources	2017-18 Annually	HR Budget	

Action Step	Department Responsible	Timeline	Funding Source	Completion Information
<ul style="list-style-type: none"> Manage selection of administrators to participate. Evaluate program effectiveness. 				
<p>B1.B.3. – Provide mentors for new administrators.</p> <ul style="list-style-type: none"> Create job requirements/ expectations document to guide mentors. Identify new administrators and determine specific area(s) of need. Match veteran administrator to new administrator (2-year commitment) 	Human Resources	Annually	HR Budget	

OBJECTIVE C: Implement SKYWARD “onboarding” software for applications and forms.

Action Step	Department Responsible	Timeline	Funding Source	Completion Information
B1.C.1. – Train Human Resources personnel on implementation and support of SKYWARD.	Human Resources	Summer – Fall, 2017	District Budget	
B1.C.2. – Train all administrators and secretaries on use of SKYWARD.	Human Resources	Fall, 2017 Ongoing maintenance of training.	HR Budget	
B1.C.3. – Set criteria for forms to be used for paperless accessibility.	Human Resources District Administrators Administrative Support Staff	Summer-Fall, 2017	N/A	
B1.C.4. – Train teachers in access and use of forms through SKYWARD.	Human Resources	2017-18	HR Budget	
B1.C.5. – Monitor use and effectiveness of system.	Human Resources	Annually.	HR Budget	

OBJECTIVE D: Create and implement the “Grow Your Own” teacher recruitment program.

Action Step	Department Responsible	Timeline	Funding Source	Completion Information
B1.D.1. – Investigate ‘Grow Your Own’ programs in other districts.	Human Resources	2017-18	District Budget	
B1.D.2. – Determine district recruitment needs (at least five years)	Human Resources	2017-18	HR Budget	
B1.D.3. – Align budget and resources with requirements of program and district needs. <ul style="list-style-type: none"> • Determine sponsors • Seek community support • Provide training for current staff • Seek scholarship opportunities for participating students. 	Human Resources	2017-18 and ongoing	District and HR Budgets	
B1.D.4. – Monitor effectiveness of program.	Human Resources	2017 – 2022	HR Budget	

OBJECTIVE E: Provide training to support staff in meeting the needs of students.

Action Step	Department Responsible	Timeline	Funding Source	Completion Information
B1.E.1. - Provide training to all staff in the college and career success skills needed by all students (connected to GOAL A5).	Instructional Services	2017 and ongoing	Instructional Budget; School Budgets	
B1.E.2. - Provide training to all staff in advocacy skills (connected to GOAL C3).	Instructional Services	2017 and ongoing	District Budget	
<i>Training for Transportation, Food Service, Facilities, and Finance personnel is addressed under Focus Area E.</i>	Respective Departments	2017 and ongoing	Department Budgets	

GOAL B2: Implement a system to encourage and support professional collaboration among teachers and leaders.

OBJECTIVE A: Implement guidelines and procedures to support and encourage collaborative learning.

Action Step	Department Responsible	Timeline	Funding Source	Completion Information
B2.A.1. – Establish a protocol and incentive for collaborative learning communities. <ul style="list-style-type: none">• Expectations and Requirements• Inservice Component	Instructional Services, School Administrators	Summer and Fall 2017	District Funds	
B2.A.2. – Maximize the use of Vertical Teaming sessions.	Instructional Services, School Administrators	2017-18 and ongoing	District and School Budgets	
B2.A.3. – Maximize the use of meeting times to allow for collaborative learning.	All administrators	2017-18 and ongoing	No additional funding	

FOCUS AREA C: COMMUNITY ENGAGEMENT AND STUDENT SUPPORT**GOAL C1:** Create a communicated system for providing information about available resources in the school district.**OBJECTIVE A: Create a communicated system for providing information about available resources in the school district.**

Action Step	Department Responsible	Timeline	Funding Source	Completion Information
C1.A.1. – Investigate all information sources that exist in the district.	Instructional Services	2017-18	District Budget	
C1.A.2. – Provide training on the District Communication Plan to all administrators.	Instructional Services	2017-18	N/A	
C1.A.3. – Compare school stakeholder survey data to determine where gaps in information exist.	Instructional Services	2017-18	N/A	
C1.A.4. – Provide support in areas where gaps exist and monitor for improvement.	Instructional Services	20170-2022	N/A	

GOAL C2: Ensure that all students are provided with an adult advocate.**OBJECTIVE A: Create and formalize a system to ensure that all students are provided with an adult advocate.**

Action Step	Department Responsible	Timeline	Funding Source	Completion Information
C2.A.1. – Investigate best practices in other districts.	Instructional Services; School Administration; Human Resources	2017-18	District Budget	
C2.A.2. – Train administrators and administrative contacts on best practices.	Instructional Services; School Administration; Human Resources	2017-18	District Budget	
C2.A.3. – Create an implementation map indicating how schools are ensuring that every student has an adult advocate. <ul style="list-style-type: none"> Monitor school systems. 	Instructional Services; School Administration; Human Resources	2018 – 2022	District Budget	

GOAL C3: Ensure that all staff have the skills needed to serve as advocates for students (linked to Focus Area B).

Objective and action steps for this goal are recorded in Focus Area B.

FOCUS AREA D: SAFE AND ORDERLY ENVIRONMENT

GOAL D1: Provide an educational environment that ensures a safe, drug free, healthy school climate both physically and emotionally.

OBJECTIVE A: Provide bullying prevention awareness and training in all schools to all students.

Action Step	Department Responsible	Timeline	Funding Source	Completion Information
D1.A.1. – Determine bullying prevention awareness training that is currently being provided.	Instructional Services; Safety and Risk Management	2017-18	District Budget	
D1.A.2. – Create a bank of resources and activities from which schools can draw.	Instructional Services; Safety and Risk Management	2017-18	District Budget	
D1.A.3. – Evaluate the implementation of the training.	Instructional Services; Safety and Risk Management	2017 -2022	District Budget	

OBJECTIVE B: Communicate the Character Education Curriculum to all staff.

Action Step	Department Responsible	Timeline	Funding Source	Completion Information
D1.B.1. – Update and communicate the Character Education Curriculum to all staff.	Instructional Services	2017-18	District Budget	

OBJECTIVE C: Provide training in behavior management techniques to all bus drivers.

Action Step	Department Responsible	Timeline	Funding Source	Completion Information
D1.C.1. – Determine appropriate training for behavior management on buses.	Transportation	2017-18	District Budget	
D1.C.2. – Deliver training.	Transportation	2017-18	District Budget	
D1.C.3. – Evaluate effectiveness of training on bus incidents.	Transportation	2018 -2022	District Budget	

Focus Area E: RESOURCES AND SYSTEM SUPPORT SERVICES

GOAL E1: Provide efficient, effective and innovative operations that facilitate and strengthen success in the Wakulla County School District.

OBJECTIVE A: Maintain an efficient, effective, and innovative Finance Department.

Action Step	Department Responsible	Timeline	Funding Source	Completion Information
E1.A.1. – Implementation of new ERP Accounting Software package (Skyward)	Finance	2017-18	District Budget	

OBJECTIVE B: Maintain an efficient, effective, and innovative Transportation Department.

Action Step	Department Responsible	Timeline	Funding Source	Completion Information
E1.B.1. – Recruitment, retention and training of qualified personal for Transportation <ul style="list-style-type: none"> • Recruitment Fair and Training Classes (at least 4 times during the school year). 	Transportation	2017-18	District Budget	
E1.B.2- Research of additional school buses and white fleet vehicles <ul style="list-style-type: none"> • Study/evaluation of current school buses and white fleet vehicles. • Cost of buses and vehicles. • Determine the vehicle needs of departments, (i.e. IT and Maintenance & Transportation). 	Transportation	2017-18	District Budget	
E1.B.3- Beginning stages of planning for a new bus garage which is in the five year plan. <ul style="list-style-type: none"> • Research funding options. • Hire architect to draw plans for approval through DOE and by the school Board. 	Transportation	2017-18	District Budget	

OBJECTIVE C: Maintain an efficient, effective, and innovative MIS/Technology Department.

Action Step	Department Responsible	Timeline	Funding Source	Completion Information
<p>E1.C.1. – Assure compliance with the Digital Classroom Plan</p> <ul style="list-style-type: none"> • Addition of a 26-station computer lab at every school • Installation of new interactive smart boards at Secondary level • Provide ongoing training on new technology • Research other schools’ 1:1 initiatives • Determine best 1:1 option for our district 	<p>MIS/Technology; Instructional Services</p>	<p>2017-18 and annually</p>	<p>DCP Budget</p>	
<p>E1.C.2.- Ensure supplemental power is available for critical equipment at every school/location</p> <ul style="list-style-type: none"> • Installation of battery backups for critical equipment • Installation of generator powered outlets in the main hub rooms • Test and monitor supplemental power solution • Evaluate supplemental power solution 	<p>MIS/Technology</p>	<p>2017-18 and annually</p>	<p>DCP Budget</p>	
<p>E1.C.3.- Implement more robust antivirus solution</p> <ul style="list-style-type: none"> • Evaluate and test possible antivirus options • Choose best antivirus solution • Remove existing antivirus solution • Install new antivirus solution • Monitor implementation • Evaluate antivirus solution 	<p>MIS/Technology</p>	<p>2017-18 and annually</p>	<p>DCP Budget</p>	

OBJECTIVE D: Maintain an efficient, effective, and innovative Food Service Department.

Action Step	Department Responsible	Timeline	Funding Source	Completion Information
<p>E1.D.1. – Increase meal counts at all meals in all schools to ensure that no student is hungry.</p> <ul style="list-style-type: none"> • Identify/Eliminate barriers to meal participation. • Ensure nutritional content of all meals. • Enhance involvement governmental and state programs. 	Food Service	2017-18 and annually	Food Service Budget	
<p>E1.D.2. – Analyze need for tools to provide efficient service.</p> <ul style="list-style-type: none"> • Inventory tools available to each employee. • Prioritize needs (training, certifications, physical tools). • Provide monthly training and monitor/evaluate success of training. Make revisions as necessary. 	Food Service	2017-18 and annually	Food Service Budget; Sodexo if needed.	
<p>E1.D.3. – Increase active engagement of all employees.</p> <ul style="list-style-type: none"> • Analyze root cause of below level performance. • Implement a peer program to support struggling employees. • Monitor for increased performance. 	Food Service	2017-18 and annually	Food Service Budget	

OBJECTIVE E: Maintain an efficient, effective, and innovative Facilities/Maintenance Department.

Action Step	Department Responsible	Timeline	Funding Source	Completion Information
<p>E1.E.1. – Ensure environment is conducive to learning.</p> <ul style="list-style-type: none"> • Level of upkeep; ambient noise lighting, indoor air quality, and/or thermal comfort of schools. • Continual assessment of each school. 	Maintenance/ Facilities	Ongoing	District Budget	
<p>E1.E.2. – Plan and prepare for future growth.</p> <ul style="list-style-type: none"> • Complete annual Work Plan. • Complete and update Five-Year Survey. • Relocate Bus Garage, Automotive and other vocational programs. • Address the high school master plan for future additions and renovations. 	Maintenance/ Facilities	Ongoing	District Budget	
<p>E1.E.3. – Ongoing maintenance and renovations at existing schools.</p> <ul style="list-style-type: none"> • Medart (remodeling, HVAC, site improvements) • Shadeville (HVAC) • WEC (Renovation) • Technology Infrastructure • Equipment purchase to support school-based educational programs. 	Maintenance/ Facilities	Ongoing	District Budget	
<p>E1.E.4. – Energy Savings</p> <ul style="list-style-type: none"> • Information sharing • T-12 lights with T-8 ballasts and bulbs • LED lights on future projects – consideration • Investigate more efficient and energy saving equipment 	Maintenance/ Facilities	Ongoing	District Budget	
<p>E1.E.5. – Convert existing drawings into digital formats.</p> <ul style="list-style-type: none"> • Investigate methods. • Filing Plan 	Maintenance/ Facilities	Ongoing	District Budget	

2017-18 STRATEGIC PLAN PRIORITIES

Focus Area/ GOAL/ Objective	Priority Action Step(s)
<p>FOCUS AREA A: TEACHING AND ASSESSING FOR LEARNING</p> <p>GOAL A3: Improve the use of progress and monitoring and data review to inform instruction.</p> <p>OBJECTIVE 3A: Address and improve the use of student achievement data (progress monitoring, Response to Intervention) to impact instruction</p>	<ul style="list-style-type: none"> • A3.B.1. Implement Renaissance Early STAR Literacy as the universal progress monitoring tool in grades K- 2 • A3.B.2 . - Implement Renaissance STAR Reading as the universal progress monitoring tool in grades 3 – 8. • A3.B.2. – Create and implement a schedule and protocol for district data review. <ul style="list-style-type: none"> ** District: yearly ** School Administration: grade level teachers—quarterly • A3.B.4. – Maximize the use of Data Day and Early Release Days for data review. • A3.B.5. – Train school data teams on review of school data.
<p>GOAL A4: Maximize the implementation of standards-based instruction to improve student achievement.</p>	<ul style="list-style-type: none"> • A4.A.1. - Analyze needs and instructional effectiveness at K-2. • A4.A.2. – Provide annual POD. • A4.A.3. – Expand SATL training • A4.A.4. – Analyze additional training needs based on student achievement data. <p style="text-align: center;">Ex: I –Ready, Achieve 3000, Renaissance</p>
<p>FOCUS AREA B: HIGH PERFORMING STAFF</p> <p>GOAL B2: Implement a system to encourage and support professional collaboration among teachers and leaders.</p>	<ul style="list-style-type: none"> • B2.A.1. – Establish a protocol for collaborative learning communities. <ul style="list-style-type: none"> **Expectations and Requirements **Inservice Component ** Expected outcome ** Schedule for meetings • B2.A.2. – Maximize the use of Vertical Teaming sessions. <ul style="list-style-type: none"> **SATL **Vertical Teaming: PreK rep/KG rep, 5threp/6th rep, 8threp/9th • B2.A.3. – Maximize the use of meeting times to allow for collaborative learning. <ul style="list-style-type: none"> **Common Planning—during day or before/after school **Faculty meetings occasionally used for other trainings: Vertical meeting and/ or data team meetings

<p>FOCUS AREA C: COMMUNITY ENGAGEMENT AND STUDENT SUPPORT</p> <p>GOAL C1: Create a communicated system for providing information about available resources in the school district.</p>	<ul style="list-style-type: none"> • C1.A.1. – Investigate all information sources that exist in the district. **One Call Now, FOCUS, Facebook, Website • C1.A.2. – Provide training on the District Communication Plan to all administrators **One Call Now Training, FOCUS training for faculty and parents • C1.A.3. – Compare school stakeholder survey data to determine where gaps in information exist. ** Survey Monkey, School climate survey • C1.A.4. – Provide support in areas where gaps exist and monitor for improvement. ** Trainings at Faculty Meetings, Parent night at Schools, Professional development for teachers and staff, MTSS Information for Families handout at IST meetings
<p>FOCUS AREA D: SAFE AND ORDERLY ENVIRONMENT</p> <p>GOAL D1: Provide an educational environment that ensures a safe, drug free, healthy school climate both physically and emotionally.</p>	<ul style="list-style-type: none"> • D1.A.1. – Determine bullying prevention awareness training that is currently being provided. **Speakers will visit schools once a year (Example: Health department or other resources in community) • D1.A.2. – Create a bank of resources and activities from which schools can draw. **Build a Reference Library for schools to pull resource throughout the year. Dod Walker and Jim Griner will be in charge of the maintenance of the resources for schools. • D1.A.3. – Evaluate the implementation of the training. ** Administrative Training on SESIR
<p>FOCUS AREA E: RESOURCES AND SYSTEM SUPPORT SERVICES</p> <p>GOAL 1: Provide efficient, effective and innovative operations that facilitate and strengthen success in the Wakulla County School District.</p> <p>OBJECTIVE B: Maintain an efficient, effective, and innovative Transportation Department.</p> <p>OBJECTIVE C: Maintain an efficient, effective, and innovative MIS/Technology Department.</p>	<p>E1.B.1. – Recruitment, retention and training of qualified personal for Transportation</p> <ul style="list-style-type: none"> • Recruitment Fair and Training Classes (at least 4 times during the school year). <p>E1.C.3.- Implement more robust antivirus solution</p> <ul style="list-style-type: none"> • Evaluate and test possible antivirus options • Choose best antivirus solution • Remove existing antivirus solution • Install new antivirus solution • Monitor implementation • Evaluate antivirus solution

<p>OBJECTIVE E: Maintain an efficient, effective, and innovative Facilities/Maintenance Department</p>	<p>E1.E.2. – Plan and prepare for future growth.</p> <ul style="list-style-type: none"> • Complete Work Plan yearly • Complete and update the Five Year Survey • Relocate the bus garage to Crawfordville Site and move automotive and other vocational programs to Old bus garage at Wakulla High School if money is available • Address the High School master plan for future additions and renovations • Have a spot survey completed for the Wakulla High School and update project priority list • Develop a Facilities list • Start the Special Facilities Construction Account Process with D.O.E. and Committee • Completed Plans and Specifications • Project is submitted to the legislature for approval <p>E1.E.3. – Ongoing maintenance and renovations at existing schools.</p> <ul style="list-style-type: none"> • Door Hardware & door Replacement at Wakulla High School and Shadeville Elementary School • Re-Roof Wakulla Educational Center Building 1 & 2 (office/Kitchen/Dining) and Re-roof Building 3 (Dining /Kitchen) • Replacement of HVAC system and upgrade electrical in room 80 for computer room @ Wakulla High School in Building 6 rooms 80,81,82,83. • Complete Portable installation at District Office for 4 Portables • Complete Baseball field House Renovation
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