

The Washington County School District is committed to developing the whole child. This commitment is evident through many indicators. Below is a chart that will show that the work that we do every day is directly related to student achievement. Cross referencing the Georgia Vision Project and the objectives we have set forth, it is evident that our plans directly align.

Please note that this is a working fluid document that may be updated or changed.

This draft was last updated December 2022.

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
2.1	Promote public education as the cornerstone of American democracy by publicizing student and school successes through all available media.	Public Relations and Marketing/ Branding/ Telling our story. School Community & Culture	3.1-3.3 Overarching Need Action Step #1, Action Step #2, and Action Step # 5, respectively (family and community engagement).	Core Beliefs: VI: Honest, effective communication, both internally and externally, is vital. X. The future of our community depends on the success of our public schools Long Range Goals: II Improve student/parent/community relations. III. Improve the educators' professional image.	Educated the community and stakeholders on all programs and offerings that WCPS offers. Submitted 2-5 articles/stories weekly to the newspapers (Georgian/Spotlight). <i>(achieved)</i> Posted accomplishments weekly on Facebook and social media. Utilize radio station spots to reach additional audiences. <i>(achieved)</i>	Educate the community and stakeholders on all programs and offerings that WCPS offers. Submit 2-5 or more articles/stories weekly to the newspapers (Georgian/Spotlight). Post accomplishments weekly on Facebook and social media. Utilize radio station spots to reach additional audiences.	By the end of the 2021 - 2022 school year, 100% of the staff and 85% or greater of our parents & community stakeholders will be considered informed. The PR & Marketing SMART Team will continue the mission of building trust, visibility, and transparency with the District's stakeholders by telling our story. PR & Marketing SMART Team will host 1 Fireside Chat via Zoom (internally & externally)	Quarterly, using a google survey, the Districtwide Leadership SMART Team will earn a 3.5 or greater score for positive community engagement with community stakeholders, parents, local clergy persons, Chamber of Commerce members, and different community agencies. The Superintendent will establish a

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				District Priorities: VI. The PR & Marketing SMART Team will continue to establish our brand and tell the great story about our school district.			quarterly.	community-based SMART Team and Student SMART Team and host four or more meetings to gather data on community and student perception data about the school district.
Early Learning and Student Success								
3.2	Create public-private partnerships in local communities between local businesses and the school 74 district.	Public Relations and Marketing/ Branding/ Telling our story WorkForce Developme	3.1-3.3 Overarching Need Action Step #1, Action Step #2, and Action Step # 5,	Core Beliefs: III. A highly qualified staff in collaboration with industry will promote higher student achievement,	Attended community events. During the 2019-2020 school year, the Work-Force Ready Smart	Attend community events. During the 2020-2021 school year, the Work-Force Ready Smart Team members	Attend community events. (PR & Workforce) Develop and grow partnerships. (PR & Workforce) PR/Marketing	Quarterly, using a google survey, the Districtwide Leadership SMART Team will earn a 3.5 or greater score for positive

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		nt STEAM Leadership Teacher Leadership School Community & Culture	respectively (family and community engagement)	leading to a well trained workforce. Long Range Goals: II: Improve student/parent/community relations. District Priorities: V. The Workforce Development SMART Team will develop students' 21st Century Career and College Ready Skills. (Golden 5, WAC Works, Georgia BEST Certification, Youth	Team members planned and implemented three opportunities for middle and high school students to participate in WACO Works, a collaborative opportunity with the Chamber of Commerce. <i>(achieved)</i>	will plan three or more opportunities for middle and high school students to participate in WACO Works, a collaborative opportunity with the Chamber of Commerce.	SMART Team will host 1 Fireside Chat via Zoom (internally & externally) each 9-week period. During the 2021 - 2022 school year, the Work-Force Development Smart Team members will increase middle and high-school student participation by 15% or more in the Fall and Spring WACO Works events that are planned in a collaborative effort with the Chamber of Commerce.	community engagement with community stakeholders, parents, local clergy persons, Chamber of Commerce members, and different community agencies. During the 2022-2023 school year, the Districtwide Literacy SMART Team will collaborate with community stakeholders (i.e. Archway, Headstart, Family

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				Leadership, Dual Enrollment, Work-based Learning, Work Exploratory Engagement (WEE Talks, mentorships, and business partnerships)				Connections, OFTC) to implement three or more events on promoting early literacy for Washington County.
3.3	Adopt a statewide awareness and engagement initiative to ensure that high-quality early childhood education is a top priority for the state.	Literacy RTI/ MTSS/ SEL	3.1 Overarching Need #1, Action Steps #1-#5 (Page 45)	District Priorities: II. Districtwide Literacy SMART Team will continue to address early literacy development. III. Districtwide Multi-Tiered System of	80% or greater of pre kindergarten students scored in the Proficient Range on the WC Pre Kindergarten Assessment Test. <i>(achieved)</i>	85% or greater of pre-kindergarten students will score in the Proficient Range on the WC Pre Kindergarten Assessment Test.	Implement a Districtwide Literacy SMART Team to address early literacy development for 3-12 improvement by 10% or greater from baseline data as measured by the WC Screeners (iReady) by the end of FY 2022.	During the 2022-2023 school year, the Districtwide Literacy SMART Team will design and implement Parent Academy programs, to promote early literacy, with

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				Support (MTSS), Response to Intervention (RTI), and Social Emotional Learning (SEL) SMART Team will continue to address students' academic and behavioral interventions and enrichment needs.				meeting attendance at 80 % or higher of those families invited.
3.4	Provide opportunities for all children from birth to five-years-old to participate in high quality learning experiences	Literacy	3.1 Overarching Need #1, Action Steps #1-#5 (Page 45)	District Priorities: II. The Districtwide Literacy SMART Team will continue to address early literacy	WC School System and WC Head Start collaborated on four vertical team meetings (<i>achieved</i>)	WC School System and WC Head Start will collaborate on four or more vertical team meetings	Literacy SMART Team and the NB&PW Head Start will have a minimum of 4 vertical team meetings to strengthen the collaborative	During the 2022-2023 school year, the Districtwide Literacy SMART Team will collaborate with

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	that are designed to promote all aspects of a child's development, whether provided by families in the home or through a licensed public or private program.		3.3 Overarching Need Action Steps #1-#2	development.			partnership between the organizations.	community stakeholders (i.e. Archway, Headstart, Family Connections, OFTC) to implement three or more events on promoting early literacy for Washington County.
3.5	Align developmental and academic standards for all children ages birth through 8 years old to provide a continuity of learning	Leadership MTSS	3.1 and 3.2 Overarching need, Action Steps #1-#5 and Action Steps #1-#4 respectively	Core Beliefs: VIII. On-going professional development is essential for the enhancement of the learning process.	WC Instructional Facilitators led Professional Learning Sessions on literacy best practices for PK - 2 teachers. <i>(achieved)</i>	WC Instructional Facilitators will lead 6 or more virtual sessions on literacy best practices for PK - 2 teachers.	Literacy SMART Team and the NB&PW Head Start will have a minimum of 4 vertical team meetings to strengthen the collaborative partnership between the organizations.	During the 2022-2023 school year, the Districtwide Literacy SMART Team will design and implement Parent Academy programs, to

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	experiences and personal growth.		ely. (Page 45-53) 3.3 Overarching Need Action Steps #1-#2	Long Range Goals: I. Ensure a systematic process for school/system continuous improvement planning. II. Implement a system approach to assessing and monitoring students' academic progress K-12. District Priorities: II. Districtwide Literacy SMART Team			MTSS SMART Team Implement at 100%, the components of the MTSS framework to address students' academic, social-emotional, behavioral, and enrichment needs by the end of the FY 22 school year.	promote early literacy, with meeting attendance at 80 % or higher of those families invited.

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				III. Districtwide Multi-Tiered System of Support (MTSS) Response to Interventions (RTI), and Social Emotional Learning (SEL)				
3.6	Ensure adequate financial support for the implementation of quality programs for all young children.	Leadership		Core Beliefs: IV. Investing in the future of technology facilitates enhanced learning. IX. Providing a financially sound school system is essential to success.	WC allotted funds to purchase evidence based MTSS interventions which met ESSA's requirements for having strong, moderate or promising evidence. <i>(achieved)</i>	WC allotted funds to pay STEAM endorsement fees for 10 teachers and 3 administrators. The total amount expended is approximately 10% of local funds and 4% of Title 4 funds.	WC has begun construction on the IGAL (Innovative/Gifted/Accelerated/Learning) Academy that will provide opportunities for elementary school students to cycle through and experience project and problem based learning.	WC is finishing construction on IGAL Academy and is slated to open in February of 2023. WC Finance Department has received the Award of Distinction for Excellent Financial Reporting.

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				<p>Long Range Goals: Ensure school/system has the resources and effective business practices for improvement.</p> <p>District Priorities:</p> <p>I. The Districtwide Leadership SMART Team will continue to enhance the leadership capacity using Systems Thinking principles and SMART</p>	<p>WC Finance Department has received the Award of Distinction for Excellent Financial Reporting.</p>	<p>WC Finance Department has received the Award of Distinction for Excellent Financial Reporting.</p>	<p>WC Finance Department has received the Award of Distinction for Excellent Financial Reporting.</p>	

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				Teaming & Planning				
Teaching and Learning								
4.1	In order to provide an environment where students learn best, ensure that teachers work and plan together, learn and share effective teaching practices, and are provided support for their on-going learning	Leadership Literacy MTSS STEAM Teacher Leadership School Community & Culture	3.3-3.3 Overarching Need (All Action Steps)	Core Beliefs: VIII. Ongoing professional development is essential for the enhancement of the learning process. Long Range Goals: <i>Internal Processes</i> I. Ensure a systematic process for school/system continuous improvement	WC Instructional Facilitators hosted three Professional Learning Community Sessions for Head Start and Pre K teachers. <i>(achieved)</i>	100% of teachers enrolled in the Middle Georgia RESA STEM endorsement program will work collaboratively as a K - 12 vertical team.	During the 2021-2022 school year, the STEAM SMART TEAM will provide four or more professional learning opportunities incorporating available district-wide resources as they relate to STEAM education. By the end of the school term FY 22, 90% or greater of all schools will earn 3.5 or greater as measured by the Georgia	The District will ensure that 90% or more of the teachers will complete MyVoice reflective assessment to assess teachers' level of satisfaction based on the standards provided by COGNIA. The Districtwide Teacher Leadership SMART Team

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				<p>planning. II. Ensure school/system has the resources and effective business practices for improvement</p> <p><i>Teaching and assessing</i> I. Improve classroom instruction with technology immersion. II. Implement a system approach to assessing and monitoring students' academic progress K-12.</p>			<p>Department of Education Student, Parent, and Staff Surveys to ascertain school culture.</p>	<p>will host 7 or more collaborative meetings to provide feedback on the different school cultures.</p>

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				District Priorities: I. The Districtwide Leadership SMART Team will continue to enhance the leadership capacity using Systems Thinking principles and SMART Teaming & Planning.				
Teaching and Learning Resources								
5.1	Evaluate and utilize the most effective instructional models and learning supports (i.e. digital,	Literacy MTSS STEAM Teacher	3.3-3.3 Overarching Need (All Action Steps)	VIII. Ongoing professional development is essential for the enhancement of the learning	Teacher survey results indicated a 10% increase in understanding / applying with fidelity the	By the end of the school year 85% or greater of teachers will apply with fidelity the established Committed Norms as	Leadership SMART Team: 100% of For Us By Us participants will be enrolled in the Governor's Leadership	STEAM Objective: Collaborate monthly to develop an interdisciplinary curriculum that emphasizes problem-based

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	blended, competency, virtual, etc.) implemented by school districts.	Leadership School Community & Culture		<p>process.</p> <p>Long Range Goals:</p> <p><i>Internal Processes</i></p> <p>I. Ensure a systematic process for school/system continuous improvement planning.</p> <p>II. Ensure school/system has the resources and effective business practices for improvement</p> <p><i>Teaching and assessing</i></p> <p>I. Improve classroom instruction with</p>	<p>established WC Instructional Committed Norms. (achieved)</p>	<p>measured by TKES.</p>	<p>program and achieve a completion certificate.</p> <p>STEAM: During the 2021-2022 school year, the STEAM SMART TEAM will provide four or more professional learning opportunities incorporating available district-wide resources as they relate to STEAM education.</p> <p>Literacy SMART Team will collaborate with the new Director of Digital Learning for professional development on the digital literacy</p>	<p>instruction.</p>

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				<p>technology immersion. II. Implement a system approach to assessing and monitoring students' academic progress K-12.</p> <p>District Priorities: I. The Districtwide Leadership SMART Team will continue to enhance the leadership capacity using Systems Thinking principles and SMART</p>			<p>instructional programs to implement and monitor to improve student achievement.</p>	

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				Teaming & Planning. II. Districtwide Literacy SMART Team. III. Districtwide MTSS/RTI/SEL IV Districtwide STEAM Team V. The Districtwide Workforce Development SMART TEAM				
5.2	Ensure full integration of current technology and training into the classroom.	MTSS STEAM		Core Belief: IV. Investing in the future of technology facilitates enhanced learning.	WC provided technology technical assistance sessions on four purchased MTSS interventions	106 or more of WC STEAM students will participate in 4 or more STEAM related competitions.	Literacy SMART Team will collaborate with the new Director of Digital Learning for professional development on the digital literacy	STEAM SMART Team: During the 2022-2023 school year, 100% of Washington County Schools will establish a

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				<p>Long Range Goals: <i>Teaching and Assessing</i></p> <p>I. Improve classroom instruction with technology immersion.</p> <p>District Priorities:</p> <p>III. Districtwide MTSS/RTI/SEL</p> <p>IV. Districtwide STEAM Team</p> <p>V. The Districtwide Workforce Development SMART TEAM</p>	<p>for K - 12. <i>(achieved)</i></p> <p>101 WC students participated in 3 STEAM related competitions. <i>(achieved)</i></p>		<p>instructional programs to implement and monitor to improve student achievement.</p>	<p>STEM culture that promotes a learner-centered environment. (S4,S5)</p>

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5.3	Continue to develop and maintain a comprehensive data system for monitoring student progress (Pre-K--12) and making decisions to improve educational practice.	Literacy MTSS STEAM	3.1-3.3 Overarching Need, (All Action Steps)	Long Range Goals: I. Ensure a systematic process for school/system continuous improvement planning. <i>Teaching and assessing</i> II. Implement a system approach to assessing and monitoring students' academic progress K-12. District Priorities:	The schools used AIMS Web Plus to monitor students' academic progress on screeners and MTSS interventions. <i>(achieved)</i>	95% or greater of students receiving interventions will be progressed monitored using AIMS Web Plus	LITERACY SMART Team: Implement a Districtwide Literacy SMART Team to address early literacy development for 3-12 improvement by 10% or greater from baseline data as measured by the WC Screeners (iReady) by the end of FY 2022. MTSS SMART Team: At the conclusion of the 2021 - 2022 school year, 60% or greater of students in grades K - 12 who score at a Tier 3 level will receive social-emotional	LITERACY SMART Team: During the 2022-2023 school year, the Districtwide Literacy SMART Team will track student growth percentages in Grades K thru 5th grade on the I Ready Reading Diagnostic each benchmark period, with expectation of 25% or more growth (grade level) from August 2022 to May 2023. (Pre K Assessment BOY: 55 % emerging/on track; MOY: 78 % emerging/on track)

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				III. Districtwide MTSS/RTI/SEL IV. Districtwide STEAM Team V. The Districtwide Workforce Development SMART TEAM			support as measured by the Suite 360 screener.	
5.4	Develop partnerships with business, industries, public agencies and the community to promote shared use of services and facilities.	STEAM Work - Force Ready SMART Team Leadership School Community & Culture		Core Beliefs: III. A highly qualified staff in collaboration with industry will promote higher student achievement which leads to a well	WC had a total of 101 participants in 3 STEAM events which led to collaboration with businesses. <i>(achieved)</i> The Work - Force Ready	WC students will participate in a total of 4 or more STEAM events with a total of 106 participants which will lead to collaboration with businesses. The Work - Force Ready SMART Team	PR SMART Team: Each semester a minimum of 1 in-person town hall will be conducted. PR SMART Team: Each 9-week period host 1 Fireside Chat via Zoom (internally & externally).	LITERACY SMART Team: During the 2022-2023 school year, the Districtwide Literacy SMART Team will collaborate with community stakeholders (i.e. Archway, Headstart, Family

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		5 MOUs for EPP (educational programs) Georgia College & State Georgia Southern Valdosta State Albany State Georgia Military OFTC Walden Great Program SREB and		trained workforce. Long Range Goals: <i>Internal Processes</i> I. Ensure school/system has the resources and effective business practices for improvement <i>Student/Stakeholder Engagement</i> II. Improve student/parent/community relations. District Priorities: IV	SMART Team members planned three opportunities for middle and high school students to participate in WACO Works; a collaborative effort with the Chamber of Commerce. <i>(achieved)</i>	members will plan three or more opportunities for middle and high school students to participate in WACO Works; a collaborative effort with the Chamber of Commerce	Work-Force Ready SMART Team: During the 2021 - 2022 school year, the Work-Force Development Smart Team members will increase middle and high-school student participation by 15% or more in the Fall and Spring WACO Works events that are planned in a collaborative effort with the Chamber of Commerce. Work-force Ready SMART Team: During the 2021 - 2022 school year, each elementary, middle, high	Connections, OFTC) to implement three or more events on promoting early literacy for Washington County. SCHOOL COMMUNITY AND CULTURE: The Superintendent will establish a community-based SMART Team and Student SMART Team and host four or more meetings to gather data on community and student perception data about the

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		Georgia College and WC		Districtwide STEAM Team V. The Districtwide Workforce Development SMART Team VI. Public Relations & Marketing SMART Team			school, and Achievement Academy(AA) will host one or more parent-engagement events to promote CTAE opportunities for a total four or more for the district (Virtual or face-to-face).	school district. SCHOOL COMMUNITY & CULTURE: The Districtwide Leadership SMART Team will complete at 90% or greater all safety protocols with satisfactory score with the Blueline Threat Alert System, fire drills, local lockdown drills, cyber-attack simulations, and third-party assessment walks (GEMA, Homeland Security, Transportation Security Agency, and local law enforcement agencies).

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Human and Organizational Capital								
6.1	Identify and recruit the most talented candidates into teacher preparation programs.	Leadership Teacher Leadership School Community & Culture PR/Marketing 5 MOUs for EPP (educational programs) Georgia College & State Georgia Southern Valdosta State		Core Beliefs: III. A highly qualified staff in collaboration with industry will promote higher student achievement which leads to a well-trained workforce. VIII. On-going professional development is essential for the enhancement of the learning process Long Range	By the end of the school term FY 20, 80% of Districtwide Leadership Smart Team members will have proficient understanding/application of Systems Thinking and SMART Teaming principles. <i>(achieved)</i>	By the end of the school term FY 21, 90% of Districtwide Leadership Smart Team members, Teacher Administrators, and Teacher Administrator Trainees will have a proficient (4.5 rating average from survey) understanding application of Systems Thinking and SMART Teaming principles.	LEADERSHIP SMART Team: 100% of For Us By Us participants will complete a culminating presentation on an idea to possibly implement in their home school that would address school climate.	SCHOOL COMMUNITY & CULTURE: Quarterly, using a google survey, the Districtwide Leadership SMART Team will earn a 3.5 or greater score for positive community engagement with community stakeholders, parents, local clergy persons, Chamber of Commerce members, and different community agencies. SMART Goal 2: The District will ensure

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		Albany State Georgia Military OFTC Walden Great Program SREB and Georgia College and WC		Goals: <i>Internal processes</i> III. Well managed facilities and an excellent bus fleet. IV. Develop and retain an exceptional workforce. <i>Student/Stakeholder Engagement</i> III. Improve the educator's professional image. <i>Teaching and Assessing</i> Improve classroom instruction				that 90% or more of the teachers will complete MyVoice reflective assessment to assess teachers' level of satisfaction based on the standards provided by COGNIA. SMART Goal 3: The District will host the TOTY program each year for the next three years to highlight teacher and support

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				<p>with technology immersion.</p> <p>District Priorities:</p> <p>The Districtwide Leadership SMART TEam will continue to enhance the leadership capacity using Systems Thinking principles and SMART Teaming & Planning.</p> <p>PR & Marketing</p>				<p>staff members for providing outstanding service to children and the school system.</p>
6.2	Continuously evaluate the	Leadership	3.1-3.3 Overarch	Core Beliefs: VIII. On-going	By the end of the 2019 -	By the end of 2020 - 2021	Leadership SMART Team:	Leadership SMART Team:

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	effectiveness of teacher and leader preparation programs.		ing Need, Action Steps #3 & #4, Action Step #2 & #3, Action Step #2 (respectively)	professional development is essential for the enhancement of the learning process. Long Range Goals: <i>Internal Processes</i> I. Ensure a systematic process for school/system continuous improvement planning. II. Ensure school/system has the resources and effective business practices for	2020 school year the Superintendent referenced 8 or greater 25 Point Inspection Reports in meetings with the WC Board of Education. <i>(achieved)</i> TKES and LKES were used to evaluate the effectiveness of the teacher and leader preparation programs. The district and school based leadership monitored this process through walk	school year. Teacher Administrators and Administrative Trainees will participate and complete the WCSD "For Us By Us: Professional Learning Series.	100% of For Us By Us participants will be enrolled in the Governor's Leadership program and achieve a completion certificate.	For Us By Us Program Teacher Administrator Program

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				<p>improvement.</p> <p><i>Teaching and Assessing</i></p> <p>II. Implement a system approach to assessing and monitoring student's academic progress K-12</p> <p>III. Improve processes/pr ograms for students who need additional support services.</p> <p>District Priorities:</p> <p>Districtwide</p>	<p>throughs, observations, and the development of the Committed Norms. However, this process was suspended due to Covid 19. <i>(achieved)</i></p>			

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				Leadership SMART Team will continue to enhance the leadership capacity using Systems Thinking principles and Smart Teaming & Planning.				
6.3	Collaborate with the Georgia Professional Standards Commission, the Georgia Department of Education and other	Leadership Teacher Leadership School Community & Culture	3.1-3.3 Overarching Need, Action Steps #3 & #4, Action Step #2 & #3, Action Step #2 (respecti	Core Beliefs: VIII. On-going professional development is essential for the enhancement of the learning process. Long Range	By the end of the 2019 - 2020 school year the Superintendent referenced 8 or greater 25 Point Inspection Reports in meetings with the WC Board of Education	By the end of the 2020 - 2021 school year the Superintendent referenced 9 or greater 25 Point Inspection Reports in meetings with the WC Board of Education By the end of the	Leadership: 100% of participants enrolled in the For Us By Us program will participate in a SMART TEAM book study and record their applications using a Flip Grid Journal or other tools. Leadership: 100%	Teacher Leadership SMART Team: For Us By Us Program Teacher Administrator Program Implementation of COGNIA My Voice

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	credentialing agencies to provide comprehensive strategies to find, grow and keep the most talented educators.		vely)	<p>Goals:</p> <p>IV. Develop and retain an exceptional workforce.</p> <p><i>Student/Stakeholder Engagement</i></p> <p>III. Improve the educator's professional image.</p> <p><i>Teaching and Assessing</i></p> <p>Improve classroom instruction with technology immersion.</p> <p>District Priorities:</p> <p>Districtwide</p>	<p>(achieved)</p> <p>By the end of the school term FY 20, 80% of Districtwide Leadership Smart Team members will have proficient understanding/application of Systems Thinking and SMART Teaming principles. (achieved)</p>	<p>school term FY 21, 90% of Districtwide Leadership Smart Team members, Teacher Administrators, and Teacher Administrator Trainees will have a proficient (4.5 rating average from survey) understanding application of Systems Thinking and SMART Teaming principles. .</p>	<p>of For Us By Us participants will be enrolled in the Governor's Leadership program and achieve a completion certificate.</p>	<p>Implementation of WACO Onboarding and Orientation</p> <p>Implementation of the Teacher of the Year SMART Team</p>

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				Leadership SMART Team will continue to enhance the leadership capacity using Systems Thinking principles and SMART Teaming & Planning				
6.4	Evaluate the effectiveness and viability of the pilot teacher and leader compensation programs	Leadership Teacher Leadership School Community & Culture		Core Beliefs: VIII. On-going professional development is essential for the enhancement of the learning process. Long Range Goals:	By the end of the 2019 - 2020 school year, WC will develop a partnership with SREB to determine the feasibility of creating a teacher and leader compensation program.	By the end of the 2020 - 2021 school year, WC will have 1 or more teachers in the WC and SREB collaboration program. By the end of the school term FY 21, 90% of	Leadership: 100% of participants enrolled in the For Us By Us program will participate in a SMART TEAM book study and record their applications using a Flip Grid Journal or other tools. Leadership: 100% of For Us By Us	For Us By Us Program Teacher-Administrator Program Teacher-Administrator Trainee program TKES/LKES

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
				<p>IV. Develop and retain an exceptional workforce.</p> <p><i>Student/Stakeholder Engagement</i></p> <p>III. Improve the educator's professional image.</p> <p><i>Teaching and Assessing</i></p> <p>Improve classroom instruction with technology immersion.</p> <p>District Priorities:</p> <p>Districtwide Leadership</p>	<p><i>(achieved)</i></p> <p>By the end of the school term FY 20, 80% of Districtwide Leadership Smart Team members will have proficient understanding/ application of Systems Thinking and SMART Teaming principles. <i>(achieved)</i></p>	<p>Districtwide Leadership Smart Team members, Teacher Administrators, and Teacher Administrator Trainees will have a proficient (4.5 rating average from survey) understanding application of Systems Thinking and SMART Teaming principles.</p>	<p>participants will be enrolled in the Governor's Leadership program and achieve a completion certificate.</p>	

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
				SMART Team will continue to enhance the leadership capacity using Systems Thinking principles and SMART Teaming & Planning				
6.5	Organize personnel, distribute leadership and implement processes that maximize	Leadership	3.1-3.3 Overarching Need, Action Steps #3 & #4, Action Step #2 & #3, Action Step #2 (respectively)	Core Beliefs: I. All Students are unique and valued individuals and learn in different ways. II. Students learn best in an orderly, safe, and caring environment with	By the end of the school term FY 20, 80% of Districtwide Leadership Smart Team members will have proficient understanding/application of Systems Thinking and SMART Teaming	By the end of the school term FY 21, 90% of Districtwide Leadership Smart Team members, Teacher Administrators, and Teacher Administrator Trainees will have a proficient (4.5 rating average from	Leadership: 100% of participants enrolled in the For Us By Us program will participate in a SMART TEAM book study and record their applications using a Flip Grid Journal or other tools. Leadership: 100% of For Us By Us participants will be	For Us By Us Program Teacher-Administrator Program Teacher-Administrator Trainee program TKES/LKES

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
	e student learning.			<p>well-maintained facilities.</p> <p>VIII. On-going professional development is essential for the enhancement of the learning process.</p> <p>Long Range Goals:</p> <p>IV. Develop and retain an exceptional workforce.</p> <p><i>Student/Stakeholder Engagement</i></p> <p>III. Improve the educator's professional image.</p>	principles. <i>(achieved)</i>	survey) understanding application of Systems Thinking and SMART Teaming principles.	enrolled in the Governor's Leadership program and achieve a completion certificate.	

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
				<p><i>Teaching and Assessing</i> Improve classroom instruction with technology immersion.</p> <p>District Priorities:</p> <p>Districtwide Leadership SMART Team will continue to enhance the leadership capacity using Systems Thinking principles and SMART Teaming & Planning</p>				

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
Governance, Leadership and Accountability								
7.1	Develop and implement at the local school district level an accountability system based on local district educational goals that are aligned with state educational goals and state accountability system, and which include	Leadership BIG 6/Balanced Score Cards	3.1-3.3 Overarching Need, Action Steps #3 & #4, Action Step #2 & #3, Action Step #2 (respectively)	VIII. On-going professional development is essential for the enhancement of the learning process. Long Range Goals: IV. Develop and retain an exceptional workforce. <i>Student/Stakeholder Engagement</i> III. Improve the educator's professional image.	There was a 10% r increase in understanding / applying with fidelity the Committed Norms <i>(achieved)</i>	By the end of the 20 - 21 school year 85% or greater of WC teachers will apply with fidelity the Committed Norms as measured by TKES.	Committed Norms BIG 6 SMART TEAM Goals TKES/LKES	Committed Norms BIG 6 SMART TEAM Goals TKES/LKES

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
	clearly defined measures of school district, school and student success.			<p><i>Teaching and Assessing</i> Improve classroom instruction with technology immersion.</p> <p>District Priorities:</p> <p>Districtwide Leadership SMART Team will continue to enhance the leadership capacity using Systems Thinking principles and SMART Teaming & Planning</p>				

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
7.2	Pursue all local and state options to provide for the equitable, effective and efficient delivery of instruction to all students in Georgia regardless of where they reside.	Leadership Literacy MTSS STEAM		Core Beliefs: I. All students are unique and valued individuals and learn in different ways. II. Students learn best in an orderly, safe, and caring environment with well maintained facilities. VII. Learning is maximized when students' physical, emotional, social, and intellectual needs are met through	There was a 10% increase for understanding / applying with fidelity the established Committed Norms (<i>achieved</i>)	By the end of the 2020 - 2021 school year 85% or greater of teachers in the WCSD school district will apply with fidelity the Committed Norms as measured by TKES. By the end of the 2020 - 2021 school year 10 teachers and 3 administrators will gain their STEAM endorsement.		

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
				<p>extracurricular activities.</p> <p>Long Range Goals:</p> <p><i>Internal Processes</i></p> <p>I. Ensure a systematic process for school/system continuous improvement planning</p> <p>II. Ensure school/system has the resources and effective business practices for improvement.</p> <p>III. Well managed facilities and an excellent</p>				

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
				bus fleet. IV. Develop and retain an exceptional workforce. <i>Student/stakeholder engagement</i> I. Improve parent services II. Improve student/parent/community relations District Priorities: I. Districtwide Leadership SMART				

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
				II. Team District Wide Literacy SMART Team III. Districtwide MTSS /RTI/S EL Team IV. Districtwide STEAM Team Districtwide Workforce SMART TEAM				
7.3	Change and streamline the process	Leadership		Core Beliefs X. The future of our community depends on	WC does not have a goal for this area. We have addressed this	WC does not have a goal for this area. We have addressed this indicator by	WC does not have a goal for this area. We have addressed this indicator by	WC does not have a goal for this area. We have addressed this indicator by

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
	by which local school districts obtain flexibility from state mandates so it is based on school and district performance expectations outlined in the district's strategic improvement plan and takes into			<p>the success of our public schools</p> <p>Long Range Goals</p> <p>Internal Processes</p> <ul style="list-style-type: none"> · Ensure a systematic process for school/system continuous improvement planning Teaching and Assessing <p>II. Implement a</p>	<p>indicator by becoming a Strategic Waiver District <i>(achieved)</i></p> <p>For the 2019 - 2020 school year, WC worked in collaboration with the Georgia School Board Association, Georgia Department of Education, and Oconee RESA to keep abreast of the requirements for a strategic waiver. <i>(achieved)</i></p>	<p>becoming a Strategic Waiver District</p> <p>For the 2020 - 2021 school year, WC will continue working in collaboration with the Georgia School Board Association, Georgia Department of Education, and Oconee RESA to keep abreast of the requirements for the strategic waiver.</p>	<p>becoming a Strategic Waiver District</p> <p>For the 2020 - 2021 school year, WC will continue working in collaboration with the Georgia School Board Association, Georgia Department of Education, and Oconee RESA to keep abreast of the requirements for the strategic waiver.</p>	<p>becoming a Strategic Waiver District</p> <p>For the 2020 - 2021 school year, WC will continue working in collaboration with the Georgia School Board Association, Georgia Department of Education, and Oconee RESA to keep abreast of the requirements for the strategic waiver.</p>

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
	account the needs, resources, and characteristics of the local community.			<p>system approach to assessing and monitoring students' academic progress K-12.</p> <p>District Priorities:</p> <p>I. Districtwide Leadership SMART Team</p>				
7.4	Establish and	Leadership		Core Beliefs:	Each school created a	Each school will maintain a	Each school will maintain a School	Each school will maintain a School

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
	maintain high performance organizations through development of local school district governance and leadership teams.			<p>III. A highly qualified staff in collaboration with industry will promote higher student achievement which leads to a well-trained workforce.</p> <p>VIII. On-going professional development is essential for the enhancement of the learning process.</p> <p>Long Range Goals</p> <p>I. Ensure a</p>	<p>School Leadership SMART Team which focused on the development of the 3Ps (<i>People, Processes, and Products</i>) and 3Cs (<i>Communication, Collaboration, Collecting and Leveraging Data</i>). (<i>achieved</i>)</p> <p>The Governance team met the annual state requirements via GSBA professional learning program. (<i>achieved</i>)</p>	<p>School Leadership SMART Team whose focus will be the continued development of the 3Ps (<i>People, Processes, and Products</i>) and 3Cs (<i>Communication, Collaboration, Collecting and Leveraging Data</i>).</p> <p>The Governance team will meet the annual state requirements via GSBA professional learning program.</p>	<p>Leadership SMART Team whose focus will be the continued development of the 3Ps (<i>People, Processes, and Products</i>) and 3Cs (<i>Communication, Collaboration, Collecting and Leveraging Data</i>).</p> <p>The Governance team will meet the annual state requirements via GSBA professional learning</p>	<p>Leadership SMART Team whose focus will be the continued development of the 3Ps (<i>People, Processes, and Products</i>) and 3Cs (<i>Communication, Collaboration, Collecting and Leveraging Data</i>).</p> <p>The Governance team will meet the annual state requirements via GSBA professional learning</p>

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
				<p>systematic processes for school /system continuous improvement planning.</p> <p>II. Ensure school /system has the resources and effective business practices for improv</p>				

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
				<p>ement District Priorities:</p> <p>District Leadership SMART Team</p>				
7.8	Change the method of selection of members of local boards of education from a choice between partisan and non-partisan elections to	Leadership		<p>Long Range Goals</p> <p>Student/Stakeholder engagement</p> <p>II. Improve student/parent/community relations</p> <p>District Priorities:</p> <p>I. Districtwide Leadership SMART Team VI. Public Relations & Marketing</p>	The local governance team started discussing the process of changing the method of election to non partisan (<i>achieved</i>)	The local governance approved a resolution to send to the state to allow for a nonpartisan election. (In September 2020) (Not approved)	The local governance approved a resolution to send to the state to allow for a nonpartisan election. (Not approved)	Awaiting new board.

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
	non-partisan elections only.			SMART Team				
Culture, Climate and Organizational Efficacy								
8.1	Develop safe, orderly, supportive learning environments built on respect and encouragement where all individuals believe they can make a	Leadership School Community & Culture Teacher Leadership	3.1-3.3 Overarching Need, Action Steps #3 & #4, Action Step #2 & #3, Action Step #2 (respectively)	Core Beliefs I. All students are unique and valued individuals and learn in different ways II. Students learn best in an orderly, safe, and caring environment with well-maintained facilities. VI. Honest, effective communication	Each school was able to reduce discipline outcomes by 20% (<i>achieved</i>) 100% of schools have installed access doors for additional security. (<i>achieved</i>) We reviewed our Family Engagement policy. Each school has an	All schools will complete at a rate of 90% or greater each required safety drill. \ We will review our Family Engagement policy. All schools (100%) will review the previously established Family Engagement plan. WC	Leadership SMART Team: By the end of the school term FY 22, 90% or greater of all schools will earn 3.5 or greater as measured by the Georgia Department of Education Student, Parent, and Staff Surveys to ascertain school culture. Leadership SMART Team: 100% of For Us By Us participants	

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
	positive difference.			<p>n, both internally and externally is vital. X. The future of our community depends on the success of our public School.</p> <p>Long Range Goals:</p> <p>Internal Processes</p> <p>II. Ensure School/system has the resources and effective business practices for improvement.</p> <p>III. Well managed</p>	<p>established Family Engagement plan. <i>(achieved)</i></p> <p>WC administrators focused on promoting the success of all students by developing, advocating, and sustaining an academically rigorous, positive, and safe school climate for all stakeholders as measured by the LKES Evaluation System. <i>(achieved)</i></p>	<p>administrators will continue to focus on promoting the success of all students by developing, advocating, and sustaining an academically rigorous, positive, and safe school climate for all stakeholders as measured by the LKES Evaluation System.</p> <p>We complete a CCRPI (school climate)</p> <p>WC administrators</p>	<p>will complete a culminating presentation on an idea to possibly implement in their home school that would address school climate.</p>	

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
				<p>facilities and an excellent bus fleet.</p> <p>Student/Stakeholder Engagement</p> <p>Improve student/parent/community relations</p> <p>Improve the educators' professional image</p> <p>IV. Improve the number of students pursuing post-Secondary Options</p> <p>District Priorities:</p> <p>Districtwide</p>	<p>WC administrators had a goal of receiving a 3 or greater School Climate Rating. This was impacted by the closing of school due to COVID 19. <i>(achieved)</i></p>	<p>will continue to maintain a School Climate Rating of 3 or higher.</p>		

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
				Leadership SMART Team				
8.2	Make each school and school system an inviting place to be for students, parents, staff and the larger community	Public Relations and Marketing/ Branding/ Telling our story Leadership		Core Beliefs: I. All students are unique and valued individuals and learn in different ways. VI. Honest, effective communication, both internally and externally, is vital X. The future of our community depends on the success of our public schools. Long Range Goals	Each school was able to reduce discipline outcomes by 20% <i>(achieved)</i> 100% of schools have had access doors installed for additional security <i>(achieved)</i> WC Implemented a Districtwide Public Relations & Marketing SMART Team to tell our brand and great story about our	Implement a Districtwide Public Relations & Marketing SMART Team to tell our brand and great story about our school district with 100% of the school staff and 85% or greater of our parents and community stakeholders. WC will continue the implementation of School Councils and Parent Engagement activities.	Leadership SMART Team: By the end of the school term FY 22, 90% or greater of all schools will earn 3.5 or greater as measured by the Georgia Department of Education Student, Parent, and Staff Surveys to ascertain school culture. Leadership SMART Team: 100% of For Us By Us participants will complete a culminating presentation on an idea to possibly implement in their home school that	

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
				<p>Internal Processes:</p> <p>III. Well managed facilities and an excellent bus fleet</p> <p>IV. Develop and retain an exceptional workforce</p> <p>Student/Stakeholder Engagement</p> <p>I. Impro</p>	<p>school district with 100% of the school staff and 80% of our parents and community stakeholders. <i>(achieved)</i></p>		<p>would address school climate</p>	

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
				<p>ve parent servic es</p> <p>II. Impro ve stude nt/par ent/co mmuni ty relatio ns</p> <p>III. Impro ve the educa tors' profes sional image</p> <p>District Priorities:</p> <p>I. Distric twide Leade rship SMAR T</p>				

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
				Team VI. Districtwide Public Relations & Marketing SMART Team				
8.4	Determine stakeholder perceptions of schools and school districts.	Public Relations and Marketing/ Branding/ Telling our story Leadership School Community & Culture		Core Beliefs: I. All students are unique and valued individuals and learn in different ways. VI. Honest, effective communication, both internally and externally, is vital X. The future of our community depends on the success	Each quarter WC held a minimum of 1 - 2 community engagement events(<i>achieved</i>) Additional Community Events: Fireside Chats (internal and external) Expert Panels Zoom Sessions Community	Educate the community and stakeholders on all programs and offerings that WCPS offers Additional Community Events: Fireside Chats (internal and external) Expert Panels Zoom Sessions Community Tours	Leadership SMART Team: By the end of the school term FY 22, 90% or greater of all schools will earn 3.5 or greater as measured by the Georgia Department of Education Student, Parent, and Staff Surveys to ascertain school culture. Leadership SMART Team: 100% of For Us By Us participants will complete a	School Community & Culture: Quarterly, using a google survey, the Districtwide Leadership SMART Team will earn a 3.5 or greater score for positive community engagement with community stakeholder

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
				<p>of our public schools.</p> <p>Long Range Goals</p> <p>Internal Processes:</p> <p>V. Well managed facilities and an excellent bus fleet</p> <p>VI. Develop and retain an exceptional workforce</p>	<p>Tours</p> <p>Weekly Call outs</p> <p>Weekly Updates on website</p> <p>Social Media</p> <p>E-mail Blasts (internal and external)</p> <p>Attend community events</p> <p>Video updates</p> <p>Hawk Talks (achieved)</p>	<p>Weekly Call outs</p> <p>Weekly Updates on website</p> <p>Social Media</p> <p>E-mail Blasts (internal and external)</p> <p>Attend community events</p> <p>Video updates</p> <p>Hawk Talks</p> <p>Youtube channel coming Fall of 2020.</p>	<p>culminating presentation on an idea to possibly implement in their home school that would address school climate</p> <p>Zoom Sessions</p> <p>Community Tours</p> <p>Social Media</p> <p>E-mail Blasts (internal and external)</p> <p>Attend community events</p> <p>Video updates</p> <p>Hawk Talks</p>	<p>s, parents, local clergy persons, Chamber of Commerce members, and different community agencies.</p>

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
				<p>Student/Stakeholder Engagement</p> <p>IV. Improve parent services</p> <p>V. Improve student/parent/community relations</p> <p>VI. Improve the educators' professional image</p> <p>District Priorities: II. District</p>				

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
				<p>twide Leadership SMART Team</p> <p>VI. Districtwide Public Relations & Marketing SMART Team</p>				
8.5	Develop a culture and climate that fosters innovation and responsible risk-taking.	<p>Leadership</p> <p>School Community & Culture</p> <p>Teacher Leadership</p>		<p>Core Beliefs:</p> <p>I. All students are unique and valued individuals and learn in different ways.</p> <p>VI. Honest, effective communication, both internally and externally, is vital</p>	<p>Teachers are encouraged and supported to use The Artistry of Teaching via the Committed Norms. <i>(achieved)</i></p>	<p>Teachers are encouraged to use The Artistry of Teaching via the Committed Norms.</p> <p>Teachers will design and implement one STEAM project experience for each school.</p> <p>IGAL Academy Project</p>	<p>Teachers are encouraged to use The Artistry of Teaching via the Committed Norms.</p> <p>IGAL Academy Project</p> <p>Teachers will design and implement one STEAM project experience for each school.</p>	<p>Teachers are encouraged to use The Artistry of Teaching via the Committed Norms.</p> <p>IGAL Academy Project</p> <p>MyVoice Implementation</p> <p>Teacher SMART Team</p>

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
				<p>X. The future of our community depends on the success of our public schools.</p> <p>Long Range Goals</p> <p>Internal Processes:</p> <p>II. Ensure school/system has the resources and effective business practices for improvement.</p> <p>III. Well managed facilities and an excellent bus fleet</p> <p>IV. Develop and retain an exceptional</p>				Development led by TOTY

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
				workforce Student/Stakeholder Engagement I. Improve parent services II. Improve student/parent/community relations III. Improve the educators professional image District Priorities: I. Districtwide Leadership SMART Team VI. Districtwide Public Relations & Marketing SMART Team				

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
8.6	Develop school and district cultures that are sensitive and responsive to the cultural, racial, ethnic and socio-economic make-up of the communities they serve.	Public Relations and Marketing/ Branding/ Telling our story Leadership RTI/MTSS/ SEL School Community & Culture Teacher Leadership		Core Beliefs: I. All students are unique and valued individuals and learn in different ways. VI. Honest, effective communication, both internally and externally, is vital X. The future of our community depends on the success of our public schools. Long Range Goals Internal Processes:	Each quarter WC hosted a minimum of 1 - 2 community engagement events(<i>achieved</i>) Social Emotional support via Suite 360 was implemented (<i>achieved</i>) Reviewed and Revised the Parent & Family Engagement Plan(<i>achieved</i>) WC Implemented of the Wrap Around Services Team (<i>achieved</i>)	Each quarter WC will host a minimum of 1 - 2 community engagement events Diversity - Staff to Students (<i>course will be completed by all WC Faculty and Staff members</i>) Oconee RESA will provide training for staff on social emotional wellness and supporting student through awareness of culture differences Implementation of Wrap Around Services	Continued use and expansion of Wrap Around Services. BOY Training Parent & Family Engagement Coordinator	Continued use and expansion of Wrap Around Services. BOY Training Parent & Family Engagement Coordinator

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
				<p>VII. Well managed facilities and an excellent bus fleet</p> <p>VIII. Develop and retain an exceptional workforce</p> <p>Student/Stakeholder Engagement</p> <p>VII. Improve parent services</p>		<p>Review and Revise the Parent & Family Engagement Plan</p> <p>Review procedures for ELL Services</p>		

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
				<p>VIII. es Improve student/ parent/ community relationships</p> <p>IX. Improve the educators professional image</p> <p>District Priorities: III. Distric twide Leade rship SMAR T Team</p> <p>VI. Districtwide</p>				

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
				Public Relations & Marketing SMART Team				
8.7	Get to know and be willing to truly listen to the students in our schools.	Public Relations and Marketing/ Branding/ Telling our story Leadership School Community & Culture		Core Beliefs: I. All students are unique and valued individuals and learn in different ways. VI. Honest, effective communication, both internally and externally, is vital X. The future of our community depends on the success of our public schools.	WC hosted: WEE Talks - (We Engage in Exploratory Talks: Building student Self-Efficacy (Volume I))(achieved) WC administered student surveys (achieved)	Continue our WEE Talk Series (Volume II) Student Surveys	Student Surveys WEE Talk Series Portrait of a Graduate	School Community & Culture: The Superintendent will establish a community-based SMART Team and Student SMART Team and host four or more meetings to gather data on community and student perception data about the school

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
				<p>Long Range Goals</p> <p>Internal Processes:</p> <p>IX. Well managed facilities and an excellent bus fleet</p> <p>X. Develop and retain an exceptional workforce</p> <p>Student/Stakeholder Engagement</p>				district.

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
				X. Improve parent services XI. Improve student/parent/community relations XII. Improve the educators' professional image District Priorities: IV. Districtwide Leadership				

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
				SMART Team VI. Districtwide Public Relations & Marketing SMART Team				
Financial Resources								
9.2	Identify in both state and local budgets for public education sufficient fiscal resources for implementing	Leadership Teacher Leadership School Community & Culture		Core Beliefs: IX. Providing a financially sound school system is essential to success Long Range Goals: <i>Internal</i> I. Ensure a systematic process for school/systems	By the end of the school term FY 20, 80% of Districtwide Leadership Smart Team members had a proficient understanding/application of Systems Thinking and SMART Teaming principles. <i>(achi</i>	By the end of the school term FY 21, 90% of Districtwide Leadership Smart Team members, Teacher Administrators, and Teacher Administrator Trainees will have a proficient (4.5 rating average from survey)	During DLST meetings review of resources will be conducted. Award of Distinction for Excellent Financial Reporting/Audits. The school district will maintain a Balanced Budget for the 21-22 school year, and	During DLST meetings review of resources will be conducted. Award of Distinction for Excellent Financial Reporting/Audits. The school district will maintain a Balanced Budget for the 22-23 school year, and

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	both a comprehensive data system and an evaluation system that uses data to measure and improve effectiveness in meeting objectives for enhanced student learning.			<p>m continuous improvement planning.</p> <p>II. Ensure school/system has the resources and effective business practices for improvement</p> <p>IV. Develop and retain an exceptional workforce.</p> <p><i>Teaching and Assessing</i></p> <p>II. Implement a system approach to assessing and monitoring students' academic progress</p>	<p><i>eved)</i></p> <p>For the 2019 - 2020 school year WC Administrators scored a 3 or higher on supporting, managing, and overseeing the school's organization, operation, and use of resources. <i>(achieved</i></p> <p>The school district maintained a balanced budget.<i>(achieved</i></p>	<p>understanding application of Systems Thinking and SMART Teaming principles.</p> <p>For the 2019 - 2020 school year WC Administrators will maintain a score of 3 or higher on supporting, managing, and overseeing the school's organization, operation, and use of resources.</p> <p>The school district will maintain a Balanced Budget for the 20-21 school year, and</p>	<p>conduct monthly reviews on the status of revenues and expenditures to the public and the governance team during regular board meetings.</p>	<p>conduct monthly reviews on the status of revenues and expenditures to the public and the governance team during regular board meetings.</p>

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
				<p>K-12.</p> <p>District Priorities:</p> <p>I. Districtwide Leadership SMART Team</p>		<p>conduct monthly reviews on the status of revenues and expenditures to the public and the governance team during regular board meetings.</p>		
9.3	Initiate an ongoing process at the local school district level for systematically evaluating all expenditures	Leadership		<p>Core Beliefs:</p> <p>IX. Providing a financially sound school system is essential to success</p> <p>Long Range Goals: <i>Internal</i></p> <p>I. Ensure a systematic process for school/system</p>	By the end of the school term FY 20, 80% of Districtwide Leadership Smart Team members had proficient understanding/application of Systems Thinking and SMART Teaming principles..(ach	By the end of the school term FY 21, 90% of Districtwide Leadership Smart Team members, Teacher Administrators, and Teacher Administrator Trainees will have a proficient (4.5 rating average from survey)	<p>During DLST meetings review of resources will be conducted.</p> <p>Award of Distinction for Excellent Financial Reporting/Audits.</p> <p>The school district will maintain a Balanced Budget for the 21-22 school year, and</p>	<p>During DLST meetings review of resources will be conducted.</p> <p>Award of Distinction for Excellent Financial Reporting/Audits.</p> <p>The school district will maintain a Balanced Budget for the 22-23 school year, and</p>

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
	ures to enable the development and adoption of budgets that are focused on district strategies for maximizing student learning.			<p>m continuous improvement planning.</p> <p>II. Ensure school/system has the resources and effective business practices for improvement</p> <p>IV. Develop and retain an exceptional workforce.</p> <p><i>Teaching and Assessing</i></p> <p>II. Implement a system approach to assessing and monitoring students' academic progress</p>	<p><i>ieved</i></p> <p>For the 2019 - 2020 school year WC Administrators scored a 3 or higher on supporting, managing, and overseeing the school's organization, operation, and use of resources.</p> <p><i>(achieved)</i></p> <p>The school district maintained a balanced budget each school year.</p> <p><i>(achieved)</i></p>	<p>understanding application of Systems Thinking and SMART Teaming principles.</p> <p>For the 2020 - 2021 school year WC Administrators will maintain a score of 3 or higher on supporting, managing, and overseeing the school's organization, operation, and use of resources.</p> <p>The school district will maintain a Balanced Budget for the 20-21 school year, and</p>	<p>conduct monthly reviews on the status of revenues and expenditures to the public and the governance team during regular board meetings.</p>	<p>conduct monthly reviews on the status of revenues and expenditures to the public and the governance team during regular board meetings.</p>

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
				K-12. District Priorities: I. Districtwide Leadership SMART Team		conduct monthly reviews on the status of revenues and expenditures to the public and the governance team during regular board meetings. Eight years of Excellent financial reporting by the Georgia Department of Audits and Accounting		
9.4	Provide a high level of flexibility to local school districts in	Leadership		Core Beliefs: IX. Providing a financially sound school system is essential to success	Established application of Systems Thinking and the practice of Distributed Leadership <i>.(achieved)</i>	Continue to build on Systems Thinking and the practice of Distributed Leadership	Continue to build on Systems Thinking and the practice of Distributed Leadership	Focus on Leadership to Buildership

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	<p>decision-making authority about the most effective strategies for the expenditure of funds to enable all students to be successful in school, coupled with appropriate methods for evaluating school and</p>			<p>Long Range Goals: <i>Internal</i> I. Ensure a systematic process for school/system continuous improvement planning. II. Ensure school/system has the resources and effective business practices for improvement IV. Develop and retain an exceptional workforce. <i>Teaching and Assessing</i> II. Implement a system</p>				

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
	district success and for implementing positive state interventions where they are found to be needed.			<p>approach to assessing and monitoring students' academic progress K-12.</p> <p>District Priorities:</p> <p>II. Districtwide Leadership SMART Team</p>				
9.6	Provide the most optimal partnership between the state and local	Leadership		<p>Core Beliefs:</p> <p>IX. Providing a financially sound school system is essential to success</p>	By the end of the school term FY 20, 80% of Districtwide Leadership Smart Team members had a proficient	By the end of the school term FY 21, 90% of Districtwide Leadership Smart Team members, Teacher Administrators,	<p>During DLST meetings review of resources will be conducted.</p> <p>Award of Distinction for Excellent Financial</p>	<p>During DLST meetings review of resources will be conducted.</p> <p>Award of Distinction for Excellent Financial</p>

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
	school districts in sharing the responsibility for financial support of public education, while ensuring that disparity in local fiscal capacity does not impede the implementation of Vision Project recomme			<p>Long Range Goals:</p> <p><i>Internal</i></p> <p>I. Ensure a systematic process for school/system continuous improvement planning.</p> <p>II. Ensure school/system has the resources and effective business practices for improvement</p> <p>IV. Develop and retain an exceptional workforce.</p> <p><i>Teaching and Assessing</i></p> <p>II. Implement a system</p>	<p>understanding/application of Systems Thinking and SMART Teaming principles..(achieved)</p> <p>For the 2019 - 2020 school year WC Administrators scored a 3 or higher on supporting, managing, and overseeing the school's organization, operation, and use of resources..(achieved)</p> <p>The school district maintains a balanced</p>	<p>and Teacher Administrator Trainees will have a proficient (4.5 rating average from survey) understanding application of Systems Thinking and SMART Teaming principles.</p> <p>For the 2020 - 2021 school year WC Administrators will maintain a 3 or higher on supporting, managing, and overseeing the school's organization, operation, and use of resources.</p>	<p>Reporting/Audits.</p> <p>The school district will maintain a Balanced Budget for the 21-22 school year, and conduct monthly reviews on the status of revenues and expenditures to the public and the governance team during regular board meetings.</p>	<p>Reporting/Audits.</p> <p>The school district will maintain a Balanced Budget for the 22-23 school year, and conduct monthly reviews on the status of revenues and expenditures to the public and the governance team during regular board meetings.</p>

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
	ndations in all Georgia districts.			<p>approach to assessing and monitoring students' academic progress K-12.</p> <p>District Priorities:</p> <p>III. Distric twide Leade rship SMAR T Team</p>	budget each school year. <i>.(achieved)</i>	<p>The school district will maintain a Balanced Budget for the 20-21 school year, and conduct monthly reviews on the status of revenues and expenditures to the public and the governance team during regular board meetings.</p> <p>Eight years of Excellent financial reporting by the Georgia Department of Audits and Accounting</p>		
9.7	Provide an ongoing	Leadership		<p>Core Beliefs:</p> <p>IX. Providing</p>	By the end of the school term FY 20,	By the end of the school term FY 21, 90% of	During DLST meetings review of resources will	During DLST meetings review of resources will

Indicator Number	Vision Project	Big 6 SMART Team	District Improvement Plan	WACO Strategic Plan	Balanced Score Card 2019/2020	Balanced Score Card 2020/2021	Balanced Score Card 2021-2022	Balanced Score Card 2022-2023
	level of state financial support for public education which, when combined with local revenue available to boards of education, makes the attainment of our Vision for Public Education in Georgia a reality			<p>a financially sound school system is essential to success</p> <p>Long Range Goals: <i>Internal</i></p> <p>I. Ensure a systematic process for school/system continuous improvement planning.</p> <p>II. Ensure school/system has the resources and effective business practices for improvement</p> <p>IV. Develop and retain an exceptional workforce.</p>	<p>80% of Districtwide Leadership Smart Team members had proficient understanding/application of Systems Thinking and SMART Teaming principles..(achieved)</p> <p>For the 2019 - 2020 school year WC Administrators scored a 3 or higher on supporting, managing, and overseeing the school's organization, operation, and use of resources..(achieved)</p>	<p>Districtwide Leadership Smart Team members, Teacher Administrators, and Teacher Administrator Trainees will have a proficient (4.5 rating average from survey) understanding application of Systems Thinking and SMART Teaming principles.</p> <p>For the 2020 - 2021 school year WC Administrators will maintain a 3 or higher on supporting, managing, and overseeing the</p>	<p>be conducted.</p> <p>Award of Distinction for Excellent Financial Reporting/Audits.</p> <p>The school district will maintain a Balanced Budget for the 21-22 school year, and conduct monthly reviews on the status of revenues and expenditures to the public and the governance team during regular board meetings.</p>	<p>be conducted.</p> <p>Award of Distinction for Excellent Financial Reporting/Audits.</p> <p>The school district will maintain a Balanced Budget for the 22-23 school year, and conduct monthly reviews on the status of revenues and expenditures to the public and the governance team during regular board meetings.</p>

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	and ensures its sustainability.			<p><i>Teaching and Assessing</i></p> <p>II. Implement a system approach to assessing and monitoring students' academic progress K-12.</p> <p>District Priorities:</p> <p>IV. Districtwide Leadership SMART Team</p>	<p><i>ieved)</i></p> <p>The school district maintains a balanced budget each school year. <i>(achieved)</i></p>	<p>school's organization, operation, and use of resources.</p> <p>The school district will maintain a Balanced Budget for the 20-21 school year, and conduct monthly reviews on the status of revenues and expenditures to the public and the governance team during regular board meetings.</p> <p>Eight years of Excellent financial reporting by the Georgia Department of</p>		

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						Audits and Accounting		