

# DISTRICT STRATEGIC PLAN

A COMMUNITY COMMITTED TO ACADEMIC EXCELLENCE...DEDICATED TO STUDENT SUCCESS



LAKELAND JOINT SCHOOL DISTRICT NO 272

**2014-2019**

**REVIEWED & REVISED**

## *A Message from the Superintendent, Dr. Mary Ann Ranells*



The Lakeland Joint School District Strategic Plan was updated following a series of meetings involving a group of patrons, parents, teachers, staff, and administrators beginning in November of 2013 and continuing through March 2014. The Lakeland Administration authorized this group of individuals as an “advisory committee” under the direction of the Superintendent. The committee reviewed and refined the district’s mission, vision, core belief statements, and developed goals and assessment strategies for the following five areas: Curriculum, Instruction, Leadership, Community Relations and School Climate, and Facilities. The Board of Trustees of Lakeland Joint School District No. 272 formally adopted the Strategic Plan for March 2014 through Spring of 2019 on March 10, 2014.

### **STUDENT LEADERSHIP**

Payton Rhodes, THS Student  
Daniel Buck-THS Student  
Jordyn Kronenberg-THS Student  
Shelby Senn-MVAS Student  
Cameron Marsh, LHS Student  
Kaidan Kelsey-LHS Student  
Maria Schnepf-LHS Student  
Tim Martin- LHS Student

### **PARENTS**

Lisa Green-Peterson, GE Parent  
Katie Forsman, GE Parent  
Coleen Messerschmidt, GE Parent  
Virginia Shawver-TJHS Parent  
Alisa Mendenhall-TJHS Parent  
Travis Forsman-GE Parent  
Kate Forsman-GE Parent  
Joni Borg-BKE Parent  
Lisa Green-Peterson-GE Parent

### **CERTIFICATED STAFF**

Todd Spear, LHS Principal  
Sarah Howard, BKE Certificated Staff  
Julie Leonard, BKE Certificated Staff  
Brittnee Naake, BKE Certificated Staff  
Norma Needs, BKE Certificated Staff  
Shynne Price-BKE Certificated Staff  
Jason Bradbury-TLE Certificated Staff  
Mary Havercroft- TLE Principal

Tim Cronnelly-THS Certificated Staff  
Kurt Hoffman-THS Principal  
Brandi Johnson-THS Asst. Principal  
John Klingaman-MVAS Certificated Staff  
Paul Uzzi, MVAS Principal  
Ana Schnepf-JBE Certificated Staff  
Debbie Kimberling-LHS Certificated Staff  
John Asher-JBE Principal

### **NON-CERTIFICATED STAFF**

Heather Ogden-TLE Non Certificated  
Darrell Rickard- Transportation

### **CITY GOVERNMENT**

Vic Holmes, City Mayor Of Rathdrum  
Chris Riffe, City Planner Of Rathdrum  
Brett Boyer, City Manager

### **BUSINESS**

Kevin Sharrai, General Manager of Twin Lakes Village  
Cindy Knowles, Century 21 & TLE Parent

### **GENERAL PARTICIPANTS**

Mary Ann Ranells, Retired Superintendent  
Brad Murray, Superintendent  
Lisa Sexton, Assistant Superintendent  
Tom Taggart, Retired Director Of Business and Operations  
Dave McDowell, Director of Business and Operations  
Georgianne Griffith, Director Of Information Systems  
John Shaffer, Zone 2 Trustee  
Larry Brown, Board Chairman

## *2015 School Board*

Larry Brown, Board Chairman (Term – 2017)  
Kyle Olmstead, Zone 1 (Term – 2019)  
John Shaffer, Zone 2 (Term – 2019)  
Tim Skubitz, Zone 3 (Term – 2019)  
Brian Wallace, Zone 4 (Term -2017)

## *School Buildings in 2015*

### ELEMENTARY SCHOOLS

#### **Athol Elementary**

Kathy Thomas, Principal

#### **Betty Kiefer Elementary**

Lynn Paslay, Principal

#### **Garwood Elementary**

BJ DeAustin, Principal

#### **John Brown Elementary**

John Asher, Principal

#### **Spirit Lake Elementary**

Kristie Mitchell, Principal

#### **Twin Lakes Elementary**

Patty Morrison, Principal

### JUNIOR HIGH SCHOOLS

#### **Lakeland Junior High**

Todd Spear, Principal

#### **Timberlake Junior High**

Chris McDougall, Principal

### HIGH SCHOOLS

#### **Lakeland High School**

Conrad Underdahl, Principal

Curt Carr, Asst. Principal

Trent Derrick, Asst. Principal

#### **Timberlake High School**

Kurt Hoffman, Principal

Brandi Johnson, Asst. Principal

#### **Mountain View Alternative School**

Paul Uzzi, Principal

## *The Plan*

|   |         |
|---|---------|
| The Right Work.....                         | Page 4  |
| What is the Lakeland Way?.....              | Page 4  |
| Mission Statement.....                      | Page 5  |
| Vision.....                                 | Page 5  |
| Core Beliefs.....                           | Page 5  |
| Curriculum.....                             | Page 6  |
| Instruction.....                            | Page 9  |
| Leadership.....                             | Page 11 |
| Community Relations and School Climate..... | Page 12 |
| Facilities.....                             | Page 14 |

### **The Right Work**

- Educators work in collaborative teams and take collective responsibility for student learning rather than working in isolation.
- Collaborative teams implement a guaranteed and viable curriculum, unit by unit.
- Collaborative teams monitor student learning through an ongoing assessment process that includes frequent, team-developed common formative assessments.
- Educators use the results of common assessments to:
  - ◊ Improve individual practices
  - ◊ Build the team's capacity to achieve its goals.
  - ◊ Intervene/enrich on behalf of students.
- The school provides a systematic process for intervention and extension.

### **What is the Lakeland Way?**

- |                                    |                                     |
|------------------------------------|-------------------------------------|
| • We Love Kids– We Love What We Do | • Courage to Have High Expectations |
| • Kindness                         | • Courage to Persist                |
| • Professionalism                  | • Loyalty                           |
| • Expertise                        | • Humor                             |
| • Work Ethic                       |                                     |

### **Mission**

THE MISSION OF LAKELAND JOINT SCHOOL DISTRICT IS TO PROVIDE A QUALITY EDUCATION, CREATING RESPONSIBLE CITIZENS WHO ARE COLLEGE AND CAREER READY.

### **Vision**

A COMMUNITY COMMITTED TO ACADEMIC EXCELLENCE AND DEDICATED TO STUDENT SUCCESS!

### **Core Beliefs**

ALL **STUDENTS** CAN LEARN AND ACHIEVE AT HIGH LEVELS. EACH STUDENT IS A VALUED INDIVIDUAL WITH UNIQUE PHYSICAL, SOCIAL, EMOTIONAL, AND INTELLECTUAL NEEDS.

**PARENTS** ARE THE FIRST AND PRIMARY TEACHERS. THEY ARE RESPONSIBLE FOR THEIR CHILDREN'S BASIC NEEDS AND VALUES. THEIR ACTIVE, COLLABORATIVE PARTICIPATION IS CRITICAL TO THEIR CHILD'S SUCCESS.

**STUDENT LEARNING** IS THE PRIORITY OF LAKELAND SCHOOLS. ALL STUDENTS WILL BECOME CONFIDENT, SELF-DIRECTED, COLLABORATIVE, LIFELONG LEARNERS AND RESPONSIBLE CITIZENS IN TOMORROW'S WORKFORCE AND COMMUNITY.

**SCHOOLS** DEVELOP CONFIDENT, SELF-DIRECTED, LIFELONG LEARNERS WHO WILL BECOME RESPONSIBLE CITIZENS IN TOMORROW'S WORKFORCE AND COMMUNITY.

**SCHOOLS** TEACH TO AND MODEL A UNIVERSAL SET OF BASIC VALUES: HONESTY, SELF-DISCIPLINE, RESPONSIBILITY, RESPECT, PHYSICAL/EMOTIONAL WELL-BEING, AND A STRONG WORK ETHIC.

**SCHOOLS** PROVIDE A SAFE, POSITIVE, ORGANIZED SETTING WITH CLEARLY DEFINED EXPECTATIONS FOR BEHAVIOR BASED ON MUTUAL RESPECT.

ALL LAKELAND EMPLOYEES ARE **EDUCATIONAL PROFESSIONALS**, RESPECTED FOR THEIR SKILLS AND COMMITMENT TO STUDENT LEARNING. THEY ARE ESSENTIAL TO THE ACHIEVEMENT OF THE DISTRICT'S MISSION.

THE **COMMUNITY** AND THE SCHOOLS ARE REFLECTED IN EACH OTHER. MUTUAL SUPPORT, PARTICIPATION, AND PARTNERING ARE NECESSARY.

## **Curriculum**

### **Goal 1: The curriculum will be aligned with the Idaho Core State Standards.**

Activities:

1. Task Force committees will complete alignment in each curriculum area and continually review and update.
2. Grade and subject area teams will collaborate to ensure a seamless transition between all grade levels and subjects.
3. Common course assessments will be developed and utilized at all levels.
4. A system of tracking student performance will be developed and included as a part of the cumulative student record.

**Metric 1.** Student data on all national, state and local assessments will be analyzed to identify strengths and weaknesses.

### **Goal 2: The staff will teach and reinforce the district approved curriculum.**

Activities:

1. Curriculum guides will be shared with all staff.
2. Clear expectations regarding the importance of teaching the district approved curriculum will be established by all administrators.
3. Achievement standards will be published for all stakeholders.

**Metric 1.** Teacher observations/evaluations will confirm student learning as well as the use and reinforcement of the district approved curriculum.

**Metric 2.** Student scores on all state and local assessments will be analyzed by the teachers, administration, district curriculum advisory council, and subject area committees.

### **Goal 3: Opportunities will be provided within the curriculum to meet the varied academic needs of all students.**

Activities:

1. Secondary schools will continue to explore graduation requirements and master scheduling strategies that afford students adequate instructional opportunities for the core subjects, as well as a wide variety of elective class offerings.
2. Elementary and secondary schools will develop and implement systems to address remediation, enrichment, and acceleration for all students in the areas of reading, writing, mathematics, science, and social sciences.
3. The “4-year plan” each secondary student is required to develop and maintain shall be reviewed each year. Individual counseling, updating, and implementation as each student moves through his/her high school career will be provided. Changes in schedules will necessitate reference to the 4-year plan.

4. Classes will be aligned toward a variety of college and career pathways and work-based learning opportunities will be provided.
5. Standards for money management/financial literacy shall be integrated into the curriculum in a manner that ensures all students receive adequate age appropriate instruction (i.e. include as a unit in Consumer Economics, junior high career education, etc.)

**Metric 1.** Number of 4 year plans reviewed annually by students for the purpose of evaluating their course selections.

**Metric 2.** A syllabus that includes learning objectives/outcomes for high school courses will be provided.

**Metric 3.** Feedback from students, parents, patrons and the business community will be collected and analyzed on an on-going basis.

**Metric 4.** Student growth on national, state, and local assessments will be analyzed as to growth of all students

**Metric 5.** Data will be collected and analyzed for the following: graduation rate, number of students completing post secondary education and number of students employed.

**Goal 4: Necessary resources and materials will be provided that are sufficient to teach the curriculum.**

Activities:

1. The district will strive to maintain class size at, no more than, 23 students for kindergarten through first grade, 26 students for grades 2 and 3, and 28 students for grades 4 through 12.
2. Building budgets will be established with building level input.
3. Equipment/furniture replacement schedules will be developed/followed.
4. The Lakeland Educational Foundation will supplement other forms of revenue for scholarships and teacher/classroom grants.
5. Grants will be pursued.
6. The schedule for adoption of new textbooks/instructional materials will follow the state textbook adoption cycle.
7. Core instructional materials, including intervention/remediation materials, will be research-based and recommended by the Idaho Textbook Adoption Committee.

**Metric 1.** Student performance on national, state and local assessments will play a significant part in decision making for staffing and instructional material purchases.

**Metric 2.** Administrators, teachers, parents and students will provide input into the adequacy of materials.

**Goal 5: Professional development activities for instructional personnel (teachers and paraprofessionals) will complement the goals of the district.**

Activities:

1. The professional development committee will review the goals and activities of the strategic plan and offer classes to instructional personnel (teachers and paraprofessionals) that assist in implementing the plan.
2. Professional development activities will include strategies for best practices in instruction.
3. Principals will insure the implementation of building level professional development activities that meet teacher interests/needs and are aligned with district and school improvement goals.
4. Principals will assist teachers and paraprofessionals in developing individual professional development plans that meet district, school, and individual needs.
5. Summer professional development activities will be utilized whenever possible.

**Metric 1.** The district administration will confirm that professional development offerings as prepared by the committee complement district goals.

**Metric 2.** Teacher/paraprofessional interests will be evaluated by class enrollment.

**Metric 3.** Individual professional development plans will be in place for all instructional staff.

**Metric 4.** Annually, principals will report on staff professional growth activities to the superintendent.

**Metric 5.** Student performance will be analyzed to determine the impact of the professional development plan.

**Goal 6: Equipment, supplies and training will be provided to fully integrate technology into the curriculum. We will strive to be the technology leader among North Idaho public school districts.**

Activities:

1. The technology plan will complement student needs and interests and the goals and activities of the district strategic plan.
2. Budgets for technology will be established with building level input.
3. Technology replacement schedules (including software) will be followed.
4. Professional development courses and/or in-service training stressing integration into the curriculum and improved use of technology will be offered.

**Metric 1.** Principals, teachers, parents and students will provide input into the adequacy of technology equipment, software, etc.

**Metric 2.** Student performance on state and district assessments will be analyzed by the administration and/or technology committee to assess the impact of the technology plan.



**Metric 3.** Graduation requirements for the Class of 2013 and beyond will require students to demonstrate computer literacy through the successful completion of a required computer application/science/graphics course. Students will be able to satisfy the computer literacy requirement for graduation by passing a district competency assessment.

**Instruction**

**Goal 1: All Lakeland school district graduates will be productive citizens who are college and career ready.**

Activities:

1. The graduation requirements will be reviewed on an on-going basis to insure all students are required to complete a rigorous core of study.
2. Schools will continually review programs to meet the needs of all students.
3. Present remediation/acceleration/enrichment programs will be reviewed. Adjustments will be made and new programs implemented to allow every student to meet standards for college and career.
4. Strategies to reduce classroom disruptions will be implemented in each building.
5. Each building will develop and implement a plan that emphasizes reading instruction at all levels and provides intervention/remediation for students below grade level.
6. Daily class schedules will be reviewed to optimize instructional time.

**Metric 1.** Student scores on national, state and local assessments will be compared to building, state, and national norms.

**Metric 2.** Student progress will be monitored in the core areas of reading, math, and language usage using appropriate progress monitoring tools.

**Metric 3.** Surveys and reports will be used to determine student, parental, and alumni views.

**Goal 2: A minimum of 95% of all students completing third grade will read at or above grade level.**

Activities:

1. Intervention/remediation will be provided for students below grade level.
2. Early childhood education programs will be investigated and implemented as determined appropriate.
3. A plan to emphasize the importance of parents reading to children will be developed and implemented. The importance of children starting school ready to learn will be emphasized.
4. Transitional, developmental, accelerated, and other alternative methods for meeting student needs will be investigated and implemented where appropriate (i.e. extended kindergarten, programs for academically talented students, etc.).

**Metric 1.** Appropriate progress monitoring tools will be used to monitor student progress.

**Metric 2.** Student scores on state and local assessments will be used for grade level mastery.

**Goal 3: 95 % of students will meet the established curriculum benchmarks at the end of the year.**

Activities:

1. Each building and the district will implement strategies to protect instructional time and maximize student-teacher contact. (Teacher accessibility, before and after school).
2. Strategies to reduce student absences will be implemented at each building.
3. The staff will teach the district curriculum using adopted and supplemental materials.
4. Remediation/interventions will be provided to assist students.
5. Curriculum benchmarks will be distributed to staff, students, and parents.
6. Strategies for emphasizing parental responsibility and involvement will be implemented at each building.
7. Strategies for timely home/school communications will be implemented at all levels, including best practices for using the parent component of PowerSchool/Power Announcement.

**Metric 1.** Common district assessments, teacher input and state scores will be used to determine the performance levels of all students.

**Metric 2.** Monitor usage reports for the district's computerized student management system.

**Metric 3.** Classroom Syllabus and instructional calendars will clearly define learning objectives/outcomes.

**Goal 4: The annual district dropout rate will be less than 2 percent.**

Activities:

1. Numerous alternative educational programs will be offered.
  - a. Alternative school
  - b. Summer school
  - c. On-line or other forms of distance education courses
  - d. Dual credit
2. Transition programs will be developed and implemented (as students enter/change schools or levels).
3. Supplemental educational opportunities will be offered.
4. Parental involvement activities that foster effective parenting skills, home/school communications, etc. will be promoted at all levels.
5. A follow-up study of graduates and dropouts will be completed, analyzed, and published for the district stakeholders.

**Metric 1.** A uniform method for tracking the dropout rate for each class will be utilized.

**Goal 5: Lakeland Joint School District students will be above state and national averages on assessments.**

Activities:

1. Problem solving and critical thinking skills will be a focus across all content areas.
2. Test preparation materials will be available for college entrance tests.
3. Each school will implement a plan to eliminate testing variables that negatively impact student performance.

**Metric 1.** Student scores on state and national assessments (including college entrance exams) will be analyzed.

**Leadership**

**Goal 1: Quality staff will be recruited and retained.**

Activities:

1. Whenever possible, interview teams will include appropriate instructional and/or support personnel.
2. Salaries/benefits will be competitive with north Idaho schools and in the top ten percent when compared with all districts in the state.
3. The district will strive to provide the needed equipment and support staff required to adequately maintain district facilities/grounds and provide for student safety.
4. Facilities will be kept clean, up-to-date, and well maintained.
5. Professional development activities that meet staff needs and the goals of the strategic plan will be implemented.
6. Staff will be supported and encouraged to become involved in state planning and committee work.
7. The state approved Charlotte Danielson Teacher Evaluation Model will be incorporated into the district's formative/summative process for teacher supervision.

**Metric 1.** Input from staff will be utilized to determine the effectiveness of the activities.

**Metric 2.** Annual turnover will be less than 5% (not including retirees).

**Metric 3.** Student performance on state and district assessments will be analyzed.

**Metric 4.** The following will be tracked and compared: the number of qualified applicants for each position, the number of employees receiving peer assistance, and the number of probation referrals.

**Goal 2: Fiscal responsibility will be maintained.**

Activities:

1. Resources, supplies, equipment, and technology will be provided to accomplish the goals of the strategic plan.

2. In order to maintain current levels of programming and services, passage of fiscally conservative supplemental levies may be required periodically.
3. Principals and staff will be involved in establishing budget priorities.
4. The district administration will conduct internal audits of school funds and assist in implementing improved practices.
5. A plan to increase the general fund reserve will be implemented.

**Metric 1.** The audited financial report will be utilized by the Board and administration to determine the fiscal status of the district.

**Metric 2.** Administrative, staff, and parent/patron feedback will be solicited.

**Metric 3.** Current practices will be analyzed to assist in determining the effectiveness of the financial priorities.

**Goal 3: School Improvement will be on-going.**

Activities:

1. School improvement action plans will be developed, implemented, and annually reviewed by staff and community.
2. Accreditation reports will be utilized to monitor and improve all programs.
3. Evaluation by “outside” teams will be encouraged and completed at regular intervals.

**Metric 1:** School improvement teams, the administration, and the Board of Trustees will review the school improvement action plans, annually.

**Metric 2:** Reports from evaluation teams will be analyzed by the administration and staff to determine the effectiveness of the plans and the needs for the future.

**Metric 3:** Common district assessments, surveys, teacher input, and state scores will be used to determine the effectiveness of school improvement programs.

**Community Relations and School Climate**

**Goal 1: Community relations will be stressed, with an emphasis on media relations, an educational foundation, service learning, and parent/patron involvement.**

Activities:

1. Examine the current public relations program to insure that every opportunity is utilized (i.e. regular contributions and/or monthly columns in local media, etc.) to promote the district and keep patrons informed of ongoing activities.
2. The district website will be utilized to communicate pertinent information to parents and students (i.e. general information, successes, deadlines, parenting tips, etc.). However, the fact that many district homes have limited access to technology cannot be overlooked and other mechanisms for home/school communications must be maintained and/or expanded.
3. Positive community relations will be the responsibility of all. Parents will be encouraged to become involved in their child’s education at all levels.

4. Activities to support an adequate funding stream for the Lakeland Educational Foundation shall be sought.
5. Community Service Projects learning opportunities will be available at all schools.
6. Community partnerships with city governments, chambers, service organizations, business entities, etc. will be promoted at all levels of district planning and programming.
7. The district will coordinate with other education entities in the region to offer higher education and adult / student enrichment programs.

**Metric 1:** The Board of Trustees will assess the appropriateness and effectiveness of the plan.

**Metric 2:** An active educational foundation will be continued.

**Metric 3:** School improvement teams, the administration, and the community will examine the number and quality of service learning opportunities.

**Metric 4:** Future planning will include feedback from city, chamber, business entities and service organization where appropriate.

**Goal 2: Need to review opportunities for parent involvement – particularly at the secondary level.**

Activities:

1. Provide parenting classes that promote a home/school connection for reinforcement of student learning (i.e. dinner and a book, Family Math Night, etc.).
2. Continue to offer opportunities for parents to interact with the schools (i.e. parent conferences, parent nights, open houses, volunteer programs, etc.).

**Metric 1:** Feedback from parents will be solicited and used in future planning.

**Goal 3: A safe, positive, and organized setting will be maintained at each district site.**

Activities:

1. Building security issues shall be an on-going focus at each site.
2. The district/school crisis management plans will be aligned to the National Incident Management System (NIMS) protocols.
3. School-wide discipline plans will be in place for each school.
4. Each school will be staffed by a minimum of one counselor. Additional counselors will be added in accordance with accreditation standards.
5. Personnel trained in first aid and CPR will be available at each site.
6. Efforts to maintain a positive climate will be on-going at each site.
7. A district “wellness committee” will periodically review district programs and practices. Programs emphasizing healthy life choices for staff and students will be a focus.

**Metric 1:** The district/schools will meet NIMS compliance standards.

**Metric 2:** Input from students, alumni, parents, and teachers will be analyzed to evaluate climate.

**Metric 3:** Reports from external evaluation teams will be reviewed by the administration and staff to determine school environment improvement needs. Recommendations will be implemented as appropriate.

**Metric 4:** Attendance at all buildings will be assessed against a 98% attendance goal.

**Metric 5:** Student scores on state and district assessments will be analyzed to assist in determining the impact of school environment on student performance.

**Metric 6:** The district/school crisis plans will be reviewed and analyzed on an annual basis.

**Goal 4: Activities that promote student success will be available at each school.**

Activities:

1. Secondary schools will maintain extra-curricular programs comparable to Idaho schools in the same classification and league.
2. Each school and the district will strive to provide the necessary resources to support extra-curricular activities (academic, social, and athletic) which promote the interests of all students.
3. Opportunities are offered at each school for student involvement in activities, academics and citizenship/community service.
4. FAFSA Night, Near Peer, and Study Groups to better prepare for college.

**Metric 1:** Surveys of students, parents, and teachers will be analyzed.

**Metric 2:** Graduation and dropout rates will be analyzed to assist in determining the impact of student recognition, extracurricular activities and positive school environment.

**Metric 3:** School improvement teams and the community will examine the amount of participation, number of, and quality of programs.

**Facilities**

**Goal 1: The district shall continue to maintain and upgrade existing facilities and plan for future school facility needs. Grade alignments will be regularly reviewed to best support student success (academic, social, emotional, behavior).**

(With this in mind, an enrollment capacity in elementary schools near 500 students, in junior high schools near 650 students, and in high schools near 850 students is recommended.)

1. Monitor growth trends and building/campus needs in order to provide district resources for appropriate facility upgrades as needed.
2. Where appropriate, the district will coordinate with city and county officials in analyzing growth trends and planning for future land acquisitions and construction projects.

**Metric 1:** Adequate school facilities will be provided to complement the strategic plan.

**Goal 2: The district will continue in its efforts to maintain an equitable balance between all schools with regards to classroom, library, technology, playground equipment, athletic facilities, etc.**

Activities:

1. Supply and equipment budgets will be established with building level input.

**Metric 1:** Administrators, teachers, parents and students will provide input into the adequacy of facilities/materials/resources.

**Goal 3: Resources will be provided to support Kootenai Technical Education Campus in collaboration with Coeur d'Alene, Post Falls, and Lakeland School Districts.**

Activities:

1. Continue collaboration with North Idaho College, Coeur d'Alene and Post Falls School Districts, the City of Rathdrum, and district patrons to support Kootenai Technical Education Campus.

**Metric 1:** Feedback from key groups (patrons, school districts, city government) will be used in planning.

**Metric 2:** Passage of a funding measure and program development/implementation.

**Goal 4: Resources will be needed in the future to support facility upgrades for support services (i.e. food service, maintenance, and transportation).**

Activities:

1. Monitor growth trends in relation to facility needs and provide district resources for appropriate facility upgrades as needed.

**Metric 1:** Adequate support facilities will be provided to complement the strategic plan.

