

# DISTRICT STRATEGIC PLAN

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



LAKELAND JOINT SCHOOL DISTRICT NO 272

2023-2024

**REVIEWED AND REVISED**

### ***A Message from the LJSB Board of Trustees and Superintendent***

The Lakeland Joint School District Strategic Plan was updated following a series of meetings involving a group of stakeholders beginning in October of 2023 and continuing through May 2024. The Board of Trustees authorized this group as a sub-committee of the board under the direction of the Superintendent. The committee reviewed and refined the district's mission, vision, and core belief statements. Additionally they developed goals and assessment strategies for the following areas: Parent Rights, Safety, Financial Responsibility, Curriculum, and Facilities. The Board of Trustees of Lakeland Joint School District No. 272 formally adopted the Strategic Plan for 2024 - 2029

### **Participants**

Katie Woodcock  
Amy Kemp  
Michelle Thompson  
Randi Bain  
Lisa Arnold  
Lynn Paslay  
Rebekah Davis  
Christine Corey  
Celeste Seddon  
Maria Parker

### **2024 School Board**

Michelle Thompson, Board Chair Zone 3 (Term - 2028)  
Randi Bain, Vice Chair Zone 1 (Term - 2028)  
Ramona Grissom Zone 2 (Term - 2028)  
David Quimby Zone 4 (Term - 2026)  
Robert Jones Zone 5 (Term - 2026)

## School Buildings in 2024

Elementary Schools

**Athol Elementary**

Kathy Thomas, Principal

**Betty Kiefer Elementary**

Lisa Hoffman, Principal

**Garwood Elementary**

Jake Massey, Principal

**John Brown Elementary**

Ana Schnepf, Principal

**Spirit Lake Elementary**

Shynne Price, Principal

**Twin Lakes Elementary**

Tiffany Melton, Principal

Middle Schools

**Lakeland Middle School**

Amber Williams, Principal

Harrison Bertsch, Assistant Principal

**Timberlake Middle School**

Christian McDougall, Principal

Mike Menti, Assistant Principal

High Schools

**Lakeland High School**

Jimmy Hoffman, Principal

Dustin Frank, Assistant Principal

Shannon LaFontaine, Assistant Principal

**Mountain View High School**

Paul Uzzi, Principal

**Timberlake High School**

Ryne Eberlin, Principal

Joshua Hegstad, Assistant Principal

*The Plan*

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## The Right Work

- Educators work in collaborative teams and take 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 grade level/department teams' capacity to achieve their goals.
  - Intervene/enrich on behalf of students.
- The school provides a systematic process for intervention and extension.

## What Sets Lakeland Apart?

- Parents and families as partners
- Students are our #1 priority
- Our commitment to student success
- Our motivation to reach beyond high expectations
- We lead by example
- Our strong community partnerships
- Our dedicated and invested staff
- Our schools reflect the conservative values of our community

## Mission

Lakeland Jt. School District's mission is to maximize student learning and ensure that every student is growing every day in all environments.

## Vision

A community dedicated to academic excellence and committed to student success!

## Core Beliefs

- Student learning is the priority of Lakeland Jt. School District.
- Each student is a valued individual with unique needs.
- All students can learn at high levels.
- Parents/Guardians are the first and primary teachers. Their active, collaborative partnership with educators is vital to their child's academic success.
- Parents/Guardians and staff work together to support students in becoming confident, self-directed lifelong learners and responsible citizens.
- Staff model and encourage the development of positive character traits such as honesty, responsibility, and respect.
- Our district provides a safe and secure environment for all students.
- Our district employees are essential to the success of the Lakeland Jt. School District.

## Parent Rights/Community Involvement

**Goal 1: In accordance with Idaho Code 33-601, the district will recognize the rights of parents to make decisions for their children in all aspects of their educational experience.**

### Activities:

1. Parents will complete an opt-in form for health lessons that are taught by district counselors, sex education lessons, and all health screenings (vision, hearing, and scoliosis)
2. Parents will complete a library form as part of the registration process to indicate genres of books which they will allow their children to read.
3. Parents have the right to opt their child out of instruction and will work with the teacher to provide an alternative learning option.

**Metric 1:** Forms will be annually reviewed for compliance with pertinent laws and made available during the registration process each year.

**Goal 2: ~~Need to Review~~ Encourage and provide opportunities for parent involvement.**

### Activities:

1. Provide classes and/or opportunities that promote home/school connection for reinforcement of student learning (i.e. Dinner and a Book, MVHS Moose Nights, Family STEAM 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.)
3. Continue to invite parents to participate in sub-committees of the Board and informational groups at the district level (Policy, Long Range Planning, Strategic Planning, Supplemental Curriculum, Curricular

## Adoption, Classroom Instructional Materials, and Parent/Community Advocacy)

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

**Metric 2:** Attendance sign-in sheets will be used to measure level of participation at school events.

**Goal 3: Community relations will be stressed **prioritized** with an emphasis on media relations, and educational foundation, service learning, and parent/patron involvement.**

### Activities:

- 1. The district administrators will create a public relations plan outlining the various modes of communication that will be used to keep our community informed about the District.**
- ~~2. Examine the current public relations program to ensure 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.~~
- ~~3. 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 communication must be maintained and/or expanded.~~
4. Positive community relations will be the responsibility of all. Parents will be encouraged to become involved in their child's education at all levels.
5. Community Service Project 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 high education and adult/student enrichment programs.

**Metric 1:** The Board of Trustees will ~~assess the appropriateness and effectiveness of the plan~~ **annually approve the District's Public Relations Plan.**

**Metric 2:** School improvement teams, the administration, and the community will ~~examine the number and quality of service learning opportunities~~ **The superintendent will provide a year-end report to the Board each June highlighting the service learning projects completed by each school.**

**Metric 3:** ~~Future planning will include feedback from city, chamber, business entities, and future service organizations where appropriate.~~

## Safety/School Climate

**Goal 1: The District will have a District Safety Task Force (DSTF) which will include: administrators, staff, district safety personnel, parents, law enforcement personnel, fire personnel, a representative of the Idaho Office of School Safety and Security, and a representative of the Kootenai County Office of Emergency Management.**

### Activities:

1. The DSTF will meet monthly to review emergency drill forms, review trends in school safety, and create practice scenarios to ensure that all schools are prepared in the event of an emergency.
2. The DSTF will organize active shooter training for staff as needed.
3. The DSTF will organize Citizen Response to Active Shooter Event training as needed to ensure that all district staff are trained.



4. Each year the DSTF will organize opportunities for buildings to practice our reunification protocol.

**Metric 1:** The agendas for each meeting will be shared with the Board of Trustees.

**Metric 2:** A log will be maintained to ensure that all schools receive training and the opportunity to practice the reunification process.

**Goal 2: A safe physical environment will be maintained at each district site.**

**Activities:**

1. All exterior doors will remain locked during the school day.
2. Every site will have a single point of entry which will allow the doors to be locked and through which people may enter once staff members invite them in.
3. Classroom doors will remain locked during the school day.
4. Door blocks may be used to allow students and staff to enter the classroom without disrupting learning.
5. All exterior windows will have safety film added to them as an extra precaution.
6. Every district site will have a system for lockdown notifications and to immediately lock the school building down; allowing no access to the building.
7. The building safety teams will run monthly emergency drills as prescribed by the District Safety Task Force.
8. School-wide discipline plans will be in place at each school.
9. Each school will be staffed by a minimum of one counselor. Additional counselors will be added in accordance with accreditation standards.
10. Personnel trained in first aid and CPR will be available at each school. **It is recommended that all classroom teachers are trained in first aid and CPR.**

11. Annually all staff will be trained in the use of: Epi Pens, Narcan, and AED's.

12. 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 Safety Task Force will meet monthly to review emergency drill reports and find solutions to concerns noted by the building administrators.

**Metric 2:** During monthly lockdown drills, the team conducting the drills will ensure that classroom doors are closed and locked.

**Metric 3:** The principal will submit sign-in sheets for all training opportunities required by district policy related to the use of medications.

**Metric 4:** The district's Wellness Committee will meet each year to ensure that district policy is in alignment with laws and to provide opportunities for staff to engage in healthy activities.

**Goal 3: Every building will have an armed district safety specialist (ADSS) or school resource officer (SRO) on its campus at all times during the school day.**

**Activities:**

1. During the budget process (as funding allows), the district will prioritize the addition of new safety personnel until such time as all schools have a full-time ADSS or SRO.

**Metric 1:** The coverage of each school will be included in the annual safety report to the school board in executive session as part of the annual adoption of the District Crisis Response Plan.

**Goal 4: The district/school crisis management plans will be aligned to the National Incident Management System (NIMS) protocols.**

**Activities:**

1. District administrators will take NIMS protocol courses regarding Incident Command Systems (ICS), offered by the Kootenai County Office of Emergency Management (OEM) and earn certification in ICS 100, 200, and 700.
2. A member of the DSTF will attend the monthly meetings with the Kootenai County Office of Emergency Management.

**Metric 1:** The certificates earned by each administrator will be stored in their personnel file and a log will be maintained at the district office.

**Metric 2:** The agenda items from the OEM meetings will be included on the monthly DSTF agenda to ensure that all members are operating with the same information.

## **Financial Responsibility**

**Goal 1: 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.
3. Building administrators 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 balance will be implemented. The District will maintain a general fund balance that is in alignment with district policy #7050.~~

**Metric 1:** The annual financial audit report will be utilized by the Board and administration to determine the fiscal state of the district.

**Metric 2:** Current practices will be analyzed to assist in determining the effectiveness of the financial priorities.

**Metric 3:** Administrative, staff, and parent/patron feedback will be solicited.

**Metric 3:** The ~~superintendent~~ **Chief Financial Officer** will provide information to the Board regarding internal school audits (~~which school and any findings~~) each year.

**Goal 2: The district will provide financial transparency for the public.**

**Activities:**

1. The link to the financial documents on the district website will be on the front page and easily accessible.
2. The financial documents will include all funds and information regarding revenues and expenditures.
3. The Chief Financial Officer will be available to meet with patrons who have questions about the district's finances.

**Metric 1:** The district's financial information is easily found on the front page of the district website.

**Metric 2:** The financial documents that are posted on the website are in compliance with Idaho laws regarding the required posting of budget documents.

## **Goal 2: 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. Professional development activities that meet staff needs and the goals of the strategic plan will be implemented
4. Staff will be supported and encouraged to become involved in state planning and committee work.
5. 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 3:** 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.

## **Curriculum and Instruction**

**Goal 1: The staff will teach the district approved curriculum aligned with the Idaho Content Standards.**

**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.
4. The schedule for adoption of new textbooks/instructional materials will follow the state textbook adoption cycle.
5. Core instructional materials, including intervention/remediation materials will be research-based and recommended by the **District Curriculum Adoption Subcommittee of the Board.**

**Metric 1.** ~~Teacher observations/evaluations will confirm student learning as well the use and reinforcement of the district approved curriculum.~~  
**demonstrate the effectiveness of research-based best practices related to student learning.**

**Metric 2.** Student scores on all state and local assessments will be analyzed by the teachers and administrators.

**Goal 2: All schools will implement robust Multi-Tiered Systems of Support (MTSS) to meet the 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 exploration, 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 **and** parents/**guardians**, ~~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 the growth of all students.

**Metric 5.** Data will be collected and analyzed for the following: graduation rate, number of students **planning** ~~completing~~ postsecondary education, **military service**, and number of students ~~employed~~. **joining the workforce.**

**Goal 3: Professional development opportunities will be provided to all district staff.**

Activities:

1. The **District Leadership Team and Administration Team** 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 ensure the implementation of building level professional development activities that meet teacher interests/needs and are aligned with district and school improvement goals.
4. Principals and **Directors** will assist ~~teachers and paraprofessionals~~ **staff** 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 4: Technology will be used to enhance learning for students.**

**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. Technology will be utilized to enhance learning and used with intentionality and discretion; thereby reducing the time spent on computers.
5. Professional development courses and/or in-service training stressing will focus on integrating technology 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.

**Goal 4: School improvement will be ongoing.**

**Activities:**

1. School improvement action plans **Building goals** will be developed, implemented, and annually reviewed by staff and community.
2. Accreditation reports will be utilized to monitor and improve all programs.

**Metric 1:** School improvement teams **Building Leadership Teams**, the administration, and the Board will review the school improvement action plans **building goals** 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 ~~building~~ **goals**.

## Student Achievement

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

Activities:

1. The graduation requirements, **as outlined in Policy #2700P**, will be reviewed on an ongoing basis to ensure 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. Strategies to reduce classroom disruptions will be implemented in each building.
4. Each building will develop and implement a plan that emphasizes reading instruction at all levels and provides intervention/remediation for students below grade level.
5. 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~~ **individual schools**, state and national norms.

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

**Metric 3:** Surveys and reports will be used to determine student and parental ~~input~~ **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.~~ **Explicit, evidence-based phonemic awareness, phonics, and word attack skills for multi-syllabic words will be the foundation of reading instruction in grades K-3.**
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.).
5. **Dyslexia screeners will be administered in the fall of each school year to all K-5 students.**
6. **Dyslexia diagnostic assessments will be administered to every K-5 student who is identified by the screener as not meeting expectations.**

**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.

**Metric 3:** **Dyslexia diagnostic assessments will be administered to identified K-5 students in the winter and spring to monitor progress and ensure the acquisition of identified missing or lagging skills.**

**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 textbooks and approved supplemental materials.
4. Remediation/interventions will be provided to assist students.
5. Curriculum benchmarks will be ~~distributed~~ **available** 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/PowerAnnouncement~~ **the district's learning management system and parent-friendly apps.**

**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 2:** Classroom syllabus and instructional calendars will clearly define learning objectives/outcomes.

**Metric 3:** Monitor building schedules to ensure instructional time is maximized and protected.

**Goal 4: Looking at the four year cohort as calculated by the state, the annual district dropout rate graduation rate will be less than 2% 95% for the two comprehensive high schools and above 80% for the alternative high school.**

Activities:

1. Numerous alternative educational programs will be offered.
  - a. Alternative high school
  - b. Summer school
  - c. Dual credit
  - d. Credit recovery opportunities
  - e. On-line options to support diverse student course schedules
  - f. Kootenai Technical Education Campus
  - g. Support from College and Career Counselors
2. Transition programs will be developed and implemented (as students enter/change schools or levels).
3. Supplemental educational opportunities will be offered.
4. Staff will ensure consistent communication with parents.
5. Parental involvement activities that foster ~~effective parenting skills~~, home/school communications, etc. will be promoted at all levels.
6. Counselors will meet annually with students to update their 4 year plans.
7. ~~A follow-up study of graduates and dropouts will be completed, analyzed, and published for the district stakeholders.~~
8. The activities directors will provide an annual percentage of students who participate in extracurricular activities.

**Metric 1:** A uniform method of tracking the 4 year plans ~~dropout rate~~ will be utilized.

**Metric 2:** During the annual Continuous Improvement Plan workshop with the board of trustees, the district administration will provide the proficiency levels of students on state assessments.

**Goal 5: Activities that promote student success will be available at each school.**

**Activities:**

1. Secondary schools will maintain extracurricular 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 extracurricular activities (academic, social, and athletic) which promote the interest of all students.
3. Opportunities are offered at each school for student involvement in activities, academics, and citizenship/community service.
4. Provide FAFSA Night and study groups to better prepare for college.

**Metric 1:** Surveys of students, parents/guardians, 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 **parents/guardians** will examine the amount participation, number of, and quality of programs.

## **Facilities**

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

The goal for enrollment capacity is recommended.

- Elementary ~ near 500 students
- Middle School ~ near 650 students

- High School ~ near 850 students

**Activities:**

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.

**Metric 2:** The Long Range Planning Committee will assist in the development of the 10 year plan required by the state of Idaho to access the Facilities Modernization Funds which will be allocated to the district.

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

**Activity:**

1. Supply and equipment budgets will be established with building level input.
2. Facilities will be kept clean, up-to-date, and well maintained.
3. The district will strive to provide the needed equipment and support staff to adequately maintain district facilities/grounds and provide for student safety.

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

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

**Activity:**

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 stakeholder groups will be used in planning.

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

**Goal 4: Resources will be needed in the future to support facility upgrades for support services (i.e. Child Nutrition Services, Maintenance, and Transportation).**

**Activity:**

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

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