



# Strategic Plan 2018-2023



**Manassas Park City Schools**

One Park Center Court, Suite A

Manassas Park, VA 20111

[www.mpark.net](http://www.mpark.net)

<This Page Intentionally Left Blank>

## Vision, Mission, and Beliefs

### Vision

Expectations of Excellence

### Mission

To cultivate and inspire our diverse school community to achieve academic excellence and make positive connections to the global society.

### Beliefs

Manassas Park City Schools believes that all students will achieve their personal best and strive for excellence when we:

- provide a high quality, engaging, and challenging instructional program that prepares students for life beyond high school.
- build and maintain a sense of community through diversity and equality.
- ensure that students feel safe and respected.
- optimize the use of technology in classroom curricula.
- create and maintain programs to address real-world concerns.
- help develop critical and creative thinking skills through collaboration and communication.

## Strategic Planning Process

### Introduction

The Strategic Planning Team (SPT) was formed in June of 2017 and has been working to revise and update the division plan set to expire in June of 2018. The SPT initiated the process by completing a comprehensive needs assessment that included analyzing student performance data, reviewing the current strategic plan, and collecting input from division stakeholders through surveys and interviews.

### Strategic Planning Team

Susie Frischkorn, Instructional Technology Resource Teacher, MPE

Patty Gilham, Instructional Technology Specialist

Lisa Hill, English Teacher, MPMS

Jeffrey Jackson, Ed.D., Associate Superintendent for Teaching and Learning

Eric Neff, Deputy Superintendent

Kimberly Tomaseski, Teacher CES

Cindy Watson, Guidance Director, MPHS

### Surveys

Surveys were administered to stakeholders to provide guidance to the plan development process. Respondents were asked to rank what they believed should be the top three priorities and identify the top 3 challenges for MPCS from the list provided.

- 550 respondents identified as parents
- 200 respondents identified as teachers/staff
- 602 respondents identified as students grades 6-12

A brief summary of the responses is as follows:

#### Identified Priorities

- Strive for excellence and achieving personal best.
- Develop critical and creative thinking skills through collaboration.
- Build and maintain a sense of community through diversity and equality.
- Maintain a safe environment.
- Teaching strong interpersonal skills.

#### Identified Challenges

- Maintaining funding streams to sustain and support growth of educational programs.
- Maintaining and improving school facilities.
- Creating and maintaining programs to address real-world concerns, such as school safety, digital citizenship, substance abuse, etc.
- Expanding and improving the use of technology in classroom curricula.

## Development of Vision, Mission, and Beliefs

Based on the findings of the comprehensive needs assessment, the SPT drafted Vision, Mission, and Belief statements which were submitted to the MPCS School Board and senior administration for comment and review. The statements were revised based upon the feedback and have been included in the plan.

## Development of Strategic Goals and Objectives

The SPT convened three committees of representative stakeholders to review and revise Strategic Goals and Objectives and to suggest strategies. The committees addressed *Instruction and Student Success*, *Human Resources and Professional Learning*, and *Operations, Facilities, and Safety*.

Staff formalized the strategies, identified performance measures, and defined desired outcomes.

## Committee Members

### Instruction and Student Success

Name	Role
Jeff Jackson	SPT
Cindy Watson	Guidance
Stu Stubbs	Teacher
Kristen Marbury	Teacher
Deborah Bergeron	Administration
Ann Gwynn	Administration
Pam Kalso	Administration
Lisa Hill	Parent/Teacher
Darcy Ostrander-Damon	Parent
Shannon Taylor	Student
Ricky Coston	Guidance
Nicole Sarich	Instructional Specialist
Tania Brown	Instructional Specialist
Araceli Contreras	Community Liaison

## Human Resources and Professional Learning

Name	Role
Jeff Jackson	SPT
Eric Neff	SPT
Kimberly Tomaseski	SPT/Teacher
Mike Harms	Teacher
Rebecca Shaw	Teacher
Asha Latiff	Teacher
Stacey Mamon	Administration
Donald Frischkorn	Administration
Susie Frischkorn	ITRT
Chris Konig	ITS
Michelle Noyes	Director, Human Resources
Rhonda Greene	Licensure Specialist

## Operations, Facilities, and Safety

Name	Role
Eric Neff	SPT
Patty Gilham	Lead Safety Coordinator
Kristen Alexander	Parent
Paul Simpson	Director of Maintenance
Jennifer Braswell	Director Special Programs
Patty Hurley	Director Transportation
Charles Forrest	Administration
Melissa Pitts	Administration
Greg Taylor	Director Food Services
Lisa Hill	Parent/Teacher
George Valletti	Teacher
Janice Murphy	Teacher
Krista Kelly	Parent/Director of Finance

## Profile of a Virginia Graduate

In November of 2017, the Virginia Board of Education adopted new Standards of Accreditation based on the Profile of a Virginia Graduate. The Profile of a Virginia Graduate describes the knowledge, skills, experiences and attributes that students must attain to be successful in college and/or the work force and to be “life ready” in an economy and a world characterized by rapid change. The board has determined that a life-ready Virginia graduate must:

- Achieve and apply appropriate academic and technical knowledge (content knowledge);
- Demonstrate productive workplace skills, qualities, and behaviors (workplace skills);
- Build connections and value interactions with others as a responsible and responsive citizen (community engagement and civic responsibility); and
- Align knowledge, skills and personal interests with career opportunities (career exploration).

The development of the Profile of a Virginia Graduate creates a framework for the Board of Education as it reviews the commonwealth’s diploma standards to ensure that high school graduates are prepared for life after high school. Legislation passed by the 2016 General Assembly, and signed by Governor Terry McAulliffe, requires that diploma standards aligned with the Profile of a Virginia Graduate become effective with first-time ninth graders in the fall of the 2018-2019 school year, or the graduating class of 2022 (Virginia Department of Education, <http://www.doe.virginia.gov/instruction/graduation/profile-grad/>).

The Profile of a Virginia Graduate identifies four pillars that help schools develop life-ready individuals: content knowledge, workplace skills, community engagement and civic responsibility, and career exploration. These pillars are addressed by ensuring students develop skills in critical thinking, creative thinking, communication, collaboration, and citizenship.

## Definition of Terms

### Terms Included in Plan Structure

#### **Vision**

A Vision Statement:

- Defines the optimal desired future state, the mental picture, of what an organization wants to achieve over time
- Provides guidance and inspiration as to what an organization is focused on achieving in five, ten, or more years
- Functions as the "north star"—it is what all employees understand their work every day ultimately contributes towards accomplishing over the long term
- Is written succinctly in an inspirational manner that makes it easy for all employees to repeat it at any given time.

#### **Mission**

A Mission statement defines the purpose of an organization.

#### **Beliefs**

Beliefs are a statement or list of an organizations core values that are used to determine goals, actions, and desired outcomes.

#### **Strategic Goal**

An aspiration adopted with the purpose of fulfilling the vision, mission, and beliefs adopted by the MPCS school board.

#### **Objective**

A specific aim or intention MPCS staff will address as a means to meet the intent of a stated Strategic Goal.

#### **Strategic Action**

A specific act MPCS staff will engage in to meet an objective toward fulfilling an objective within a strategic goal.

#### **Performance Measure**

Standard, document, or instrument used to determine progress toward completing or meeting the requirements of a Strategic Action

#### **Desired Outcome**

A defined result related to a performance measure.

## Terms Described within the Plan

### **Advanced Placement (AP)**

Advanced Placement is a program run by the College Board that allows students to take courses in high school which can earn them college credit based on performance on the corresponding AP Exam. Exams are scored on a scale from 1 (low) to 5 (high) with a score of 3 being regarded as passing (passing scores vary by institution of higher learning).

### **Authentic Assessment**

An alternative assessment in which students perform a real-world task. A student will typically have to employ critical thinking and problem-solving skills to successfully address the challenge presented. The more authentic an assessment task is, the more closely it approximates the way a similar task would be done in a setting outside the classroom (a workplace or community, for example). Student performance on a task is typically scored on the basis of a list of desired outcomes or criteria (known as a rubric). Authentic assessment is a type of performance assessment, sometimes referred to as an “authentic performance assessment.”

### **Performance Task**

A performance task is any learning activity that asks students to perform to demonstrate their knowledge, understanding and proficiency, yield a tangible product and/or performance that serve as evidence of learning, or presents a situation that calls for learners to apply their learning in context.

### **WIDA ACCESS for ELLs 2.0**

The **WIDA** Consortium (formerly World-Class Instructional Design and Assessment) is an educational consortium of state departments of education. The ACCESS for ELLs 2.0 is the assessment Virginia has adopted for measuring English acquisition progress for English Learners.

## Strategic Goal 1

Prepare all students to be life-ready.

### Objective 1

MPCS will ensure improved academic achievement for all students.

Strategic Action	Performance Measure	Desired Outcome
<p>Manassas Park City Schools will ensure improved academic achievement for all students by designing and teaching a guaranteed and viable curriculum that is aligned with the established standards, promotes equity, and includes opportunities for students to demonstrate success through a wide range of standardized and teacher created measures.</p>	<p>Authentic Assessments and Performance Tasks</p>	<p><b>FY19</b> Baseline measures are created to allow students to demonstrate proficiency in core and non-core content areas, require students to demonstrate critical and creative thinking, demonstrate real-world application of concepts, promote collaboration, and promote cross-curricular engagement.</p> <p><b>FY20 and Beyond</b> Expand the database of authentic assessment and performance measures. By 2022, all standards and strands will have been incorporated.</p>

Strategic Action	Performance Measure	Desired Outcome
<p>Manassas Park City Schools will ensure improved academic achievement for all students by designing and teaching a guaranteed and viable curriculum that is aligned with the established standards, promotes equity, and includes opportunities for students to demonstrate success through a wide range of standardized and teacher created measures.</p>	<p>Standards of Learning Exam (SOL)</p>	<p><b>FY19</b>  All MPC schools will meet the benchmarks for accreditation for SOL pass rates as established by the Virginia Department of Education (VDOE) for English, math, and science.</p> <p>Pass rates for reading and math for all reporting categories as identified by the VDOE, in compliance with the <i>Every Student Succeeds Act</i>, will meet the required pass rate or demonstrate R10 improvement.</p> <p><b>FY20 and beyond</b>  While maintaining accreditation, subject area pass rates for English, math, and science will improve by at least two percentage points until the Virginia adjusted pass rate for each category is at least 80%.</p> <p>Pass rates for reading and math for all reporting categories as identified by the VDOE, in compliance with the <i>Every Student Succeeds Act</i>, will meet the required pass rate or demonstrate R10 improvement.</p>

Strategic Action	Performance Measure	Desired Outcome
<p>Manassas Park City Schools will ensure improved academic achievement for all students by designing and teaching a guaranteed and viable curriculum that is aligned with the established standards, promotes equity, and includes opportunities for students to demonstrate success through a wide range of standardized and teacher created measures.</p>	<p>Graduation Rate and Dropout Rate</p> <hr/> <p>WIDA ACCESS</p>	<p><b>FY19</b> All MPC schools will meet the benchmarks for accreditation for graduation and dropout rates as established Virginia Department of Education (VDOE).</p> <p><b>FY20 and beyond</b> All MPC schools will meet the benchmarks for accreditation for graduation and dropout rates as established Virginia Department of Education (VDOE).</p> <hr/> <p><b>FY19</b> Based on the performance goals to be provided by the VDOE in compliance with ESSA, MPCS will establish baseline performance and growth goals for English Learners.</p> <p><b>FY 20</b> MPCS will meet or exceed growth benchmarks as established by VDOE.</p>

Strategic Action	Performance Measure	Desired Outcome
<p>Manassas Park City Schools will ensure improved academic achievement for all students by designing and teaching a guaranteed and viable curriculum that is aligned with the established standards, promotes equity, and includes opportunities for students to demonstrate success through a wide range of standardized and teacher created measures.</p>	<p>Advanced Placement (AP)</p>	<p><b>FY19</b> Improve the percent of students scoring "3" or higher by at least 3 percentage points.</p> <p><b>FY20</b> Improve the percent of students scoring "3" or higher by 2 percentage points until a 40% standard is met.</p>
	<p>MPCS Connects</p>	<p><b>FY19</b> MPCS will develop policies that expand equitable learning opportunities with access to a variety of learning platforms, courses and programs and reduce barriers to technology access.</p> <p><b>FY20</b> MPCS will advance policies that expand equitable learning opportunities with access to a variety of learning platforms, courses and programs and reduce barriers to technology access.</p>

## Strategic Goal 1

Prepare all students to be life-ready.

### Objective 2

MPCS graduates will be career and/or college ready.

Strategic Action	Performance Measure	Desired Outcome
<p>MPCS graduates will be career and/or college ready and will demonstrate the skills described in the Virginia Profile of a Graduate. Upon graduation our students will be: critical thinkers, creative thinkers, effective collaborators, effective communicators, and good citizens.</p>	<p>High School Career Training</p>	<p><b>FY19</b>            Select MPHS staff will complete professional development to assist students in developing long-range plans.</p> <p>MPHS will introduce career/life planning units into all grade 9<sup>th</sup> grade English classes. Students will develop 10-year plan</p> <p>In cooperation with select business partners, MPHS will explore the development of a career mentorship program.</p> <p>All high school graduates not earning an Advanced Studies Diploma will earn an industry certification.</p>

Strategic Action	Performance Measure	Desired Outcome
<p>MPCS graduates will be career and/or college ready and will demonstrate the skills described in the Virginia Profile of a Graduate. Upon graduation our students will be: critical thinkers, creative thinkers, effective collaborators, effective communicators, and good citizens.</p>	<p>High School Career Training</p>	<p><b>FY20 and beyond</b>  Expand career exploration course at MPHS to a full semester course.</p> <p>Include life planning units in all high school English courses.</p> <p>Implement career mentorship program.</p> <p>In coordination with business partners, increase the opportunities for internships for high school students.</p>

Strategic Action	Performance Measure	Desired Outcome
<p>MPCS graduates will be career and/or college ready and will demonstrate the skills described in the Virginia Profile of a Graduate. Upon graduation our students will be: critical thinkers, creative thinkers, effective collaborators, effective communicators, and good citizens.</p>	<p>Middle School Career Exploration and Training</p>	<p><b>FY19</b>            Select MPMS staff will complete professional development to assist students in developing long-range plans.</p> <p>MPMS will provide career exploration opportunities for all middle school students.</p> <p>MPMS will require all grade 7 and grade 8 students to develop and refine career interest inventories.</p> <p><b>FY20 and beyond</b>            Refine and improve</p>
	<p>Elementary Career Exposure Program</p>	<p><b>FY19</b>            Complete a needs assessment and meet with community and business partners to identify components of program.</p> <p>Design a comprehensive K-12 program that incorporates the "5 C's."</p> <p><b>FY20 and beyond</b>            Implementation</p>

## Strategic Goal 1

Prepare all students to be life-ready.

### Objective 3

MPCS students will be engaged in their community and will be provided the skills to become responsible citizens.

Strategic Action	Performance Measure	Desired Outcome
<p>MPCS students will be provided the tools to help them become engaged in their community and demonstrate civic responsibility.</p>	<p>Community Engagement Program</p>	<p><b>FY19</b> Explore school community partnerships that include student service and volunteer program opportunities to promote student engagement.</p> <p><b>FY20</b> Design student service program and pilot implementation in grades K-12.</p> <p><b>FY21</b> Full implementation.</p>

Strategic Action	Performance Measure	Desired Outcome
<p>MPCS students will be provided the tools to help them become engaged in their community and demonstrate civic responsibility.</p>	<p>Civic Responsibility Program</p>	<p><b>FY19</b> Explore and propose criteria to meet the student citizenship graduation requirements proposed by the Virginia Department of Education for the class of 2022 and beyond.</p> <p><b>FY20</b> Design programs and identify opportunities for all students in the class of 2022 to meet the citizenship requirements.</p> <p><b>FY21 and Beyond</b> Continue with implementation and refine the program to expand through the middle school and into the elementary schools.</p>

## Strategic Goal 2

Cultivate committed professionals that are invested in the overall excellence of the school division and the students served.

### Objective 1

MPCS will develop a recruitment program that will attract a qualified and diverse applicant pool.

Strategic Action	Performance Measure	Desired Outcome
MPCS will attract a qualified and diverse applicant pool through the recruitment program.	Recruitment Program	<p><b>FY 19 and Beyond</b></p> <p>Complete a self-analysis to predict the employment needs of the school division.</p> <p>Develop cooperative relationships with universities to encourage the placement of student teachers in Manassas Park City Schools</p> <p>Review hiring and retention rates from past five years from job fairs and revise job fair registration list.</p>

## Strategic Goal 2

Cultivate committed professionals that are invested in the overall excellence of the school division and the students served.

### Objective 2

MPCS will develop and implement a professional learning plan to provide high quality professional training for teachers and staff.

Strategic Action	Performance Measure	Desired Outcome
<p>Manassas Park City Schools will develop and implement a professional learning plan that will provide high quality professional development and growth opportunities to meet the needs of all instructional and support personnel.</p>	<p>Comprehensive Needs Assessment</p>	<p><b>FY19</b> Review and make recommendations based on findings from FY18 assessment</p> <p><b>FY20 and beyond</b> Continue with implementation. Adjust and revise as needed.</p>

Strategic Action	Performance Measure	Desired Outcome
<p>Manassas Park City Schools will develop and implement a professional learning plan that will provide high quality professional development and growth opportunities to meet the needs of all instructional and support personnel.</p>	<p>Professional Learning Plan</p>	<p><b>FY19</b>                      Completed plan to address:</p> <ul style="list-style-type: none"> <li>● Instructional technology</li> <li>● Compliance</li> <li>● School safety</li> <li>● Instructional leadership</li> <li>● Student health and wellness</li> <li>● Instructional strategies</li> <li>● Behavioral supports</li> <li>● Training for support staff</li> </ul> <p>Restructure mentoring program based on needs assessment and provide opportunities for continued support for second and third year teachers.</p> <p><b>FY20 and beyond</b>                      Continue with implementation. Adjust and revise as needed.</p>

Strategic Action	Performance Measure	Desired Outcome
<p>Manassas Park City Schools will develop and implement a professional learning plan that will provide high quality professional development and growth opportunities to meet the needs of all instructional and support personnel.</p>	<p>Quality Review</p>	<p><b>FY19 baseline</b>            Collect information to include but not limited to satisfaction surveys, classroom observations (walk-through, formal and informal), and student achievement data and develop a process to identify trends and relationships between findings.</p> <p><b>FY20 and beyond</b>            Continue with implementation.            Adjust and revise as needed.</p>

## Strategic Goal 2

Cultivate committed professionals that are invested in the overall excellence of the school division and the students served.

### Objective 3

MPCS will retain highly effective instructional and support staff.

Strategic Action	Performance Measure	Desired Outcome
MPCS will retain highly effective instructional and support staff through development of a comprehensive compensation structure and a high-quality support program.	Comprehensive Compensation Structure	<p><b>FY19</b> Staff will continue to refine salary structure and benefits package to ensure that staff is compensated in a manner that is competitive with the Northern Virginia market.</p> <p><b>FY20 and Beyond</b> Continue with implementation. Adjust and revise as needed.</p>

Strategic Action	Performance Measure	Desired Outcome
<p>MPCS will retain highly effective instructional and support staff through development of a comprehensive compensation structure and a high-quality support program.</p>	<p>Professional Support Program</p>	<p><b>FY19</b>            Begin implementation of the <i>Innovative Educator</i> mentoring program. Program expands mentoring from first year teachers to documented support for teachers in years two and three.</p> <p>Revise division professional development plan to align with the division strategic plan and reflect findings of the comprehensive needs assessment.</p> <p><b>FY20 and Beyond</b>            Continue with implementation. Adjust and revise as needed.</p>

## Strategic Goal 3

Provide effective and efficient support for student safety and success.

### Objective 1

MPCS will demonstrate fiscal responsibility and prove to be efficient and effective stewards of community resources.

Strategic Action	Performance Measure	Desired Outcome
MPCS will publish documentation detailing the use of financial resources.	Monthly School Board Reports	<p><b>Continuing</b>            A financial update will be provided at each regular School Board meeting to include a listing of disbursements, Statement of Revenues and Expenditures by Fund, Actuals compared to Budget, and a Balance Sheet.</p>

Strategic Action	Performance Measure	Desired Outcome
<p>MPCS will publish documentation detailing the use of financial resources.</p>	<p>Budget Book</p>	<p><b>Continuing</b>                      Staff will provide a budget book that provides detailed information regarding funding sources and expenditures as well as rationale for division spending. This book along with line item detail and cost per pupil will be published on the division website by June 30.</p> <p><b>FY19</b>                      The Executive Summary of the FY20 Budget Book will be released with the Superintendent’s Proposed Budget. The complete book and revision of this section will be published within one month of School Board approval.</p> <p><b>FY20 and beyond</b>                      Full publication will occur within two weeks of School Board approval.</p> <p>as needed to ensure compliance with federal, state, and local laws, as well as, MPCS policy.</p>

Strategic Action	Performance Measure	Desired Outcome
<p>MPCS will publish documentation detailing the use of financial resources.</p>	<p>Comprehensive Annual Financial Report (CAFR) Student Activity Fund (SAF) Audits</p>	<p><b>Continuing</b> Fiscal year 2018 audit for the school division will be completed with the City of Manassas Park. SAF audits will continue to be completed independently with copies available at each school and at Central Office.</p> <p><b>FY19</b> MPCS will investigate producing a division level CAFR independently from the City.</p> <p><b>FY20 and beyond</b> MPCS will produce an independent division level CAFR while providing all necessary audit information to the City as a Component Unit.</p>

Strategic Action	Performance Measure	Desired Outcome
MPCS will publish documentation detailing the use of financial resources.	Pay and Classification Plan Student Activity Fund Manual	<b>FY19 and beyond</b> Preliminary publication of these documents will occur in 2018 with revision and improvement ongoing annually.
MPCS will ensure the proper purchase and maintenance of physical and digital assets.	Budget Development Manual Budget Development Training Procurement Training Purchasing Manual	<b>FY19 and beyond</b> Formal training for budget holders will be added to support the budget entry and purchasing process. While the Budget Manual exists, the Purchasing Manual will require development. The documents and training will be revised as needed to ensure compliance with federal, state, and local laws, as well as, MPCS policy.
	Capital Improvement Plan Technology Plan Asset Management Work Order System	<b>FY19 and beyond</b> The Capital Improvement Plan will take into account information contained within the Technology Plan, Asset Management System, and Work Order System to include performance measures.

Strategic Action	Performance Measure	Desired Outcome
MPCS will employ the appropriate level of staffing across all division functions.	Staffing Ratios	<p><b>Continuing</b>  Staffing ratios will be adopted by the School Board each year. Ratios will ensure that the division meets or exceeds K-3 Class Size and any other State established levels.</p>

## Strategic Goal 3

Provide effective and efficient support for student safety and success.

### Objective 2

MPCS will implement programs and services that promote a safe and supportive learning environment.

Strategic Action	Performance Measure	Desired Outcome
<p>All Manassas Park City Schools and staff will implement programs and services that promote a safe, positive, supportive and healthy learning environment.</p>	<p>Documentation indicating that staff and students have received and continue to review scenario-based ALICE training several times a year.</p> <hr/> <p>Surveys administered to students and staff to support a safe and supportive learning environment.</p>	<p><b>FY19 Baseline</b> All staff and students will improve or sustain enhanced training for school safety. Training extended to all sites.</p> <p><b>FY20 and beyond</b> Continue implementation of focused scenario based training.</p> <hr/> <p><b>FY19 Baseline</b> Student and staff initial climate survey data</p> <p><b>FY20</b> Improve or sustain the percentage of positive responses on staff and student surveys indicating a high level of behavior and mental health wellness and safety</p> <p><b>FY21 and beyond</b> Continuous improvement</p>

Strategic Action	Performance Measure	Desired Outcome
<p>All Manassas Park City Schools and staff will implement programs and services that promote a safe, positive, supportive and healthy learning environment.</p>	<p>Documentation of safety and supportive learning training for all staff and students.</p>	<p><b>FY19 and beyond</b>            ALL MPCS staff and students will complete required safety and supportive learning training. Supportive learning programs to include behavioral and bullying prevention programs</p>
	<p>Development of a Student and Staff Wellness Plan.</p>	<p><b>FY19</b>            MPCS staff will develop a draft wellness plan for implementation in FY20.</p> <p><b>FY20</b>            Implement wellness plan.</p>
	<p>Security Staffing</p>	<p><b>FY19</b>            Review Memo of Understanding with the City of Manassas Park regarding placement of School Resource Officers.</p> <p>Explore expanding program</p> <p><b>FY20</b>            Action based on recommendations.</p>

## Strategic Goal 3

Provide effective and efficient support for student safety and success.

### Objective 3

MPCS will provide state-of-the-art facilities for student learning.

Strategic Action	Performance Measure	Desired Outcome
<p>MPCS will develop appropriate plans that address asset and facilities expansion, improvements, and maintenance. buildings, infrastructure, maintenance, technology, and transportation.</p>	<p>Capital Improvement Plan Technology Plan Asset Management System Work Order System</p>	<p><b>FY19 and beyond</b> Capital Improvement and Technology Plans will be used to develop preventative maintenance and replacement schedules. Records of assets and preventative maintenance will be recorded in the Asset Management and Work Order Systems respectively.</p>

Strategic Action	Performance Measure	Desired Outcome
MPCS will maintain safe and secure facilities	Capital Improvement Plan Technology Plan	<p><b>FY19 and beyond</b></p> <p>The Capital Improvement Plan will address establish plans to maintain and/or improve building security measures such as camera systems, indoor and outdoor lighting systems, and door locks.</p> <p>The Capital Improvement Plan will include strategies designed to improve traffic flow and increase parking lot safety.</p> <p>The Capital Improvement Plan will include measures to ensure Americans with Disabilities Act (ADA) compliance.</p>

Strategic Action	Performance Measure	Desired Outcome
<p>MPCS will ensure facilities are clean and aesthetically pleasing.</p>	<p>Contracts for Custodial, Facilities, and Ground Maintenance Services</p>	<p><b>FY19</b> A Request For Proposals (RFP) will be issued for custodial and facilities services to begin in FY20. Existing Ground Maintenance Contracts will continue.</p> <p><b>FY20 and beyond</b> MPCS will manage custodial, facilities, and grounds contracts to ensure facilities and grounds are clean and aesthetically pleasing.</p>
<p>MPCS will provide students and staff with access to quality athletic and performing arts facilities</p>	<p>Capital Improvement Plan</p>	<p><b>Continuing</b> The Capital Improvement Plan will address the upkeep and improvement of athletic and performing arts facilities.</p>