



**Transylvania  
County Schools**

# **Strategic Plan 2025-30**



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# Superintendent's Message

I am pleased to share that Transylvania County Schools has launched a comprehensive strategic planning process to guide the future of our district for the next five years. This initiative will allow us to set clear priorities, align resources effectively, and ensure that every student continues to receive a high-quality education.

We developed this strategic plan out of our deep commitment to our students, staff, and community. Our goal is to ensure that every child in Transylvania County receives the best education possible, which requires a clear vision for the future. This plan helps us prioritize what truly matters: supporting student success, aiding our teachers, and making informed decisions about our resources. It also serves as a way to hold ourselves accountable, ensuring that we continue to progress. Ultimately, this plan is about collaborating as a community to create schools where students feel inspired, teachers feel valued, and families take pride in being part of Transylvania County Schools. Our strategic planning process began with a thorough review of existing data, including demographic trends, staffing and budget insights, program effectiveness, and stakeholder engagement. This initial phase, conducted in June and July 2024, laid the foundation for our work.

In August 2024, we partnered with NC Peak Education to host a series of in-person focus groups. These sessions brought together students, parents, staff, local government representatives, and community members. Held from August 5 to August 7, 2024, the focus groups provided valuable insights into the strengths and opportunities within our district. To further enhance community input, we administered stakeholder surveys in early September 2024. The feedback from these surveys was collected anonymously, compiled, and analyzed to help guide our next steps. A total of 845 individuals participated in this feedback-gathering process.

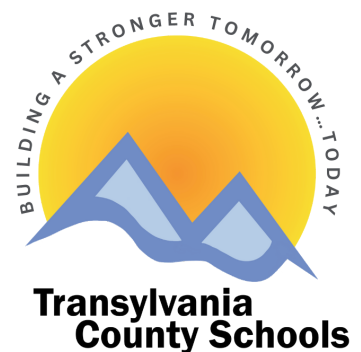
Through this collaborative effort, four key focus areas emerged as strategic priorities, which have been adopted by the Transylvania County Schools Board of Education:

- Student Achievement
- Human Resources and Quality Staff
- Communication and Community Relations
- Safe, Innovative Learning Environments

We deeply appreciate the engagement of everyone who contributed to this process. Your voices are vital in shaping the future of Transylvania County Schools, and we are grateful for your commitment to our students and schools. Thank you for your continued support. We look forward to working together to strengthen our schools and create new opportunities for our students in the years ahead.

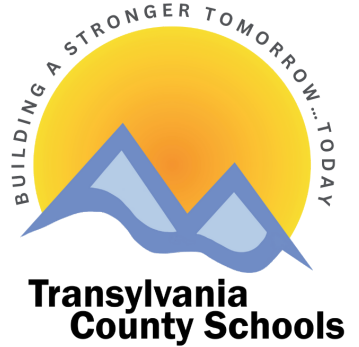


Superintendent  
Transylvania County Schools



# Message from the Board

This document outlines a strategic plan for Transylvania County Schools (TCS), focusing on goals to enhance academic performance, workforce readiness, staff retention, mental health support, community engagement, communication, public relations, partnerships, and facility planning. Each goal is paired with an impact statement emphasizing the broader benefits for students, staff, and the community. The Transylvania County Board of Education supports this plan and is prepared to support TCS staff and faculty as they work to meet the goals outlined.



## Key highlights include:

- **Academic Excellence:** Achieve proficiency and growth targets, ensuring TCS becomes the "school of first choice."
- **Workforce Readiness:** Expand work-based learning opportunities and industry partnerships.
- **Staff Retention:** Maintain a 90% or above retention rate and implement a "grow your own" educator/employee pipeline strategy.
- **Mental Health Support:** Strengthen resources and improve staff well-being.
- **Community Engagement:** Increase family and community involvement through events and improved communication.
- **Public Relations:** Promote district achievements through diverse media channels.
- **Partnerships:** Expand collaborations with local businesses and organizations for mutual educational and economic benefits.
- **Facilities and Safety:** Develop long-term facility plans, ensure safety compliance, and implement advanced security measures.

## Transylvania County Schools Board of Education

### Past Board 2023-2024

Kimsey Jackson, *Chair*  
Tanya Dalton, *Vice-Chair*  
Tawny McCoy  
Bryan O'Neill  
Chris Wiener

### Current Board 2024-Current

Tanya Dalton, *Chair*  
Greg Cochran, *Vice-Chair*  
Ruth Harris  
Ricky Lambert  
Chris Wiener



# Overview

## Our Vision

Transylvania County Schools  
**leads** education by  
**cultivating resilient, future-  
ready** students.

## Our Mission

We are dedicated to  
academic **excellence** by  
fostering a **safe, supportive**  
and **innovative** learning  
environment.

## The Focus of Our Four Strategic Priorities

1

### Student Achievement

- Become the first choice for our residents by consistently meeting and/or exceeding growth and proficiency targets in reading and math.
- Offer work-based learning opportunities that connect education with real-world experiences better preparing our students for the workforce.
- Ensure that all students acquire essential STEM-based problem-solving skills—including Science, Technology, Engineering, and Math—and gain experience with Artificial Intelligence (AI), recognizing these as critical competencies across all future careers, including every Career and Technical Education pathway.

2

### Human Resources/ Quality Staff

- Maintain a higher-than-state average retention rate, ensuring staffing stability according to the Annual State of the Teaching Profession report.
- Strengthen the entire employee pipeline by implementing a “grow your own” strategy, cultivating future employees and teachers from within our community.

3

### Communication & Community Engagement

- Enhance engagement opportunities for students, families, and staff to build a thriving school community.
- Engage and inform stakeholders through clear, concise communication and proactive promotion across multiple media outlets.
- Expand local education & economic development partnerships.

4

### Safe & Innovative Learning Environment

- Create comprehensive short- and long-range facility plans to ensure our schools are equipped for future growth and success.
- Consistently meet or exceed local, state, and national safety and maintenance standards to ensure a secure and well-maintained learning environment.



# Focus Group Information



*We would like to extend a sincere thank you to everyone who participated in the extensive strategic planning process and provided feedback and input that helps define the future of Transylvania County Schools for the next five years.*

## **Timeline**

Focus Groups - August 5-8, 2024

District and Community Surveys - September 3-13, 2024

Review of Feedback and Data Sources - September, October, November 2024

Goal Setting and Drafting the Plan - November 26, 2024

Gathering Feedback - December 2024, January and February 2025

Board of Education - Adoption and Approval of the Strategic Plan - May 19, 2025

## **Board of Education (2023-2024)**

Kimsey Jackson, Chair

Tanya Dalton, Vice-Chair

Tawny McCoy

Bryan O'Neill

Chris Wiener

## **Board of Education (2024-Current)**

Tanya Dalton, Chair

Greg Cochran, Vice-Chair

Ruth Harris

Ricky Lambert

Chris Wiener

## **District Leadership Strategic Planning Members**

Dr. Lisa Fletcher (Superintendent), Dr. Brian Weaver (Asst. Superintendent, Human Resources), Michelle Mullinax (Chief Financial Officer), Janette Broda (School Nutrition), Tessa Brown (Public Information Officer), Tonya James (Exceptional Children and Early Education), Carrie Norris (Chief Academic Officer), Courtney Owen (Student Services), Kerry Putnam (CTE and Facilities), Audrey Reneau (Federal Programs and County Athletics) Tom Sweet (Accessibility, Drivers Ed and Powerschool), Chris Whitlock (Technology and Safe Schools), Keith Wilmont (Transportation)

## **Other Planning Team Members**

Alan Justice, Alice Wellborn, Alyssa Miller, Amanda Chapmen, Amanda Lewis, Annmarie Babb, April Owenby, Ashlee Zachary, Ayanna Carter, Baylee Hale, Dr. Ben Alexander, Bob Dinsdale, Braden Rackley, Breanna Morris, Bryce Quinn, Caroline Wheeler, Chelsea Lambert, Chris Lambert, Chuck Owenby, Dan Courtine, David Borman, Dusty Robinson, Farrah Blake Metcalf, Frances Bradburn, Glenda McCarson, Greg Stroup, Jason Chappell, Jason Merrill, Jason Ormsby, JC McCarson, Jennifer Moody, Jessica McCall, Jessica Stone, Jessica Tidmore, Josh Galloway, Julie Queen, Kate Hooper, Kaya Brown, Keeley Brown, Kylie Cole, Laurie Kleppe, Lorry Newman, Margaret Montgomery, Marie Campanini, Maureen Copelof, Melanie Armano, Mick Galloway, Mike Kirst, Nicole Cash, Noelle Fehn, Patrick Chapman, Ricky Lambert, Dr. Roderick Brown, Ruth Harris, Sam Wellborn, Samantha Jones, Sara Green, Sophia Miguel, Stefanie Tomlin, Tanya Melton, Teresa Morton, Terri Upton, Tiffany Akridge, Wythe Newberry, Zia Brown



# Student Achievement (1.1)

## Goal 1.1

***Transylvania County Schools will become the first choice for our residents by consistently meeting and/or exceeding growth and proficiency targets in reading and math.***

### Action Items

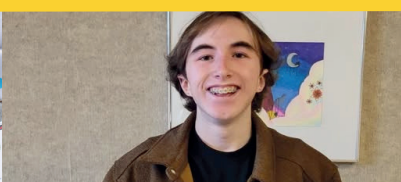
- Create a framework for instruction to guide instructional improvements and training at the classroom level.
- Develop, implement, and refine systems to provide data-driven instruction, intervention, and enrichment.
- Offer research-based professional development focused on the Transylvania County Schools Instructional Framework tailored to meet subgroup needs and deliver high-quality instruction for all students.

### Key Measures

- Growth and proficiency measures in reading and math
- Training teachers on Transylvania County Schools Instructional Framework

### Metrics

Goals	Data	Baseline	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
<b>1.1.1: Number of schools meeting proficiency targets as determined by the district and state in reading and math.</b>	Target		<b>K-8 Math: 60%</b> <b>K-8 Reading: 55%</b> <b>English II: 70%</b> <b>Math I: 62%</b>	<b>K-8 Math: 63%</b> <b>K-8 Reading: 58%</b> <b>English II: 73%</b> <b>Math I: 65%</b>	<b>K-8 Math: 66%</b> <b>K-8 Reading: 61%</b> <b>English II: 76%</b> <b>Math I: 68%</b>	<b>K-8 Math: 69%</b> <b>K-8 Reading: 64%</b> <b>English II: 79%</b> <b>Math I: 71%</b>	<b>K-8 Math: 72%</b> <b>K-8 Reading: 67%</b> <b>English II: 80+%</b> <b>Math I: 74%</b>
	Actual	<b>K-8 Math: 57.1% proficient, State Avg in K-8 Math: 54.6, K-8 Reading: 51.6, State Avg in K-8 Reading: 50.0, English II: 66.3, State English II: 59.5, Math I: 58.7, State Math II: 35.4</b>					
<b>1.1.2: Number of schools increasing annual growth rate.</b>	Target		70%	80%	90%	100%	100%
	Actual	60%					
<b>1.1.3: Number of teachers trained on the instructional framework.</b>	Target		Instructional Framework Created	75%	85%	95%	100%
	Actual	Not yet created					





1

# Student Achievement (1.2)



## Goal 1.2

***Transylvania County Schools will offer work-based learning opportunities that connect education with real-world experiences better preparing our students for the workforce.***

### Action Items

- Provide current information to students, families, and school staff regarding Career and Technical Pathways and work-based learning opportunities.
- Increase the number of internships and apprenticeships aligned with student academic and career plans.
- Increase job shadowing opportunities for all students in grades 6-8.

### Key Measures

- Internship placements for students in Transylvania County Schools
- Job Shadowing for middle school students in Transylvania County Schools

### Metrics

Goals	Measures	Baseline	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
<b>1.2.1: Number of Internship placements.</b>	Target		25	30	35	40	50+
	Actual	14					
<b>1.2.2: Number of Job Shadowing experiences at BMS and RMS (total).</b>	Target		50	100	150	200+	200+
	Actual	0					



# Student Achievement (1.3)

## Goal 1.3

***Transylvania County Schools is committed to ensuring that all students, regardless of their academic path, acquire essential STEM-based problem-solving skills—including Science, Technology, Engineering, and Math—and gain experience with Artificial Intelligence (AI), recognizing these as critical competencies across all future careers, including every Career and Technical Education pathway.***

### Action Items

- Implement STEM and/or AI-related projects across diverse subjects, including all Career and Technical Education (CTE) courses, starting as early as 3rd grade.
- Provide ongoing training and collaborative planning opportunities for teachers to develop and implement STEM and AI-infused learning opportunities.
- Expand during and after-school STEM-related clubs and integrate AI into activities, focusing on increasing participation from the broader student population and students in Career and Technical Education courses/pathways.

### Key Measures

- Classroom projects integrating STEM, AI, and problem-solving.
- After-school clubs/activities integrating STEM/AI-related activity.
- Student interest in STEM opportunities (camps, events, etc.) with a specific focus on reaching a broader range of academic and Career and Technical Education pathways.

### Metrics

Goals	Measures	Baseline	2025–2026	2026–2027	2027–2028	2028–2029	2029–2030
<b>1.3.1 Number of training/planning sessions provided for classroom teachers.</b>	Target		6 sessions	7 sessions	8 sessions	10 sessions	12 sessions
	Actual	5 “AI” sessions in 24–25					
<b>1.3.2 Number of projects submitted by classroom teachers annually.</b>	Target		60%	70%	80%	90%	100%
	Actual	0					
<b>1.3.3 Number of during and after-school clubs/activities integrating at least one STEM/AI-related activity.</b>	Target		3	5	7	9	10+
	Actual	0					
<b>1.3.4 Number of students expressing interest in STEM/AI-related opportunities beyond Transylvania County Schools.</b>	Target		10%	30%	50%	70%	85%
	Actual	0					



# Human Resources/ Quality Staff (2.1)

## Goal 2.1

***Transylvania County Schools will maintain a higher-than-state average retention rate, ensuring staffing stability according to the Annual State of the Teaching Profession report.***

### Action Items

- Recognize high-achieving employees.
- Demonstrate at least a 2 percentage point increase in the North Carolina Teacher Working Conditions Survey (NCTWCS) in the section; "Professional development is differentiated to meet the individual needs of teachers".
- Dedicate professional development time built into the school calendar for content-related professional learning.
- Offer quality professional development for new teachers targeted at their current needs.
- Implement wellness resources (counseling, wellness programs) and professional development (mental health awareness and stress management) annually.

### Key Measures

- Annual staff retention rate
- Exit surveys for staff leaving Transylvania County Schools

### Metrics

Goals	Measures	Baseline	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
<b>2.1.1: Number of staff retained on a yearly basis.</b>	Target		90%	93%	96%	99%	100%
	Actual	87%					
<b>2.1.2: Number of exit surveys completed with departing staff members, analyzing feedback to identify at least three areas for improvement each year.</b>	Target		75%	85%	95%	100%	100%
	Actual	50%					





# Human Resources/ Quality Staff (2.2)

## Goal 2.2

***Transylvania County Schools will strengthen the entire employee pipeline by implementing a “grow your own” strategy, cultivating future employees and teachers from within our community.***

### Action Items

- Identify future employees for Transylvania County Schools.
- Offer Teacher Cadet (or similar program).
- Align pathways from Career and Technical Education to Career and College Promise in partnership with Blue Ridge Community College.
- Provide internship/apprenticeship opportunities for future educators and employees.
- Provide incentives for future educators to obtain their degrees and return to Transylvania County Schools.

### Key Measures

- Students identified for future Transylvania County Schools employment in “grow your own” program
- Current TCS employees identified to further their careers in Transylvania County Schools
- Aligned pathways from Career and Technical Education to Career and College Promise with Blue Ridge Community College

### Metrics

Goals	Measures	Baseline	2025–2026	2026–2027	2027–2028	2028–2029	2029–2030
<b>2.2.1: Number of students identified for future employment in TCS (as a part of ‘grow your own’): classified or non-classified staff.</b>	Target		2	3	4	5	6+
	Actual	0					
<b>2.2.2: Number of current TCS employees identified to further their career within TCS.</b>	Target		3	4	5	6	8+
	Actual	2					
<b>2.2.3: Number of aligned pathways with BRCC and/or other colleges or universities for those entering the field of education.</b>	Target		2	3	4	5	6+
	Actual	0					



# Communication & Community Engagement (3.1)

## Goal 3.1

***Transylvania County Schools will enhance engagement opportunities for students, families, and staff to build a thriving school community.***

### Action Items

- Conduct annual community feedback sessions/surveys to gather input from all stakeholders.
- Develop strategic methods to encourage parent involvement in school improvement planning to enhance student success.
- Implement at least one community-building event each semester per school that engages students, families, and staff.

### Key Measures

- Community feedback for Transylvania County Schools
- Community-building events in Transylvania County Schools

### Metrics

Goals	Measures	Baseline	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
<b>3.1.1: Number of community feedback sessions/surveys.</b>	Target		3	4	4+	4+	4+
	Actual	2					
<b>3.1.2: Number of community-building events in Transylvania County Schools.</b>	Target		14	16	18+	18+	18+
	Actual	12					





# Communication and Community Engagement (3.2)

## Goal 3.2

***Transylvania County Schools will engage and inform stakeholders through clear, concise communication and proactive promotion across multiple media outlets.***

### Action Items

- Streamline communication to all stakeholders.
- Increase media coverage (social media, local news, etc.)
- Publish monthly community newsletters or press releases per year, sharing district progress and success stories.

### Key Measures

- Community members/parents feedback for Transylvania County Schools

### Metrics

Goals	Measures	Baseline	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
<b>3.2.1: Number of community members/parents participating in Transylvania County Schools feedback sessions and/or surveys.</b>	Target		232	464	928	1320	1320+
	Actual	116					



# Communication and Community Engagement (3.3)

## Goal 3.3

***Transylvania County Schools will expand local education and economic development partnerships.***

### Action Items

- Recruit business and industry as internship/work-based learning sites.
- Partner with community agencies for mental health support.
- Strengthen the partnership with Blue Ridge Community College to align career pathways and increase Career and College Promise participation.
- Promote community partnerships for increased economic development.
- Strengthen partnerships providing affordable housing and accessible childcare for teachers.

### Key Measures

- Business partners offering internships for students in Transylvania County Schools
- Mental Health partnerships with Transylvania County Schools
- Affordable housing and childcare for teachers in Transylvania County Schools

### Metrics

Goals	Measures	Baseline	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
<b>3.3.1: Number of new business partnerships offering internship opportunities.</b>	Target		2/year	2/year	2/year	2+/year	2+/year
	Actual	1/year					
<b>3.3.2: Number of mental health partnerships with Transylvania County Schools.</b>	Target		3	4+	4+	4+	4+
	Actual	2					
<b>3.3.3: Number of community partners assisting with affordable housing and childcare for teachers.</b>	Target		1	2	2	3	3+
	Actual	1					
<b>3.3.4: Number of employers and students participating in internship opportunities and reporting a 90% satisfaction rate.</b>	Target		85%	90%	90+%	90+%	90+%
	Actual	0					





# Safe and Innovative Learning Environment (4.1)

## Goal 4.1

***Transylvania County Schools Board of Education will create comprehensive short- and long-range facility plans to ensure our schools are equipped for future growth and success.***

### Action Items

- Complete facility conditions assessment in all schools and district facilities.
- Partner with and communicate needs with the Board of County Commissioners for funding and facility improvements and maintenance.
- Gather input from the community regarding facility needs.

### Key Measures

- Implementation of a Facility Needs Assessment
- Development and execution of a Facility Needs Plan

### Metrics

Goals	Measures	Baseline	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
<b>4.1.1: Number of short-term facility needs addressed.</b>	Target		10%	15%, Phase 1: 20% of planned facility improvements and renovations completed	25%, Phase 2: 50% of planned facility improvements and renovations completed	50%, Phase 3: 70% of planned facility improvements and renovations completed	100%, Phase 4: 90% of planned facility improvements and renovations completed
	Actual	N/A					
<b>4.1.2: Comprehensive 10-year facility strategic plan updated annually.</b>	Target		In Progress	In Progress	In Progress	Plan Completion	50% Plan Implementation
	Actual	N/A					



# Safe and Innovative Learning Environment (4.2)

## Goal 4.2

***Transylvania County Schools will consistently meet or exceed local, state, and national safety and maintenance standards to ensure a secure and well-maintained learning environment.***

### Action Items

- Establish a comprehensive maintenance accountability plan for all facilities to include the following:
  - Facility Inspections
  - Mechanical inspections
  - Roof inspections
- Standardize methods for tracking and communicating maintenance updates.
- Track pass rates for all inspections.
- Conduct safety audits annually.
- Measure all operational efficiency including transportation, facilities, etc.
- Install safety measures in all schools/facilities including single-point entry, panic buttons, and visitor management systems.

### Key Measures

- Implementation of annual maintenance and safety audits

### Metrics

Goals	Measures	Baseline	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
<b>4.2.1: Number of schools meeting maintenance and safety audits annually.</b>	Target		66%	77%	100%	100%	100%
	Actual	55%					



# Plan Metrics

Goals	Data	Baseline	2025- 2026	2026 - 2027	2027 - 2028	2028-29	2029-30
1.1.1: Number of schools meeting proficiency targets as determined by the district and state in reading and math.	Target		K-8 Math: 60% K-8 Reading: 55% English II: 70% Math I: 62%	K-8 Math: 63% K-8 Reading: 58% English II: 73% Math I: 65%	K-8 Math: 66% K-8 Reading: 61% English II: 76% Math I: 68%	K-8 Math: 69% K-8 Reading: 64% English II: 79% Math I: 71%	K-8 Math: 72% K-8 Reading: 67% English II: 80+% Math I: 74%
	Actual	K-8 Math: 57.1% proficient, State Avg in K-8 Math: 54.6, K-8 Reading: 51.6 State Avg in K-8 Reading: 50.0, English II: 66.3, State English II: 59.5, Math I: 58.7, State Math I: 35.4					
1.1.2: Number of schools increasing annual growth rate.	Target		70%	80%	90%	100%	100%
	Actual	60%					
1.1.3: Number of teachers trained on the instructional framework.	Target		Instructional Framework Created	75%	85%	95%	100%
	Actual	Not yet created					
1.2.1: Number of Internship placements.	Target		25	30	35	40	50+
	Actual	14					
1.2.2: Number of Job Shadowing experiences at BMS and RMS (total).	Target		50	100	150	200+	200+
	Actual	0					
1.3.1 Number of training/planning sessions provided for classroom teachers.	Target		6 sessions	7 sessions	8 sessions	10 sessions	12 sessions
	Actual	5 "AI" sessions in 24-25					
1.3.2 Number of projects submitted by classroom teachers annually.	Target		60%	70%	80%	90%	100%
	Actual	0					
1.3.3 Number of during and after-school clubs/activities integrating at least one STEM/AI-related activity.	Target		3	5	7	9	10+
	Actual	0					
1.3.4 Number of students expressing interest in STEM/AI-related opportunities beyond TCS.	Target		10%	30%	50%	70%	85%
	Actual	0					
2.1.1: Number of staff retained on a yearly basis.	Target		90%	93%	96%	99%	100%
	Actual	87%					
2.1.2: Number of exit surveys completed with departing staff members, analyzing feedback to identify at least three areas for improvement each year.	Target		75%	85%	95%	100%	100%
	Actual	50%					
2.2.1: Number of students identified for future employment in TCS (as a part of 'grow your own'): classified or non-classified staff.	Target		2	3	4	5	6+
	Actual	0					
2.2.2: Number of current TCS employees identified to further their career within TCS.	Target		3	4	5	6	8+
	Actual	2					
2.2.3: Number of aligned pathways with BRCC and/or other colleges or universities for those entering the field of education.	Target		2	3	4	5	6+
	Actual	0					
3.1.1: Number of community feedback sessions/surveys.	Target		3	4	4+	4+	4+
	Actual	2					
3.1.2: Number of community-building events in Transylvania County Schools.	Target		14	16	18+	18+	18+
	Actual	12					
3.2.1: Number of community members/parents participating in Transylvania County Schools feedback sessions and/or surveys.	Target		232	464	928	1320	1320+
	Actual	116					
3.3.1: Number of new business partnerships offering internship opportunities.	Target		2/year	2/year	2/year	2+ /year	2+ /year
	Actual	1/year					
3.3.2: Number of mental health partnerships with Transylvania County Schools.	Target		3	4+	4+	4+	4+
	Actual	2					



# Plan Metrics (cont.)

Goals	Data	Baseline	2025- 2026	2026 - 2027	2027 - 2028	2028-29	2029-30
3.3.3: Number of community partners assisting with affordable housing and childcare for teachers.	Target		1	2	2	3	3+
	Actual	1					
3.3.4: Number of employers and students participating in internship opportunities and reporting a 90% satisfaction rate.	Target		85%	90%	90+%	90+%	90+%
	Actual	0					
4.1.1: Number of short-term facility needs addressed.	Target		10%	15%, Phase 1: 20%*	25%, Phase 2: 50%*	50%, Phase 3: 70%*	100%, Phase 4: 90%*
	Actual	N/A					
4.1.2: Comprehensive 10-year facility strategic plan updated annually.	Target		In Progress	In Progress	In Progress	Plan Completion	50% Plan Implementation
	Actual	N/A					
4.2.1: Number of schools meeting maintenance and safety audits annually.	Target		66%	77%	100%	100%	100%
	Actual	55%					

\*= Percentage of planned facility improvements and renovations completed

