

P.1 Organizational Description

With approximately 3,500 students, Lake Local Schools is located in Uniontown, Ohio. The district serves Stark County students in Lake Township, the Village of Hartville, Uniontown and small portions of Portage and Summit Counties. With a population that is 99% white, having an average annual income of approximately \$40,000, the district has seen an increase in student population of more than 500 over the past ten years, but has seen little change in demographics, with the exception of an increase from 7% to 18% for low-income families.

Hartville and Uniontown could be described as conservative communities, with a large Mennonite population, as well as a substantial number of low-income, migrant worker and Ukrainian ESL populations. Evidence of this consistency in demographics was apparent in a recent strategic planning session, at which mission, vision and values were reviewed and revised for the first time in ten years. The vision for the district changed, due to Lake’s exceptional achievements over this time period, but its values remained constant. Although new housing developments have been built throughout the area, there are still a large number of working farms. Located approximately 12 miles from Akron, 12 miles from Canton and 30 miles from Cleveland, many residents commute daily to these cities for work.

More than 90% of Lake students pursue a college-preparatory course of study and continue their education beyond the high school level, although only 30% of the overall district population holds a college degree and only 35% of the population are employed in administrative or professional occupations. Lake students have traditionally scored well above the state average on standardized tests and Lake Local met 30 of 30 indicators on the School District Report Card for 2009, receiving a rating of Excellent with Distinction.

Lake Local is part of an innovative partnership between the district, Mercy Medical Center, the Stark County Library, the Chamber of Commerce, The YMCA and the Historical Society. Working together, these entities provide a “Center Complex” for residents for learning, healthcare and recreation. The partnership is unique in that Lake students can benefit from educational opportunities at Mercy Medical, use the YMCA for fitness and swimming programs and the Library for reading and research. The partners contract with the district for maintenance of their facilities.

The district receives many visits per year from elected officials, both in and out of state school districts and healthcare organizations who look to the district Center Complex as a best practice partnership. Over 25,000 persons reside in the school district. More than 3,600 students in kindergarten through twelfth grades are enrolled in the five schools (two primary schools, one intermediate school, one middle school, and one high school). Other partners include other area school districts with whom LLSLD partners to provide career and technical education offerings.

P.1a(1) Programs, Services and Offerings

AAA (academics, athletics, arts)-Rated Lake Local Schools: Excellence in Academics, Athletics and Arts is demonstrated through data-driven decision-making, innovation and a focus

on quality. Individual student needs are addressed through a rich and varied curriculum and a wide range of sports, music, the arts and extra-curricular activities. Teams of administrators, teachers and principals, with input from students and parents, work together through the Curriculum Council to ensure innovative, creative, rigorous and relevant curriculum that is grounded in state standards for grades pre-K through twelve. Gifted services are offered for students in grades four through twelve. Project based learning was piloted in 2008, and will be expanded for the 2009-2010 school year. Ongoing assessments throughout the year are developed by classroom teachers and by departments to give teachers regular information regarding their students’ progress, enabling them to make adjustments in curriculum delivery when and where it is needed. In addition to its focus on individual student needs, Lake is committed to providing excellent and relevant professional development for its staff – both certified and classified. Based upon feedback and needs assessment results from staff, a comprehensive professional development curriculum is developed each year, with registration available on-line through MyLearningPlan.com. Consistent with our belief that all staff members are important to a child’s education, our bus drivers, aides, food service, custodial and secretarial staffs are offered a wide range of professional development offerings ranging from those pertaining to customer service to issues regarding health-related topics. Our students benefit from AP and Dual Credit courses, vocational education and career tech programs. More than 11% of Lake students are classified as Special Needs, and an emphasis is placed on ensuring that individualized education plans are developed and implemented for these students. In addition, a large amount of resources have been committed to professional development in differentiated instruction and training for aides, paraprofessionals and classroom teachers. Lake High School athletes have earned numerous league and state accolades as individuals as well as teams, with our Athletic Director having been recognized for his development and promotion of the Coaches Education and Training Process, initiated and piloted at Lake. With 46 high school teams, and 20 middle school teams for both men and women, the district focuses on ensuring that our athletes show good sportsmanship, with a focus on academics, reflected in our athletes for 2008-2009 maintaining a G.P.A. average of more than a 3.0 out of 4.0.



The Athletic Department has also embarked on a strategic planning process, aligned with that of the district. Its process

produced an athletic department “plan on a page”, with action plans and measures. Lake’s Arts Department, which includes music, performing, visual and dramatic arts, spent 2009 developing a strategic plan for the arts in Lake, partnering with stakeholder groups from the community to encourage creativity both with students and the community in which they live. This plan is used by the arts department to create and deploy its action plans, with care taken to ensure alignment between the arts curriculum and academic curriculum for each grade level.

Lake students have been recognized throughout the state for their accomplishments in music, including: OMEA and state level adjudicated events. More than 300 students are involved in music in the high school alone. Several times a year, through “Project Connect”, our district treats the community to free performances of musicals, dramatic productions and band, orchestra and choral performances, emphasizing the district’s value of the community and its partners, as well as providing students and staff an opportunity to serve others. Project connect is one of the many innovative ways that the district serves and interacts with the community and partnership organizations.

to students, staff and our community. Less than 10 years ago, a vision of being the best district in the county would have been a difficult one to attain. In 2010, The district is at the top of the county rankings and one of the highest ranked in the state of Ohio. The vision of “being the best organization for learning” applies not only to our students, but also our staff and community.

LLSD has two core competencies: learning and service. Lake believes that to “provide education to achieve success” (its mission), learning and service need to be provided to our stakeholders. The core questions that need to be asked of each group are understanding their requirements, how we will provide what they need, how we will know if we have provided what they need, how we will know if we are providing efficiently, and what we will do if our stakeholders needs are not met.

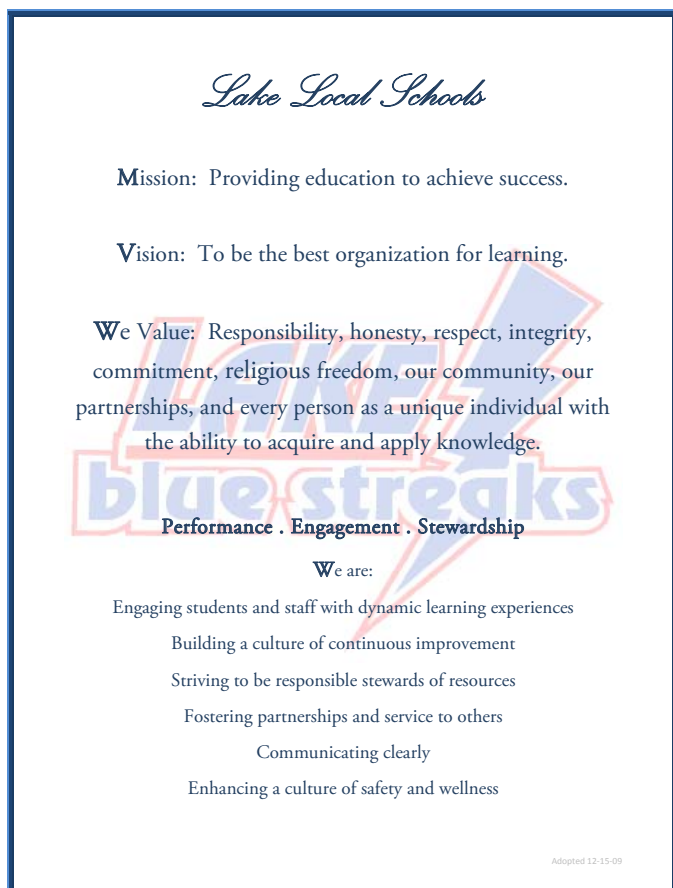
P.1a(3) Workforce Profile

Approximately 412 staff members are included in Lake’s workforce, including both classified and certified staff. Our certified staff, responsible for teaching students Kindergarten through grade 12, is segmented by building as well as by department. Our classified staff includes custodial, food service, transportation, secretarial, and paraprofessionals – both clerical and student oriented. 180 members of our certified staff hold masters degrees, with two holding doctoral degrees. National Board Certification, special awards and recognition, Several of our staff members have won awards, including 94.1 Teacher of the Year, Stark County People of Character, OHSAA Coach of the Year and OSHAA Athletic Director of the Year. The district staff is hired through a process that includes matching of personal values with those of the district. Through this process, and as evidenced by the district’s low turnover rate, staff is motivated to work in accomplishing the district’s mission.

Teachers are represented by the Lake Local Education Association (LLEA). State and national affiliations are the Ohio Education Association (OEA) and the National Education Association (NEA). LLSD has approximately 99% enrollment of certified staff and 99% enrollment of classified staff in this union. 1.25% of the district’s student population is minority, and 2% of staff is minority. The district uses contract employees for work involving grounds and maintenance and facilities renovation and expansion. Our interview process and our staff evaluation process stresses our mission, vision and values and all of our staff is trained in our organizational culture on an annual basis. Action plans for each building and each individual (IPDP) are grounded in the district MVV and strategic plan. Our employees are provided with a full benefits package, negotiated by the county ESC, as well as continuing education benefits and professional development opportunities.

P.1a(4) Major Facilities, Technologies and Equipment

Lake Local Schools is a leader in innovation and implementation of technology tools as well as technology integration across the curriculum. Smart Boards, classroom performance systems and projectors are installed in most rooms in the district. Podcasting, curriculum mapping, WIKI (on-line editable paper), MOODLE, blogs and district as well as building and individual teacher websites are used throughout all grade



Lake Local Schools

Mission: Providing education to achieve success.

Vision: To be the best organization for learning.

We Value: Responsibility, honesty, respect, integrity, commitment, religious freedom, our community, our partnerships, and every person as a unique individual with the ability to acquire and apply knowledge.

Performance . Engagement . Stewardship

We are:

- Engaging students and staff with dynamic learning experiences
- Building a culture of continuous improvement
- Striving to be responsible stewards of resources
- Fostering partnerships and service to others
- Communicating clearly
- Enhancing a culture of safety and wellness

Adapted 12-15-09

Figure P.1-1 Lake’s Strategic Plan on a Page P.1a(2) Organizational Culture

The district’s purpose is to provide a free and appropriate public education for the district’s students. Lake Local’s commitment to excellence is stated in its strategic “plan on a page. Our focus on performance, engagement and stewardship transcends the boundaries of academics, focusing on service

levels and administratively. Rooms are also equipped with TVs and telephones. Parent Internet Viewer allows parents to check their student's progress on-line. Other technology used to communicate includes electronic newsletters, a callout system, and Pinnacle. "Survey Central", an on-line survey program that allows access to surveys that are able to be stored and re-issued as needed to develop trend data is used to make data-driven decisions and create strategic action plans. Curriculum Maps, which allow staff to collect and organize information on how teaching is linked to state and national standards, are used at all grade levels. An Electronic Platform is being constructed that allows web-based access to maps, assessments and resources. Both are consistently reviewed and revised for updates, improvements and additional resources. DASL, the electronic Student Records Program, allows for consistent grade-level to grade-level information retrieval regarding students. In addition to technology, LLSD maintains 5 academic buildings, an administrative office, a stadium and several athletic fields in the community. A fleet of 44busses and three vans serve the district's students. The district buildings include UE and HE, the two Kindergarten through third grade buildings, LE, the fourth and fifth grade building, LMS, the middle school and LHS, which includes grades nine through twelve.

P.1a(5) Regulatory Environment

LLSD is governed by federal and state laws. It maintains accreditation through a performance rating from the Ohio Department of Education (ODE), and instructs curriculum based upon mandated state standards. LLSD is rated Excellent with Distinction by ODE, and has achieved 30 out of 30 indicators, achieving AYP in 2008-2009. The score for the Performance Index for 2008 was 106.4 out of 120, – ranking LLSD as the 12th highest performing district in the state of Ohio. Ohio Achievement Test scores for all subjects and grades, identifying student proficiency, place Lake in the lead in Stark County.

The district goes beyond compliance by participation in the Battelle for Kids SOAR program which quantifies value added growth. In compliance with IDEA, LLSD provides a least restrictive environment (LRE) for all special needs students, which make up approximately 11% of the district's student population. LLSD's operations department complies with regulations of all state and federal organizations including OHSA and EPA requirements, including annual inspections. The district has an annual by-building Continuous Improvement Plan (CIP), as well as an annual strategic planning process that confirms mission, vision and values. Action plans are data driven, with major processes documented. These processes include a plan-do-study-act (PDSA) process of review. Individual Professional Development Plans (IPDPs) are developed for every certified staff member and are aligned with the CIP. Licensure and certification in the state of Ohio is competency based, and LLSD provides its staff with professional development opportunities so that they do not have to go outside of the district to attain them. The LLSD budget complies with the state budget requirements. The district is ultimately governed by the Lake Board of Education (BOE).The district boundaries include Stark County, with small, contiguous portions of Portage and



Summit counties included. LLSD does accept tuition students from other districts, providing there is room in the appropriate grade level. The district also offers an on-line, distance learning alternative. Special health and safety requirements include adherence to board policy, state and federal programs such as OSHA and legislation that is in place such as Ohio House Bill 1. Service offerings are all of those offered through IDEA and FAPE, addressing needs of all students residing within the district's geographic boundaries.

P.1b(1) Structure and Governance

The elected five-member BOE is the governing body of LLSD, whose specific duties are defined by Ohio law. This board hires, supervises and evaluates the superintendent, who in turn recommends to the BOE the hiring of LLSD administrative staff. All information to the BOE flows from staff, to building administrators to the Superintendent. A weekly report is issued containing information which is acted upon monthly. LLSD administrators communicate directly with the superintendent through monthly meetings. The Superintendent's "Open Door Policy" allows for communication on an as needed basis for all district staff.

P.1b(2) Key Market, Student and Stakeholder Groups

P.1b(3) Suppliers, Partners and Collaborators

LLSD values its relationship with its partners, suppliers and collaborators and is unique from the standpoint that it shares an innovative relationship, facilities and resources with five major partnering organizations: the YMCA, Stark County Library, the Lake Township Historical Society, Mercy Medical and the Lake Township Chamber of Commerce. The district includes representatives from these organizations in their strategic planning process and development of district goals and objectives and they work together to serve students, staff and the community. District mission, vision and values are shared with suppliers, partners and collaborators and they are expected to perform within those parameters. Other supplier expectations include timeliness, quality, fair price and integrity. The suppliers that are most important to the district are those that supply curricular, technology, athletic, and vending machine materials. Additional vendors supply photography services, yearbooks, and food products, and all vendors play an important role in the district and are expected to uphold the same values as those who are employed as district staff. The Stark

County ESC provides resources, training, technology and major systems support. Vendors also receive the district newsletter, building newsletters and information via the district website. The District’s innovative partnerships include vendors that are directly related to the partnership organizations, and through monthly partnership meetings, the district deploys expectations and information regarding the district. Neighboring districts partner with LLSD to provide career and technical education programming.

P.2 Organizational Situation

LLSD has approximately 3,600 students currently enrolled. While other public schools with open enrollment present some competition, very few students choose this option, with only 5 known students in the 2008-2009 year enrolled in another public school. Conversely, LLSD has 35 out-of-district tuition

students who have chosen to attend LLSD instead of their home district for its safe, high performing academic environment and its excellent sports programs. There are two private K-12 schools located within Hartville, and several parochial high schools in the region. There are also families that choose on-line learning options and home-schooling. Our research indicates that this number is quite low, less than 100 students. LLSD population has grown steadily, increasing approximately 10% since 2001.

P.2a(2) Principal Success Factors

Several factors determine the success of LLSD. These include: highly qualified staff, excellent administration, innovation in partnerships and technology, mission, vision and core values, outstanding academic performance, emphasis on excellence in

Stakeholder Groups	Key Requirements/Expectations
Students (includes all student segments including Special Education, vocational, career-technical and distance learning)	Excellent Academics Applicable and aligned curriculum that is rigorous and relevant To be well prepared for college or the workforce To have a caring, compassionate staff To be safe To belong To build relationships To use advanced technology
Staff (Certified and Classified)	Positive work environment Support from Administrators Professional Development tools Safety Competitive pay
Vendors	Ease of providing service A friendly staff Loyalty
Parents/Community	A safe environment Excellent curriculum Preparation for work or college To hold children accountable To be communicated with To have the latest technology To have caring teachers Host events supporting the community

arts and athletics, financial resources, technology, partnerships, location of the district, and a focus on continuous improvement and process-based, data-driven decision making.

P.2a(3) Comparative and Competitive data sources

LLSD uses national benchmarks, regional, state and county data to compare itself to other districts, and acts as a partner with the county ESC, sharing continuous improvement and performance excellence information. The district Director of Performance assists other districts in the county with their

strategic planning and Baldrige learning processes. LLSD used to pick the highest performing county districts for comparisons including North Canton, Jackson, Louisville and Canton South as well as other districts outside of Stark County including Aurora, Stow, and Hudson. As our performance index and test scores are either the highest or among the highest in the region, LLSD now picks comparison districts outside of the region, as well as nationally.

P.2b Strategic Context

LLSD has identified five factors as major challenges for next three to five years: space for growth, keeping technology current, maintaining and expanding time for collaboration, development and training, keeping alignment and strategic direction, and engagement of staff and students.

P.2C Performance Improvement System

Lake Local Schools has developed a management system focused on MVV that includes a set of core processes and a leadership system, a strategic planning system, a communication system, and a work process system, which is deployed through the ELT, SLT, and Administrative Team. (Figure 1.1-1) This system, in conjunction with aligned district, building, department and individual action plans that follow the PDSA model, ensures that the district implements its focus on continuous improvement. A balanced scorecard system of measurement is in place to trend progress toward vision.

