

# Walpole Public Schools

Strategic Plan  
2013 - 2018

## INTRODUCTION

This document presents the strategic plan for the Walpole Public Schools. It establishes a long-range direction for the district and provides a clear focus for future pursuits by identifying priorities for improvement. This strategic plan is the culmination of analysis and work by a strategic planning committee consisting of teachers, administrators, parents, students, school committee members, and community leaders.

Strategic Planning is a process for creating an organization's preferred future. It is a long-range planning process for organizational renewal and transformation which provides a framework for improving programs, management functions, and evaluation of an organization's progress. Strategic planning helps organizations think and act strategically, develop effective strategies, clarify future directions, establish priorities, improve organizational performance, build teamwork and expertise, and deal effectively with a rapidly changing environment. The strategic planning process involves a series of steps that moves an organization through:

- ◆ analyzing relevant external trends and their implications;
- ◆ assessing organizational capacity to manage external change;
- ◆ developing a mission statement and guiding beliefs;
- ◆ establishing goals, objectives, and action plans designed to move the organization to where it wants to be;
- ◆ setting a strategic direction to follow to achieve its mission and objectives;
- ◆ communicating its mission, beliefs, and goals/objectives to all stakeholder groups;
- ◆ implementing action plans it has developed; and
- ◆ monitoring progress, solving problems, and renewing action plans.

Organizations implement strategic planning to effectively deal with change in a proactive, rather than reactive manner by establishing a common purpose, a sense of direction, priorities for change, and a blueprint for action. This plan presents an analysis of the district's strengths and weaknesses as well as opportunities and threats anticipated by emerging trends and changing conditions. Based upon this understanding and analysis, this document defines the mission, vision, guiding beliefs, and goals and objectives which will guide the school district during the next three to five years.

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## Walpole Public Schools

### Strategic Planning Committee Members

Jennifer Geosits – School Committee Chairperson  
Nancy Gallivan – School Committee Member  
Jean Kenney, Ed. D. – Assistant Superintendent  
John Queally, Ph.D. – Director of Pupil Services  
Michael Friscia – School Business Administrator  
Ann Arpin – Director of Technology Integration  
Christina Pyne – Out of District Coordinator  
Jim Johnson – Town Administrator  
John Carmichael, Chief of Police  
Christopher Mackenzie, Deputy Chief of Police  
Officer Tom Hart, Walpole Police Department  
Stephen Imbusch –Principal, Walpole High School  
Brendan Dearborn – Principal, Boyden School  
Rebecca Brogadir – Principal, Elm Street School  
Colleen Duggan – Principal Fisher School  
David Barner – Principal, Old Post Road School  
Bridget Gough, Ed.D. – Principal, Bird Middle School  
William Hahn – Principal, Johnson Middle School  
Jennifer Bernard – Director, Daniel Feeney Preschool  
Maria Hall, School Nutrition Director  
Don Anderson – Superintendent, Building Maint.  
Ed Connor – Assistant Principal – Bird Middle School  
Kathi Garvin, Nurse Manager  
Mary Mortali – Admin. Asst. to Superintendent  
Jody Delpha – Human Resources  
Lynn Rowan – Technology Application Specialist  
Jesenia Castro – METCO Director  
Mike Donohue – H.S. Dept. Head, History  
Lisa Osborne – H.S. Dept. Head, Foreign Language  
Dave Passegio – H.S. Department Head, Math  
Lauren Culliton – H.S. Dept. Head, English  
David Cuzzi, WTA President  
Scott Manson, AFSCME Custodian Union Rep.  
Robin Chapell – Board of Health

BJ Burke - Technology Staff  
Dan Mullaney - Teacher  
Christine Cantrell - Teacher  
Mary Abplanalp – Teacher  
Ed Thomas – Community Member  
Rich McCarthy – Community Member  
Michele Markatos – Community Member  
Yvette Sammarco – CFCE Coordinator  
Julie Martin – School Counselor  
Susan Moniz – Teacher  
Kathy Farrell – Teacher  
Lori Naismith – Teacher  
Dustin Scott - Teacher  
Kathy Peterson – Teacher  
Anthony Ratyna - Teacher  
Christy Rockwood – Teacher  
Dave Kujawski – Teacher  
William Wallace - Teacher  
Katie Basilotto – School Counselor  
Patrick Shield – Recreation Department  
Dan Robin - Parent  
Kate Hinton – Parent  
Kristen Syrek - Parent  
Cathy Guyette – Parent  
Gail Maloney – Parent  
Susan Porter – Parent  
Jennifer Schein - Parent  
Lindsey Sullivan – Student  
Tara Gordon – Student  
Jessica Ferguson – Student  
Molly O’Connell – Student  
Samantha Simons - Student

Dr. Lincoln Lynch - Facilitator

<b>Mission Statement</b>	<b><i>Walpole Public Schools educates all students to achieve excellence.</i></b>
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<b>Guiding Beliefs</b>
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*We believe ...*

- *all students want to learn;*
- *all students can learn and be successful;*
- *all students have talents and abilities;*
- *learning is a life-long process;*
- *it is our responsibility to prepare our students to be successful members of a global society;*
- *student success is a shared responsibility among students, families, school, and community;*
- *high expectations supported by quality instruction are integral to student achievement;*
- *all students and staff deserve a safe, secure, nurturing, and respectful learning environment;*
- *The needs of our students guide planning and practice;*
- *Effort, perseverance, and responsibility, are fundamental to success;*
- *it is our responsibility to be good stewards of the resources provided by the community;*
- *It is our responsibility to provide students with opportunities to develop skills, broaden their interests, and make informed decisions;*
- *it is our duty to embrace new technology and give students the tools they need to succeed in the 21st century;*
- *it is our responsibility to provide an environment that engages and motivates students and staff to learn; and*
- *it is important to respect and support our community's growing diversity.*

<b>Vision Statement</b>	<p><i>The Walpole Public Schools strives to be a diverse learning community that empowers students and staff to maximize their full potential. Our professional and caring staff is committed to providing a rigorous education to ensure our students reach their own level of excellence. Through a collaborative partnership with community and families, Walpole Public Schools educates all our students to become responsible citizens and life-long learners.</i></p> <p><i>To reach these goals, the Walpole Public Schools provides students with the tools they need to succeed in a complex global society. We challenge every student to master a rigorous curriculum taught by highly qualified, enthusiastic, and inspirational educators. We embrace innovation and technology, and we provide the facilities to support learning.</i></p> <p><i>Our students have the 21st century skills that enable them to be effective communicators, critical and creative thinkers, and problem-solvers. The Walpole Public Schools is a positive and safe learning environment where students' well-being and success are valued.</i></p> <p><i>We are committed to maintaining our role as a leader in public education at the local, state, and national level.</i></p>
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## Goals and Objectives

1. To expand opportunities for all students to maximize individual achievement.
  - 1.1 Provide all students and staff with a learning environment that promotes safety, well-being, and diversity.
  - 1.2 Equip students with 21<sup>st</sup> Century Skills (technology, critical thinking, creativity, and the five competencies of SEL: social emotional learning), preparing them for a complex global society.
2. To ensure balanced and rigorous curricula measured by authentic assessment which inform instruction and demonstrate student growth.
  - 2.1 Develop and implement curricula aligned with Massachusetts Curriculum Frameworks and state and national standards, that integrate the Digital Literacy standards (ISTE and MA Digital Literacy and Computer Science standards).
  - 2.2 Utilize student data to inform instruction and maximize student growth
  - 2.3 Provide professional development and support in curriculum, planning and assessment.
3. To build and promote family and community support and engagement through effective communication highlighting multiple opportunities for involvement in the school and town programs.
  - 3.1 Provide easily accessible information about the Walpole Public Schools to the citizens of Walpole.
  - 3.2 Involve students in the process of constant improvement of and support for the community of Walpole.
  - 3.3 Create a more inclusive community for all families to access the variety of programs, activities, fundraisers and events across the entire district.
4. To maximize opportunities provided by technology to enhance teaching and learning and efficient operations.
  - 4.1 Expand use of digital learning resources to maximize student achievement, curriculum delivery, communication and assessments.
  - 4.2 Continue digital learning professional development to enhance student learning.
  - 4.3 Provide adequate physical and human resources to deliver and support digital learning environments.
5. To identify, secure and responsibly manage district resources to support educational objectives of the district.
  - 5.1 Identify needs based 21<sup>st</sup> Century learning skills and the impact these learning skills have on current or future middle and high school facilities
  - 5.2 Promote awareness and advocate for state and community support of the recommendations made for the facilities necessary to accommodate 21<sup>st</sup> Century learning
  - 5.3 Promote the safety and welfare of all members of the Walpole School community
  - 5.4 Develop, utilize, and support a high-quality, skillful, and knowledgeable staff, faculty, and administration
  - 5.5 Obtain predictable and sustainable funding for educational programs, services, and facilities

# **ACTION STEPS**

**Walpole Public Schools  
Action Plan Form**

**Goal 1: To expand opportunities for all students to maximize individual achievement. Plan # 11**

**Objective 1.1: Provide all students and staff with a learning environment that promotes safety, well-being, and diversity. Date: 2/8/18**

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Continue to individualize, expand, adapt training, and implement/update the crisis plan that incorporates staff and student learning regarding all elements of safety. <ul style="list-style-type: none"> <li>• Police will continue to collaborate with school staff the action steps during a lockdown- Locate, Lock, Leave, Live/Listen. Continue to use lockdowns and or shelter in place for a variety of emergencies in school and around Walpole.</li> <li>• Police will continue to conduct safety drills in the WPS to become familiar with the buildings</li> <li>• Police will work with school staff to adapt and enhance their response to a dynamic crisis situation. (Walk-throughs with staff )</li> <li>• Promote with students the use of see something, say something when viewing messages on social media to teachers, staff, and parents.</li> </ul>	Central office personnel, school administrators, school staff, Walpole Police Department	2018	Ongoing	
2. Continue to explore, promote and evaluate activities for staff, students, and families which foster well-being such as nutrition, physical fitness, anti-bullying intervention, social and emotional development, and digital citizenship and provide links to access information.	Wellness Committee, Central office and school administrators, school staff, families, PACs, and CFCE	Spring 2018	Ongoing	TBD
3. Continue to educate all students, staff and community about diversity issues, tolerance, and	All staff, students, families, cultural	2018	Ongoing	TBD

<p>compassion towards aspects of culture, language, race, gender identity, sexual orientation, disabilities, religion, and economic status</p> <ul style="list-style-type: none"> <li>• Partner with families and communities to improve relationships to maximize the learning and growth of all students. Identify parent partners through school PACs, expand multi-cultural events, provide translated documents whenever needed.</li> <li>• Increase awareness of community and resources by creating a clearinghouse of resources accessible to staff and families.*</li> <li>• Continue to identify opportunities for clubs and activities that introduce perspectives from communities outside of Walpole (Student Council, GSA, Leadership Teams, collaborating with other districts). Publicize through The Rebellion, district website, WPS Facebook page.</li> <li>• Expand access to instructional and community resources for families with limited English. Localize courses (English, language, child development, parenting topics) and list of resources that are accessible to staff and families.</li> <li>• Ensure access to translated documents.</li> <li>• Continue to provide professional development for cultural proficiency, gender identity, sexual orientation</li> </ul>	<p>leaders, METCO program, ESL staff, PACs, SEPAC, Safety Care Program, Foreign Language Department, CFCE Rebellion Publication/social media</p>			
<p>4. Continue to educate the school community about the risk for mental health issues including anxiety, depression, eating disorders and addictions. Staff and students will work to eliminate the stigmas related to these issues and provide school resources.</p> <ul style="list-style-type: none"> <li>• Collect and share central community resources on a variety of mental health and</li> </ul>	<p>PPS Counselors, CFCE, WPD, Norfolk County Directory, CCIT/T. Hart (DMH, DCF)</p>	<p>Spring 2018</p>	<p>Ongoing</p>	

developmental/cognitive/neurological disabilities to be used internally. <ul style="list-style-type: none"> <li>• Topics: mental health support, autism resources, homelessness, financial assistance, domestic violence, grief, eating disorders.</li> <li>• Then filter information externally for families.</li> </ul>				
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- \*Some Indicators of Accomplishment:**
- **Continue MIA programs for staff for wellness, and stress reduction.**
  - **Explore ways to increase the number of Cultivation Kitchen participants – hold after school classes.**
  - **Increased vaping awareness for Grades 5-12. CARON will do a presentation for MS and HS staff to help them learn how to speak to students about the dangers of vaping.**
  - **Grade 2 Medication Awareness program when public health nurse position is filled.**
  - **Coalition against Drug and Alcohol Annual Video and Poster Contest.**
  - **Continue programs through MARC for staff.**
  - **Provide seminar on appropriate social media use among pre-teens – Joanie Geltman or Project safe childhood (free through U.S. District Attorney’s office).**
  - **Address screen time addiction. (Cellphone at bedside; constant checking of cell phones; video game usage).**
  - **Long-term goal – explore ways to increase staff to address students’ physical and emotional health (i.e. nurse, counselor, social work, psychology).**
  - **Train all graduating seniors in CPR. (33 states mandate this)**
  - **Continue SOS programs at MS and HS**
  - **Provide registration materials in additional languages\***
  - **Develop a “Welcome to Walpole” packet accessible via town hall and website\***
  - **Ensure that the WPS website provides a Select language setting**
  - **Use Walpole Facebook page, Twitter, Snapchat, Instagram for town/family resources, Welcome to Walpole, etc.**
  - **Exploring ways to provide translated documents/interpreters for our limited English families (high school/faculty) during social events, evening meetings, etc.**

**Walpole Public Schools  
Action Plan Form**

**Goal 1: To expand opportunities for all students to maximize individual achievement.** **Plan # 11**

**Objective 1.2: Equip students with 21<sup>st</sup> Century Skills (technology, critical thinking, creativity, and the five competencies of SEL: social emotional learning), preparing them for a complex global society.** **Date: 2/8/18**

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Build an awareness of SEL competencies and how to integrate into all curriculum areas. <ul style="list-style-type: none"> <li>• Investigate the Credit for Life program</li> <li>• Investigate and explore the opportunities for high school student seminars during the day, similar to EdCamp model – (student loan applications, filing taxes, healthy diet, time management, drug and alcohol use, management of stress, academic rigor)</li> <li>• Investigate and continue the opportunities for internships for high school seniors*</li> <li>• Create a Social - Emotional Learning Subcommittee to research and plan for implementation of social emotional competencies.</li> <li>• CARON student assistance programs to Life Skills seminar to seniors going to college</li> </ul>	Central office personnel, school administrators, school staff, CFCE, and families	Spring 2018	Ongoing	
2. Continue to pursue the feasibility of providing full day Kindergarten for all	Central office personnel, school administrators, school staff	Spring 2018	Spring 2019	TBD

**\*Some Indicators of Accomplishment:**

- **Communicate with community: next steps in identifying support after screening**
- **Expand internships at high school that is open to all seniors built into school day or school year and/or expand work opportunities with vet practices, mechanic, plumbing, police department, fire department, government.\***

**Walpole Public Schools  
Action Plan Form**

**Goal 2:** To ensure balanced and rigorous curricula measured by authentic assessment which inform instruction and demonstrate student growth. **Plan # 11**

**Objective 2.1:** Develop and implement curricula aligned with Massachusetts Curriculum Frameworks and state and national standards, that integrate the Digital Literacy standards (ISTE and MA Digital Literacy and Computer Science standards). **Date: 2/8/18**

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Using a backward design approach, design units of instruction with measurable outcomes and challenging tasks requiring higher order thinking skills that enable students to learn the knowledge and skills defined in the state and national standards.	Administrators, Department Chairs, Respective school staff	Fall 2015	Ongoing	TBD
2. Identify and communicate key practices and disciplines from the MA Digital Literacy and Computer Science standards as they relate to specific grade levels/subjects. Provide professional development time for this work.	Department Chairs, Administrators, Technology Director, Digital Learning Coaches	Spring 2018	Ongoing	TBD
2. Where applicable, incorporate the ISTE and Digital Learning and Computer Science standards within units by grade level and/or department.	Administrators, Department Chairs and respective school staff	Spring 2017	Ongoing	TBD
3. Identify and/or create a meaningful, uniform curriculum map template to inform all stakeholders.	Administrators, Department Chairs, and respective school staff	April 2015	Ongoing	TBD

<b>Action Steps</b>	<b>Person(s) Responsible</b>	<b>Begin Date</b>	<b>Completion Date</b>	<b>Projected Expenses</b>
4. Upon completion of Action Step 3, using a uniform template, create District-wide curriculum maps that can be posted on school and District websites to inform parents and community.	Administrators, Department Chairs, and respective school staff	Fall 2015	Ongoing	TBD

**\*Some Indicators of Accomplishment:**

- **A uniform unit design template has been developed and is currently in use across the District**
- **Curriculum units will be developed across all levels PreK-12**
- **Grade span/subject specific curriculum map templates will be identified and piloted and shared**
- **A web-based curriculum map will be posted that articulates student outcomes**

**Walpole Public Schools  
Action Plan Form**

**Goal 2:** To ensure balanced and rigorous curricula measured by authentic assessment which inform instruction and demonstrate student growth. **Plan # 11**

**Objective 2.2:** Utilize student data to inform instruction and maximize student growth.

**Date:** 2/8/1817

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Continue to design, administer and analyze a variety of formal and informal methods of assessment, including common interim assessments, to measure each student’s learning, growth, and progress toward achieving the standards.	Administrators, Department Chairs, respective School staff	Fall 2015	Ongoing	TBD
2. Continually adjust practices by analyzing results from a variety of assessments	Administrators, Department Chairs, and respective school staff	Fall 2015	Ongoing	TBD

**\*Some Indicators of Accomplishment:**

- **PLCs report results of their adjustments to practice to administrators and Department Chairs.**
- **Analysis of benchmark assessments indicates student progress and effectiveness of adjustments to practice.**
- **Evidence of support, interventions, and enrichment opportunities provided to students is reported regularly to principals, assistant principals, assistant superintendent and superintendent.**
- **Evidence provided through the Educator Evaluation Model.**

**Walpole Public Schools  
Action Plan Form**

**Goal 2:** To ensure balanced and rigorous curricula measured by authentic assessment which inform instruction and demonstrate student growth. **Plan # 11**

**Objective 2.3:** Provide Professional Development and support in curriculum, planning and assessment.

**Date:** 2/8/18

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Professional Development for PLC goals, norms, protocols and data analysis to inform instructional strategies.	Administrators, Department Chairs, and respective school staff	Spring 2016	Revisit every year and as updated training is completed	TBD
2. Professional Development to effectively utilize technology that transforms student learning	Administrators, Department Chairs and respective school staff	Spring 2016	Ongoing	TBD
3. Professional development in the content areas to define rigor and authentic assessment.	Administrators, Department Chairs and respective school staff	Spring 2017	Ongoing	TBD

**\*Some Indicators of Accomplishment:**

- Analysis provided by PLCs and observed by administrators and Department Chairpersons
- List of participants in various workshops
- Schedule of PD offerings
- Report of PD workshops, conferences and approved courses
- Induction program training for PLCs during New Staff Orientation
- UbD units and delivery of instruction that clearly indicate rigor and the use of authentic assessments.

**Walpole Public Schools  
Action Plan Form**

**Goal 3:** To build and promote family and community support and engagement through effective communication highlighting multiple opportunities for involvement in the school and town programs. **Plan # 11**

**Objective 3.1:** Provide easily accessible information about the Walpole Public Schools to the citizens of Walpole

**Date:** 2/8/18

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Complete Annual Performance Report for the Walpole Public Schools. Post it on school websites and distribute it to the community. Promote via social channels.	Administration, School Committee	Spring 2018	May 2018	
2. Leverage and expand the use of school and district websites, social media, public meetings, newsletter, newspaper column and other sources to share the news from each of the schools with the community.	Administration, School Staff	Spring 2018	Ongoing	
3. Leverage The Rebellion at Walpole High School to promote Walpole school news. Work with Rebellion staff to determine distribution to Senior Citizens' events and Center, library and other locations. Consider subscription options to cover distribution.	Rebellion Editors, Administration	Spring 2018	Ongoing	
4. Expand the content covered by Local Government and Education Cable TV and other local media outlets	Walpole Media Administration, School Staff, WHS TV Production Students	Spring 2018	Ongoing	
5. Identify current methods of home-school communications used at various grade levels with a goal of standardizing the tools used at each level. Advertise the methods of access to parents at open houses and other school functions.	Administration, School Staff	Spring 2018	Ongoing	

**\*Some Indicators of Accomplishment:**

- 1. 2017-2018 Annual Performance Report**
- 2. Updated content on websites and use of social media**
- 3. Increase followers on Twitter and Facebook by connecting content and platforms.**
- 4. Expand distribution of the Rebellion**
- 5. Every School Committee meeting will include exemplary highlights of either student or teacher work**
- 6. Walpole Cable TV – Education Channel/Rebel TV will produce and promote content from the schools.**

**Walpole Public Schools  
Action Plan Form**

**Goal 3:** To build and promote family and community support and engagement through effective communication highlighting multiple opportunities for involvement in the school and town programs. Plan # 11

**Objective 3.2:** Involve students in the process of constant improvement of and support for the community of Walpole **Date:** 2/8/18

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Leverage Google Forms to post/host volunteer opportunities for WPS students which will make these opportunities more accessible to students/volunteer seekers. Identify partnerships within the community for service opportunities. Promote through all communication and social channels.	Administration, Faculty Advisors	Spring 2018	Ongoing	

**\*Some Indicators of Accomplishment:**

1. Establishment of Online Volunteer Opportunity form – increase volunteer opportunities
2. Connect Community organizations seeking volunteers.

**Walpole Public Schools  
Action Plan Form**

**Goal 3:** To build and promote family and community support and engagement through effective communication highlighting multiple opportunities for involvement in the school and town programs. **Plan #11**

**Objective 3.3:** Create a more inclusive community for all families to access the variety of programs, activities, fundraisers and events across the entire district. **Date: 2/8/18**

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Continue to host a district-wide information session to inform parents and the community about educational policies, procedures and initiatives (i.e. Curriculum focused nights, state testing and anxiety presentation, Parent TRAP, etc.) has and will affect the Walpole Public Schools.	Administration, School Staff	Spring 2018	Ongoing	
2. Continue to investigate professional development opportunities for staff to enhance education in cultural competency and how to positively impact the families in our schools.	Administration, PD Committee, School Staff	Spring 2018	Ongoing	

**\*Some Indicators of Accomplishment:**

- Review calendar of opportunities presented to parents/community
- Include some component of cultural competency programs in staff PD day

**Walpole Public Schools  
Action Plan Form**

**Goal 4: To maximize opportunities provided by technology to enhance teaching and learning and efficient operations. Plan # 11**

**Objective 4.1: Expand use of digital learning resources to maximize student achievement, curriculum delivery, communication and assessments** **Date: 2/8/18**

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Create a communication plan for all stakeholder groups, to ensure the implementation of the Digital Literacy Vision. Use SAMR model as a measurement of implementation.	Leadership, Digital Learning Committee (DLC)	March 2018	June 2019	TBD
2. Develop a 1:1 plan for all schools that maps out a model, including funding and sustainability, for each level	Leadership, relevant staff	March 2018	June 2019	TBD
3. Implement 1:1 adoption for Grades 7-12 during SY 2018-2019	Leadership, PAC, School Committee funding	March 2018	June 2019	TBD
4. Continue to provide access to digital resources that allow students to personalize their learning and to facilitate 24/7 access for students	Leadership	March 2018	Ongoing	TBD

**\*Some Indicators of Accomplishment:**

- **Communication to stakeholder groups**
- **Sustainability plan documented**
- **Devices distributed to students Grades 7-12**
- **Continued growth of digital resources**

**Walpole Public Schools  
Action Plan Form**

**Goal 4: To maximize opportunities provided by technology to enhance teaching and learning and efficient operations. Plan # 11**

**Objective 4.2: Continue digital learning professional development to enhance student learning**

**Date: 2/8/18**

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Create/conduct staff survey specific to digital learning to determine areas of need and/or enrichment	Leadership Council, PD Committee	March 2018	June 2019	TBD
2. Utilize Digital Learning Coaches to provide embedded, real-time PD for staff	Principals, Director – Technology Integration, Digital Learning Coaches	March 2018	June 2019	TBD
3. Provide PD to staff on teaching in a 1:1 environment	Director – Technology Integration, Department Chairs, Digital Learning Coaches	March 2018	June 2019	TBD
4. Utilize components of the Digital Literacy and Computer Science standards as a guide to target areas for PD.	Director – Technology Integration, Department Chairs, Digital Learning Coaches	March 2018	June 2019	TBD
5. Provide specific training to teachers on data	Director –	March 2018	June 2019	TBD

	security/student privacy with online resources.	Technology Integration, Digital Learning Coaches			
6.	Identify and support at least 1 teacher per school to earn Google Level 1 certification.	Principals, Director-Technology Integration	March 2018	June 2019	None Expected
7.	Continue providing PD in G-Suite applications and Google Classroom.	Principals, Digital Learning Coaches, Teacher/Peer Mentoring	March 2018	June 2019	TBD
8.	Investigate the implementation of a High School Student Help Desk/Technical Support Team that is student driven to assist teachers to effectively implement and embed technology into their daily routines.	Principals, Teachers, Students	March 2018	June 2019	None expected

**\*Some Indicators of Accomplishment:**

- Survey conducted
- Digital Learning Coach activities recorded or summarized
- Schedule of PD activities
- DLCS standards identified
- Communication and training conducted
- Teacher Level 1 certifications achieved
- High school students scheduled and trained

**Walpole Public Schools  
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**Goal 4: To maximize opportunities provided by technology to enhance teaching and learning and efficient operations. Plan # 11**

**Objective 4.3: Provide adequate physical and human resources to deliver and support digital learning environments. Date: 2/8/18**

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Continue implementation of upgraded switches and wireless access build-out plan	Technology Department, School Business Administrator	March 2018	June 2019	TBD
2. Provide infrastructure and personnel support for successful implementation of 1:1 devices	Technology Department, Leadership Council	March 2018	June 2019	TBD
3. Provide necessary devices and software to successfully implement the Digital Literacy and Computer Science standards.	Technology, Leadership Council	March 2018	June 2019	TBD
4. Identify funding sources to support and sustain the 1:1 Plan.	Technology, Leadership Council, School Business Administrator	March 2018	June 2019	TBD
5. Collect data from comparable districts on 1:1 programs, funding sources.	Technology	March 2018	October 2018	TBD

**\*Some Indicators of Accomplishment:**

- **Switches and wireless cabling/access points installed**
- **Bandwidth and wireless reports, timely distribution and management of 1:1 devices**
- **Recommendation of middle/elementary Principals**
- **Potential sources identified**
- **Surveys from other districts**

**Walpole Public Schools  
Action Plan Form**

**Goal 5: To identify, secure and responsibly manage district resources to support educational objectives of the district. Plan # 11**

**Objective 5.1: Identify needs based 21<sup>st</sup> Century learning skills and the impact these learning skills have on current or future middle and high school facilities** **Date: 2/8/18**

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Identify, communicate, and illustrate middle school and high school 21 <sup>st</sup> Century needs/skills	School leadership, School Committee, community members, students	February 2018	February 2019	0
2. Communicate and illustrate facilities that would support the development of 21 <sup>st</sup> Century skills	School Leadership, School Committee, Town Administrator, DPW, community members, students	February 2018	February 2019	0
3. Resubmit Statement of Interest	School Leadership, School Committee, Board of Selectmen	February 2018	April 2018	0

**\*Some Indicators of Accomplishment:**

- Identification of 21<sup>st</sup> century skills, which include specific examples/visuals
- Identification of facilities/structures needed to sustain and support 21<sup>st</sup> Century learning
- Comprehensive building condition and maintenance report for the middle and high schools
- Statement of Interest

**Walpole Public Schools  
Action Plan Form**

**Goal 5: To identify, secure and responsibly manage district resources to support educational objectives of the district. Plan # 11**

**Objective 5.2 Promote awareness and advocate for state and community support of the recommendations made for the facilities necessary to accommodate 21<sup>st</sup> Century learning. Date: 2/8/18**

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Develop talking points that further defines the facilities necessary for 21 <sup>st</sup> Century learning	School leadership, School Committee	February 2018	February 2019	
2. Define and communicate to a variety of stakeholders the deficiencies of current middle school buildings and benefits of updated middle school options	School leadership, School Committee Secondary School Building and Communication Focus Groups	February 2018	February 2019	0
3. Define and communicate to a variety of stakeholders the deficiencies of the current high school building and benefits of a modern high school	School leadership, School Committee Secondary School Building and Communication Focus Groups	February 2018	February 2019	0

**\*Some Indicators of Accomplishment:**

- Well-disseminated document that is able to be communicated to both the local community and the State
- Peer analysis of districts who recently renovated new facilities

**Walpole Public Schools  
Action Plan Form**

**Goal 5: To identify, secure and responsibly manage district resources to support educational objectives of the district. Plan # 11**

**Objective 5.3: Promote the safety and welfare of all members of the Walpole School community**

**Date: 2/8/18**

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Continue to identify necessary security enhancements through capital funding and other sources. Seek input from stakeholders to improve building security via walkthroughs, meetings, and ongoing communication	Central Admin. School Committee Capital Committee Finance Committee	Spring 2013	Ongoing	TBD
2. Continue to foster the relationship between Walpole Public Safety Departments and the School Department and review safety protocols and assess their perceived effectiveness	Central Admin.; Leadership Council; WPD; WFD; SRO	Spring 2013	Ongoing	\$6,000

**\*Some Indicators of Accomplishment:**

- 2. Revision of security protocols with Walpole Police Department and Walpole Fire Department**
- 3. Share input with safety professionals and share feedback with stakeholders**

**Walpole Public Schools  
Action Plan Form**

**Goal 5: To identify, secure and responsibly manage district resources to support educational objectives of the district. Plan # 11**

**Objective 5.4: Develop, utilize, and support a high-quality, skillful, and knowledgeable staff, faculty, and administration**

**Date: 2/8/18**

<b>Action Steps</b>	<b>Person(s) Responsible</b>	<b>Begin Date</b>	<b>Completion Date</b>	<b>Projected Expenses</b>
1. Secure resources to support, maintain and improve staff, faculty, and administration	PD Committee	Spring 2013	Ongoing	TBD
2. Maintain sustainable resources from the community and other external sources to provide a robust professional development program. Retain and attract a skilled and motivated workforce.	PD Committee	Spring 2013	Ongoing	TBD

**\*Some Indicators of Accomplishment:**

- 1. Increase in funding resources**
- 2. Implement improved evaluation tools**
- 3. Study turnover trends**

**Walpole Public Schools  
Action Plan Form**

**Goal 5: To identify, secure and responsibly manage district resources to support educational objectives of the district. Plan # 11**

**Objective 5.5: Obtain predictable and sustainable funding for educational programs, services, and facilities**

**Date: 2/8/18**

	<b>Action Steps</b>	<b>Person(s) Responsible</b>	<b>Begin Date</b>	<b>Completion Date</b>	<b>Projected Expenses</b>
1.	Develop a long-term plan to sustain funding that will support the goals, objectives, and action steps of the Strategic Plan	Central Admin. Leadership Council School Committee	Fall 2018	Spring 2019	0
2.	Identify the major capital needs for equipment and facilities inclusive of the priorities of the Municipal Building Study, to provide adequate infrastructure to support the educational community	Central Admin. Town Administrator School Committee Leadership Council	Fall 2018	Spring 2019	0

**\*Some Indicators of Accomplishment:**

1. Annual Budget
2. Capital budget plan