

# 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

Nancy Gallivan – School Committee Chairperson  
Lincoln D. Lynch III, Ed. D. – Superintendent  
Jean Kenney, Ed. D. – Assistant Superintendent  
Michael Friscia – School Business Administrator  
Ann Arpin – Director of Technology Integration  
Jim Johnson – Town Administrator  
John Carmichael, Chief of Police  
Stephen Imbusch –Principal, Walpole High School  
Brendan Dearborn – Principal, Boyden School  
Rebecca Brogadir – Principal, Elm Street School  
Colleen Duggan – Principal Fisher School  
Stephen Fortin – 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  
Adrian Munoz-Bennett – 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  
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  
Laurie Sylvia – Secretary  
Patrick Shield – Recreation Department  
Dan Robin - Parent  
Kate Hinton – Parent  
Kristen Syrek - Parent  
Cathy Guyette – Parent  
Gail Maloney – Parent  
Susan Porter – Parent  
Dillon Knight - Student  
Michael Timson – Student  
Lindsey Sullivan – Student  
Taylor Petrucci – Student  
Tara Gordon - Student

Dr. Lincoln Lynch - Facilitator

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

Vision Statement	<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, problem-solving, critical thinking, creativity, and effective communication), 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 # 10**

**Objective 1.1: Provide all students and staff with a learning environment that promotes safety, well-being, and diversity. Date: 2/16/17**

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
<p>1. Individualize, expand, adapt training, and implement/update the crisis plan that incorporates staff and student learning regarding all elements of safety.</p> <ul style="list-style-type: none"> <li>• Police practice with elementary and middle school staff – Lockdown, Leave, Live/Listen. Involve WHS students in the Lockdown, Leave, Live Drills</li> <li>• Consistent script following a Lockdown Drill regarding Listening to the teacher depending upon the fluidity of a “real situation”.</li> <li>• Inform parents how to use Code Red/Swift Read or some social media platform that can be accessed by students, faculty, staff, parents to learn about an emergency situation</li> <li>• Investigate Sandy Hook Promise (see something/say something). Investigate use of social media to communicate with students, teachers, faculty, parents. Provide training and identify a code prior to use.</li> </ul>	<p>Central office personnel, school administrators, school staff, Walpole Police Department, Coordinated Family Child Engagement (CFCE), school counselors</p>	Spring 2017	Ongoing	TBD
<p>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.</p>	<p>Wellness Committee, Central office and school administrators, school staff, families, PACs, and CFCE</p>	Spring 2017	Ongoing	TBD

<p>3. Continue to educate all students, staff and community about diversity issues, tolerance, and 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.</li> <li>• Increase awareness of resources to educate staff, students, 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).</li> <li>• Expand access to instructional and community resources for families with limited English.</li> <li>• Provide professional development for cultural proficiency, gender identity, sexual orientation</li> </ul>	<p>All staff, students, families, cultural leaders, METCO program, ESL staff, PACs, SEPAC, Safety Care Program, Foreign Language Department, CFCE</p>	<p>Spring 2017</p>	<p>Ongoing</p>	<p>TBD</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>	<p>Wellness Committee, Central Office and School Administrators, school staff, CFCE</p>	<p>Spring 2017</p>	<p>Ongoing</p>	<p>TBD</p>



**\*Some Indicators of Accomplishment:**

- **Ongoing training provided for all participants for the Walpole Public Schools for the Safety/Crisis Plan, lock-downs coordinated with WPD, and related training for all participants.**
- **Student projects that demonstrate the cultural learning (International Weeks, Country Fair, Foreign Language Studies) in each area and promote ownership within each school; CADA Video Contest; student, classroom, and whole school assembly presentations; increase in the participation in activities offered; Youth Risk Behavior Survey data; review of DESE reports regarding discipline and bullying.**
- **Explore ways of evaluating the effectiveness of some representative programs and activities and evaluation tools (i.e. WHS Class of 2021 taking PE survey)**
- **Student, classroom and whole school assembly presentations or products that feature student learning about diversity. Community service projects and clubs or associations that demonstrate student learning about diversity. Community service projects and clubs or associations that demonstrate student learning and respect for all individuals.**
- **Increased school and community participation in multi-cultural events such as the district's annual ELE multi-cultural family event.**
- **Professional Development opportunities for students and staff. Ongoing work with CADA and Wellness Committee. Provide list of professional development opportunities and participants.**

**Walpole Public Schools  
Action Plan Form**

**Goal 1: To expand opportunities for all students to maximize individual achievement.** **Plan # 10**

**Objective 1.2: Equip students with 21<sup>st</sup> Century Skills (technology, problem-solving, critical thinking, creativity, and effective communication), preparing them for a complex global society.** **Date: 2/16/17**

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Review extracurricular programs, and community projects to determine strengths, challenges, and areas for development and improvement. <ul style="list-style-type: none"> <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>• Disseminate information to enhance participation in extra-curricular activities</li> <li>• Continue to develop real world skills in financial literacy.</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 2017	Ongoing	
2. Continue to pursue the feasibility of providing full day Kindergarten for all	Central office personnel, school administrators, school staff	Spring 2017	Spring 2018	TBD

**\*Some Indicators of Accomplishment:**

- **A comprehensive plan/report summarizing the review of curricula and activities.**
- **Agenda of seminar offerings for students during Freshman Orientation, PLC, and graduation week**
- **Continue to pursue a plan for full day Kindergarten for all including fiscal responsibility, rooms and staffing, time line – phasing in plan, etc.**

**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 # 10**

**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: 2/16/17**

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. 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
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**
- **A curriculum map template will be identified and piloted**
- **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 # 10**

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

**Date:** 2/16/17

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.
- 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 # 10**

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

**Date:** 2/16/17

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 # 10**

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

**Date:** 2/16/17

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.	Administration, School Committee	Spring 2017	May 2018	
2. Expand the use of school and district websites, social media, public meetings and other sources to share the news from each of the schools with the community.	Administration, School Staff	Spring 2017	Ongoing	
3. Leverage The Rebellion at Walpole High School to promote Walpole school news.	Rebellion Editors, Administration	Spring 2017	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 2016	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 2016	Ongoing	

**\*Some Indicators of Accomplishment:**

1. **2017-2018 Annual Performance Report**
2. **Updated content on websites and use of social media**
3. **Every School Committee meeting will include exemplary highlights of either student or teacher work**
4. **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 # 10

**Objective 3.2:** Involve students in the process of constant improvement of and support for the community of Walpole **Date:** 2/16/17

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Leverage Google Classroom to post/host volunteer opportunities for WHS students which will make these opportunities more accessible to students/volunteer seekers.	Administration, WHS Guidance Department	Spring 2017	Ongoing	

**\*Some Indicators of Accomplishment:**  
 1. Establishment of Online Volunteer Opportunity site – increase volunteer opportunities

**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 #10**

**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: 2/16/17**

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, etc.) has and will affect the Walpole Public Schools.	Administration, School Staff	Spring 2017	Ongoing	
2. Continue to investigate professional development opportunities for staff to be educated in cultural competency and how to positively impact the families in our schools.	Administration, PD Committee, School Staff	Spring 2017	Ongoing	

**\*Some Indicators of Accomplishment:**

- **Agenda and packet information for October meeting**
- **On demand programming on WCTV of district meeting**
- **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 # 10**

**Objective 4.1: Expand use of digital learning resources to maximize student achievement, curriculum delivery, communication and assessments** **Date: 2/16/17**

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Create a Digital Learning/Literacy Vision that articulates a clear direction for the educational community	Leadership, Digital Learning Committee (DLC)	January 2017	September 2017	-0-
2. Develop a 1:1 plan for the schools that maps out a model, including sustainability, for each level	Leadership, relevant staff	January 2017	September 2017	TBD
3. Create job description and responsibilities for Digital Learning Coach/Specialist and determine staffing model at each level based on available budget	Leadership	January 2017	May 2017	TBD
4. Adopt components of the MA Digital Learning and Computer Science Standards Grades K-12	Leadership, Department Chairs	July 2017	June 2018	TBD
5. Continue to provide and grow blended learning environments and digital resources that facilitate 24/7 access for students	Leadership		Ongoing	TBD

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses

**\*Some Indicators of Accomplishment:**

- **A finalized Digital Learning Vision Statement**
- **1:1 implemented at the secondary level for at least one grade level**
- **A completed job description for Digital Learning Coach**
- **Funding and appointment of Digital Learning Coach(es)**
- **Implemented MA Digital Learning and Computer Science Standards**
- **Evidence of MakerSpaces and blended learning environments**

**Walpole Public Schools  
Action Plan Form**

**Goal 4: To maximize opportunities provided by technology to enhance teaching and learning and efficient operations. Plan # 10**

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

**Date: 2/16/17**

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Identify alternative ways to provide PD to all staff within, or outside, the typical schedule	Leadership Council, PD Committee	September 2017	June 2018	TBD
2. Utilize Digital Learning Coaches to provide embedded, real-time PD for relevant staff	Principals, Director – Technology Integration, Digital Learning Coaches	September 2017	June 2018	TBD
3. Provide PD to relevant staff on teaching in a 1:1 environment	Director – Technology Integration, Department Chairs, Digital Learning Coaches	September 2017	June 2018	TBD
4. Provide PD to staff on the adopted components of the Digital Literacy and Computer Science standards	Director – Technology Integration, Department Chairs, Digital Learning Coaches	September 2017	June 2018	TBD
5. Provide specific training to teachers on data security/student privacy with online resources	Director – Technology	September 2017	June 2018	TBD

	Integration, Digital Learning Coaches			
6. Continue promotion of Google Classroom	Principals, Director-Technology Integration	September 2017	June 2018	None Expected

**\*Some Indicators of Accomplishment:**

- PD/Training/Co-teach schedule
- 1:1 Resources
- DLCS standards articulated
- Additional Google Classrooms set up

**Walpole Public Schools  
Action Plan Form**

**Goal 4: To maximize opportunities provided by technology to enhance teaching and learning and efficient operations. Plan # 10**

**Objective 4.3: Provide adequate physical and human resources to deliver and support digital learning environments. Date: 2/16/17**

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, WHS Administration	July 2017	June 2018	TBD
2. Provide infrastructure and personnel support for successful implementation of 1:1 devices	Technology Department, Leadership Council	July 2017	June 2018	TBD
3. Evaluate use of School Messenger absence calling at WHS to determine feasibility at middle/elementary	Leadership Council	July 2017	June 2018	TBD
4. Provide necessary devices and software to successfully implement the Digital Literacy and Computer Science standards	Technology, Leadership Council	July 2017	June 2018	TBD

**\*Some Indicators of Accomplishment:**

- **Switches and wireless cabling/access points installed**
- **Bandwidth reports, adequate personnel**
- **Recommendation of middle/elementary Principals**
- **Devices/software purchased**





**Walpole Public Schools  
Action Plan Form**

**Goal 5: To identify, secure and responsibly manage district resources to support educational objectives of the district. Plan # 10**

**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: 2/16/17**

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
1. Identify middle school and high school 21 <sup>st</sup> Century needs/skills	School leadership, School Committee, community members, students	February 2017	February 2018	0
2. Communicate and describe facilities that would support the development of 21 <sup>st</sup> Century skills	School Leadership, School Committee, Town Administrator, DPW, community members, students	February 2017	February 2018	0
3. Resubmit Statement of Interest	School Leadership, School Committee, Board of Selectmen	February 2017	April 2017	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 # 10**

**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: 2/16/17**

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 2017	February 2018	
2. Define and communicate the benefits of an updated and consolidated middle school	School leadership, School Committee	February 2017	February 2018	0
3. Define and communicate the benefits of a modern high school	School leadership, School Committee	February 2017	February 2018	0

**\*Some Indicators of Accomplishment:**

- Well-disseminated document that is able to be communicated to both the local community and the State

**Walpole Public Schools  
Action Plan Form**

**Goal 5: To identify, secure and responsibly manage district resources to support educational objectives of the district. Plan # 10**

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

**Date: 2/16/17**

<b>Action Steps</b>	<b>Person(s) Responsible</b>	<b>Begin Date</b>	<b>Completion Date</b>	<b>Projected Expenses</b>
1. Identify additional opportunities for 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 # 10**

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

**Date: 2/16/17**

Action Steps	Person(s) Responsible	Begin Date	Completion Date	Projected Expenses
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 # 10**

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

**Date: 2/16/17**

<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	Spring 2013	Ongoing	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 2013	Ongoing	0

**\*Some Indicators of Accomplishment:**

- 1. Annual Budget**
- 2. Capital budget plan**