Walpole Public Schools

Strategic Plan
2019 - 2024
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.
Walpole Public Schools

Strategic Planning Committee Members

Anderson, Don - Superintendent of Buildings
Arpin, Ann - Director of Tech. Integration
Barner, David - Principal, Old Post Road School
Bernard, Jennifer - Director, Daniel Feeney Preschool
Braccini, Joseph - Dept. Chair, Unified Arts
Buckley, Jr., William J. - School Committee Chairperson
Burke, BJ - Technology Staff
Cantrell, Christine - Teacher
Carmichael, John - Chief of Police
Castro, Jesenia - METCO Director
Chapell, Robin - Board of Health
Colarusso, Allison - Teacher
Connor, Ed - Interim Principal, Bird Middle School
Culliton, Lauren - Dept. Chair, English
Cuzzi, Dave - WTA President
Dearborn, Brendan - Principal, Boyden School
Delpha, Jody - Human Resources
Donohue, Mike - Dept. Chair, Social Studies
Duggan, Colleen - Principal, Fisher School
Fernandez, O. Mackenzi - Student
Findley, Shannon - ELA Coordinator
Friscia, Michael - School Business Administrator
Gallivan, Nancy - School Committee Member
Garvin, Kathi - Nurse Manager
Geosits, Jennifer - Parent/School Committee Member
Gingras, Katie - Interim Assistant Principal
Gough, Ed.D., Bridget - Assistant Superintendent
Greulich, Kathleen - CFCE Assistant
Guyette, Cathy - Parent
Hahn, William - Principal, Johnson Middle School
Hall, Maria - Director, School Nutrition
Hart, Tom - Walpole Police Department
Hinton, Kate - Parent
Imbusch, Stephen - Principal, Walpole High School
Johnson, Jim - Town Administrator

Kenney, Ed. D., Jean - Retired Asst. Superintendent
Kujawski, Dave - Teacher
Kuropatkin, Ashley - Student
Liner, Eva - Assistant Principal
Louissaint, Sherayna - Student
Lynch III, Ed. D., Lincoln - Superintendent of Schools
MacKenzie, Christopher - Deputy Chief of Police
Maloney, Gail - Parent
Manson, Scott - AFSCME Custodian Union Rep.
Markatos, Michele - Community Member
Martin, Julie - School Counselor
Masterson, Jill - Teacher
McCarthy, Rich - Community Member
Moniz, Susan - Teacher
Mortali, Mary - Admin. Asst. to Superintendent
Mullaney, Dan - Teacher
Naismith, Lori - Teacher
Naylor, Meghan - Special Ed. Team Chair
Osborne, Lisa - Dept. Chair, Foreign Language
Passegio, Dave - Dept. Chair, Math
Patel, Chloe - Student
Perron, Michelle - Teacher
Pyne, Christina - Out of District Coordinator
Queally, Ph.D., John - Director of Pupil Services
Ratyna, Anthony - Teacher
Reilly, Christopher - Student
Rockwood, Christy - Teacher
Rowan, Lynn - Technology Application Specialist
Ruggiero, Carrie - Principal, Elm Street School
Salmans, Peter - Teacher
Sammareno, Yvette - CFCE Coordinator
Schein, Jennifer - Parent
Shield, Patrick - Assistant Town Administrator
St. George, Sarah - Student
Syrek, Kristen - Parent/School Committee Member
Thomas, Ed - Community Member
Tobey, Lee - Assistant Principal

Dr. Anthony Bent - Facilitator
<table>
<thead>
<tr>
<th>Mission Statement</th>
<th>Walpole Public Schools educates all students to achieve success.</th>
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**Guiding Beliefs**

*We believe …*

- all students want to learn;
- learning is a life-long process;
- all students can learn and achieve success;
- the measure of success is individual;
- emotional intelligence is a foundation of student success
- students are contributing members to the local community and interconnected global society;
- our schools are safe, inclusive, collaborative, and respectful learning environments;
- effort, perseverance, and responsibility are fundamental to success;
- the diversity in our community is critical to the educational experience of all learners;
- student growth is a shared responsibility among students, families, school, and community.

| Vision Statement | The Walpole Public Schools is 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 achieve individual success. Through a collaborative partnership with community and families, Walpole Public Schools educates all our students to become responsible, contributing global citizens and life-long learners.

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.

Our students learn future ready 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’ physical and emotional well-being and success are paramount.

We are committed to maintaining our role as a leader in public education at the local, state, and national level. |
## Goals and Objectives

1. **To provide engaging curriculum, differentiated instruction, and ongoing assessments for all students.**
   1.1 Create consistent and sustainable curriculum maps for PreK – 12.
   1.2 Provide individualized learning through flexible instructional practice that fosters growth for all students.
   1.3 Utilize qualitative and quantitative data to inform instruction and improve practice.

2. **To foster and strengthen the social-emotional well-being of the school community.**
   2.1 Identify and provide professional development and resources.
   2.2 Embed consistent social emotional learning practices across curriculum.
   2.3 Engage, educate, and partner with families and community.

3. **To develop thoughtful, responsible, and engaged citizens.**
   3.1 Provide students with opportunities to engage in an inclusive, positive and respectful school culture.
   3.2 Establish local relationship by connecting our students with community stakeholders.
   3.3 Develop ethical students who value multiple perspectives and demonstrate responsible citizenship.

4. **To ensure that facilities and resources support student learning and well-being.**
   4.1 Effectively provide for the safety and welfare of all members of the Walpole school community.
   4.2 Identify and plan for future ready facilities projects.
   4.3 Identify, secure and responsibly manage sustainable funding for all school department needs.
ACTION STEPS
## Plan

### Goal 1:
To provide engaging curriculum, differentiated instruction, and ongoing assessments for all students.

### Objective 1.1: Create consistent and sustainable curriculum maps for PreK - 12

<table>
<thead>
<tr>
<th>Action Steps</th>
<th>Person(s) Responsible</th>
<th>Begin Date</th>
<th>Completion Date</th>
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</thead>
<tbody>
<tr>
<td>1. Review and revise curriculum review cycle, which include identified areas of improvement in order to strengthen instruction.</td>
<td>Assistant Superintendent, Director of Student Services, Principals, Department Chairs, Department Coordinators, Curriculum coaches, etc.</td>
<td>7/1/2019</td>
<td>6/30/2020</td>
</tr>
<tr>
<td>2. Dedicate consistent professional development time/resources to sustain curriculum revisions and writing.</td>
<td>Assistant Superintendent, Principals, Department Chairs, Department Coordinators, Curriculum Coaches</td>
<td>1/2020</td>
<td>On-going</td>
</tr>
<tr>
<td>3. Communicate curriculum review cycle with all stakeholders.</td>
<td>Assistant Superintendent, Principals, Director of Digital Learning, Department Chairs, Department Coordinators, Curriculum coaches, Digital Learning Coaches</td>
<td>7/2/2019</td>
<td>On-going</td>
</tr>
</tbody>
</table>

**Indicators of Accomplishment:**
- Timeline of curriculum review cycle
- Calibrate curriculum across grade levels and state standards to ensure vertical and horizontal alignment
- Published review cycle and curriculum maps
- Consistent implementation of curriculum across grades and subject areas
## Goal 1: To provide engaging curriculum, differentiated instruction, and ongoing assessments for all students.

### Objective 1.2: Provide individualized learning through flexible instructional practice that fosters growth for all students.

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<tr>
<td>1. Identify materials, resources and models of instruction that will be utilized by classroom teachers to meet the needs of all students.</td>
<td>All Administrators and Educators</td>
<td>7/2/2019</td>
<td>6/30/2020</td>
</tr>
<tr>
<td>2. Dedicate Professional Development to support tiered practices i.e. coaching, consulting, collaboration, peer observation and workshops using qualitative and quantitative data to inform instruction.</td>
<td>All Administrators and Educators</td>
<td>7/2/2019</td>
<td>6/30/2020</td>
</tr>
<tr>
<td>3. Commit to utilizing current student-centered learning pedagogies and individualized learning experiences that connect students to the real world.</td>
<td>All Administrators and Educators</td>
<td>7/2/2019</td>
<td>6/30/2020</td>
</tr>
</tbody>
</table>

**Indicators of Accomplishment:**
- Utilization of resources, materials and models of instruction
- Evidence of professional development participation
- Coaching and/or peer feedback that improves individualized learning and flexible instruction strategies
Goal 1: To provide engaging curriculum, differentiated instruction, and ongoing assessments for all students.

Objective 1.3: Utilize qualitative and quantitative data to inform instruction and improve practice.

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<tr>
<td>1. Develop a district wide plan for looking at student data, including identification of digital tools that will provide student learning benchmark in areas of math and literacy.</td>
<td>All Administrators and Educators</td>
<td>7/2/2019</td>
<td>6/30/2020</td>
</tr>
<tr>
<td>2. Create/identify common formal/informal assessments</td>
<td>Teachers, specialists, and coaches</td>
<td>7/2/2019</td>
<td>6/30/2020</td>
</tr>
<tr>
<td>3. Provide Professional Development to support use of tools and resources for data collection and monitoring student progress.</td>
<td>All Administrators and Educators</td>
<td>7/2/2019</td>
<td>6/30/2020</td>
</tr>
</tbody>
</table>

Indicators of Accomplishment:
- Teams to gather and utilize specific subgroup data to identify student need
- Evidence of Staff PD participation
- Common assessments
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**Goal 2:** To foster and strengthen the social-emotional well-being of the school community

**Objective 2.1:** Identify and provide professional development and resources for families, students, and staff.

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<tbody>
<tr>
<td>1. Collect and review research/data regarding effective SEL programs and practices</td>
<td>Leadership Council, Building Staff</td>
<td>7/2019</td>
<td>6/2020</td>
</tr>
<tr>
<td>2. Identify and allocate for professional development opportunities for staff and leadership opportunities for students.</td>
<td>Assistant Superintendent</td>
<td>7/2019</td>
<td>6/2020</td>
</tr>
<tr>
<td>3. Develop or locate an assessment tool used to assess the school climate and needs. Evaluate data</td>
<td>Principals, School Council</td>
<td>7/2019</td>
<td>6/2020</td>
</tr>
<tr>
<td>4. Introduce the social competencies such as Collaborative for Academic, Social, and Emotional Learning (CASEL)</td>
<td>Assistant Superintendent, Principals, Building Staff</td>
<td>7/2019</td>
<td>6/2020</td>
</tr>
</tbody>
</table>

**Indicators of Accomplishment:**
- Communication of SEL programs with families
- List of professional development opportunities; Agendas and Postings.
- Assessment tool along with analysis
- Evidence of social competencies introduced
Goal 2: To foster and strengthen the social-emotional well-being of the school community.

Objective 2.2: Embed consistent social-emotional learning practices across curriculum.

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<tr>
<td>1. Address students’ emotional, behavioral and physical health needs through the addition of additional staff (i.e. adjustment counselors/SEL coaches, nurses, psychologists, and to be determined)</td>
<td>Leadership Council, Assistant Superintendent</td>
<td>7/2019</td>
<td>6/2020</td>
</tr>
<tr>
<td>2. Integrate SEL curriculum and audit current practices to promote emotional intelligence.</td>
<td>Assistant Superintendent, School Counselors, Curriculum Coordinator, Department Heads, Academic Coaches, Teachers</td>
<td>7/2019</td>
<td>6/2020</td>
</tr>
<tr>
<td>3. Group meetings with students to foster understanding of the social emotional framework (CASEL)</td>
<td>Principals, School Counselors, Teachers</td>
<td>7/2019</td>
<td>6/2020</td>
</tr>
</tbody>
</table>

Indicators of Accomplishment:
- Procure additional staff
- Evidence of SEL across curriculum (such as teacher and student artifacts)
- Meeting agendas, lesson plans, meeting dates, student artifacts
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Action Plan Form

Goal 2: To foster and strengthen the social-emotional well-being of the school community.

Objective 2.3: Engage, educate, and partner with student, families and communities.

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<tbody>
<tr>
<td>1. Continue and/or develop initiatives, such as SPARK KINDNESS, to create strong connections and engage school community and create strong connection.</td>
<td>Leadership Council</td>
<td>7/2019</td>
<td>Ongoing</td>
</tr>
<tr>
<td>2. Generate a list of topics and family resources about SEL</td>
<td>Leadership Counsel</td>
<td>7/2019</td>
<td>6/2020</td>
</tr>
<tr>
<td>3. Explore opportunities for students to engage, promote, and educate others about SEL (example: Student to student mentorship)</td>
<td>Principals, Building Staff</td>
<td>7/2019</td>
<td>6/2020</td>
</tr>
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</table>

Indicators of Accomplishment:
- Meeting announcements, agendas, minutes
- Meeting notes, list of resources, survey results
- List of opportunities for students to engage in SEL implementation
**Walpole Public Schools**  
**Action Plan Form**

**Goal 3:** To develop thoughtful, responsible, and engaged citizens.

**Objective 3.1:** Provide students with opportunities to engage in an inclusive, positive, and respectful school culture.

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<tbody>
<tr>
<td>1. Continue to promote and build awareness around each school’s core values and culture.</td>
<td>Principals, Building Staff</td>
<td>7/2019</td>
<td>6/2020</td>
</tr>
<tr>
<td>2. Identify and create new opportunities to increase student engagement, including volunteer opportunities, in afterschool activities/enrichment.</td>
<td>Principals, Building Staff</td>
<td>7/2019</td>
<td>6/2020</td>
</tr>
<tr>
<td>3. Evaluate current practices and identify opportunities in the process of developing new ways to work towards positive culture.</td>
<td>Principal, Building Staff</td>
<td>7/2019</td>
<td>6/2020</td>
</tr>
<tr>
<td>4. Keep parents informed of school events and opportunities which improve school culture.</td>
<td>WPS Staff</td>
<td>7/2019</td>
<td>6/2020</td>
</tr>
</tbody>
</table>

**Indicators of Accomplishment:**
- Survey parents about effectiveness of communication and preferred communication methods
- Continued assemblies
- Participation rate in after school activities
- Survey students for suggestions for new activities
Walpole Public Schools
Action Plan Form

**Goal 3:** To develop thoughtful, responsible, and engaged citizens.

**Objective 3.2:** Establish local relationships by connecting our students with community stakeholders.

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<tr>
<td>1. Initiative the process of connecting with the local community to begin to create a database of volunteer opportunities</td>
<td>Principals, Guidance Counselors</td>
<td>7/2019</td>
<td>6/2020</td>
</tr>
<tr>
<td>2. Begin to develop and initiate a networking night with local stakeholders for parents/students to learn about volunteer opportunities</td>
<td>Principals, Guidance Counselors</td>
<td>7/2019</td>
<td>6/2020</td>
</tr>
<tr>
<td>3. Investigate the possibility of a community liaison position</td>
<td>Leadership Council</td>
<td>7/2019</td>
<td>2/2020</td>
</tr>
</tbody>
</table>

**Indicators of Accomplishment:**
- Database of local resources for volunteer opportunities, including connections to local government, district schools, and Walpole Community
- Networking night
- Identification and communication with other districts that have community liaison positions
Walpole Public Schools  
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**Goal 3:** To develop thoughtful, responsible, and engaged citizens.

**Objective 3.3:** Develop ethical students who value multiple perspectives and demonstrate responsible citizenship.

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<tbody>
<tr>
<td>1. Align the History and Social Science frameworks grades K – 12 with the new standards by incorporating lessons on citizenship and perspective taking.</td>
<td>Administration, Principals, History Department Chair, Teachers</td>
<td>6/2019</td>
<td>2/2020</td>
</tr>
<tr>
<td>2. At each grade level, develop and implement a Digital Citizenship Curriculum that incorporates strands from the DLCS Frameworks that explores and informs students with what it means to be a good digital citizen.</td>
<td>Administration, Assistant Superintendent, Digital Learning Coaches, Director of Digital Learning</td>
<td>7/2019</td>
<td>2/2020</td>
</tr>
<tr>
<td>3. Provide families with “snapshot” of the events taking place in schools or around the community through use of social media.</td>
<td>WPS Staff</td>
<td>7/2019</td>
<td>2/2020</td>
</tr>
<tr>
<td>4. Provide WPS staff with professional development around teaching students to be more productive members of society</td>
<td>Assistant Superintendent, Principals, DLC</td>
<td>7/2019</td>
<td>2/2020</td>
</tr>
</tbody>
</table>

**Indicators of Accomplishment:**
- Implementation of the new History and Social Science Frameworks
- Indicators of PD opportunities
- Use of social media
Goal 4: To ensure that facilities and resources support student learning and well-being.

Objective 4.1: Effectively provide for the safety and welfare of all members of the Walpole School community.

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<tbody>
<tr>
<td>1. Standardize Emergency Protocols within the District.</td>
<td>Leadership Council</td>
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<tr>
<td>2. Conduct age-appropriate Critical Incident Drills/Training at all levels (including A.L.I.C.E., Train Safety: Operation Lifesaver) and communicate with families</td>
<td>Administration and Walpole Police Department</td>
<td>Twice yearly</td>
<td>Ongoing</td>
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<tr>
<td>3. Educate and communicate 911 texting/geofencing with community members</td>
<td>Administration and Walpole Police Department</td>
<td>9/2018</td>
<td>6/2019</td>
</tr>
<tr>
<td>4. Review Memorandum of Understanding between Walpole Public Schools, Walpole Police Department and District Attorney’s Office</td>
<td>Administration and Walpole Police Department</td>
<td>7/2019</td>
<td>8/2019</td>
</tr>
<tr>
<td>6. Continue to improve upon security technology within school offices and buildings. Including, but not limited to the following: Security Cameras Door locking mechanisms Panic Buttons</td>
<td>Administration, Walpole Police Department</td>
<td>2/2019</td>
<td>Ongoing</td>
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</tbody>
</table>

Indicators of Accomplishment:
- ALICE Training completion certificate
- WPS Threat Assessment Protocol
- Completion of Operation Lifesaver Training
Goal 4: To ensure that facilities and resources support student learning and well-being.

Objective 4.2: Identify and plan for future ready facilities projects

<table>
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<tr>
<td>• Initial Compliance Certification</td>
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<td>• School Building Committee</td>
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<tr>
<td>• Educational Profile Questionnaire</td>
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<td>• Online Enrollment Projection</td>
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<tr>
<td>• Enrollment/Certification Executed</td>
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<tr>
<td>• Maintenance and Capital Planning Information</td>
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<tr>
<td>• Local Vote Authorization</td>
<td></td>
<td></td>
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<tr>
<td>• Feasibility Study Agreement</td>
<td></td>
<td></td>
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<tr>
<td>2. High School addition/renovation</td>
<td>School and Town Administration, School Committee</td>
<td>7/2019</td>
<td>Ongoing</td>
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<tr>
<td>• Identify priorities for the high school</td>
<td></td>
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<tr>
<td>• Planning and design</td>
<td></td>
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<tr>
<td>3. Maintenance and improvement of elementary school, middle school and high school buildings and athletic fields</td>
<td>School Administration, Town Administration and Department of Public Works</td>
<td>7/2019</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

Indicators of Accomplishment:
- Completion and submission of MSBA documents
- Identification of high school building priorities
Goal 4: To ensure that facilities and resources support student learning and well-being.

Objective 4.3: Identify, secure, and responsibly manage sustainable funding for all school department needs.

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<tr>
<td>1. Build community support for the middle and high school projects.</td>
<td>School Committee and Administration</td>
<td></td>
<td>Ongoing</td>
</tr>
<tr>
<td>2. To enhance non-appropriated revenue sources (Revolving Accounts, Grant funding, etc.)</td>
<td>Administration and School Committee</td>
<td>7/2019</td>
<td>Ongoing</td>
</tr>
<tr>
<td>3. To investigate the reallocation of existing resources to better serve current student learning needs.</td>
<td>Administration and School Committee</td>
<td>7/2019</td>
<td>Ongoing</td>
</tr>
<tr>
<td>4. Continue to develop understanding and support for an operating budget that meets the growth needs of students.</td>
<td>Administration, School Business Administrator and School Committee</td>
<td>7/2019</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

Indicators of Accomplishment:
- Annual Report
- Evidence of community engagement and outreach
- Begin MSBA Feasibility Study