



**WALPOLE PUBLIC SCHOOLS**

**STRATEGIC PLAN 2019 - 2024**

**MISSION STATEMENT**

**GUIDING BELIEFS**

**VISION STATEMENT**

**GOALS AND OBJECTIVES**

## INTRODUCTION

This document presents the five year 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

### 2022 Strategic Planning Committee Members

Barner, David - Principal, Old Post Road School  
Bemiss, Brian - Principal, Fisher School  
Braccini, Joseph - Dept. Chair, Unified Arts  
Burke, B.J. – Digital Learning Coach  
Cashman, Conor – JMS Assistant Principal  
Castro, Jesenia - METCO Director  
Connor, Ed- Principal, Bird Middle School  
Cosgrove, Liana – Community Member/Parent  
Culliton, Lauren - Dept. Chair, English  
Cummings-Watanabe, Lokelani – METCO Academic Advisor  
Cuzzi, Dave - WTA President  
Dearborn, Brendan - Principal, Boyden School  
Denitzio, Kari, School Committee Member  
Donohue, Mike - Dept. Chair, Social Studies  
Findley, Shannon - ELA Coordinator  
Frischia, Michael - School Business Administrator  
Gallivan, Nancy - School Committee Member  
Garvin, Kathi - Nurse Manager  
Gingras, Katie – Middle School Counselor  
Hall, Maria - Director, School Nutrition  
Holmes, Shantae – Community Member  
Imbusch, Stephen Principal, Walpole High School  
Kujawski, Dave - Teacher  
Ranieri, Melissa - Board of Health  
Martin, Julie - Director, Daniel Feeney Preschool  
Martinez Miralda, Joy – WHS METCO Student  
Masterson, Jill – Middle School Math  
Morgenweck, Steve – JMS Principal  
Mullaney, Dan - Teacher  
Naismith, Lori - Teacher  
Naylor, Meghan - Special Ed. Team Chair  
O’Leary, John – JMS Assistant Principal  
Osborne, Lisa - Dept. Chair, Foreign Language  
Powers, Sean – WHS Assistant Principal  
Pyne, Christina - Out of District Coordinator  
Queally, Ph.D., John - Director of Pupil Services  
Ratyna, Anthony – Teacher  
Thomas Reeve – Dir. Of Technology Integration  
Ruggiero, Carrie - Principal, Elm Street School  
Sarah Scales – JMS Social Worker  
Syrek, Kristen - Parent/School Committee Member  
Tobey, Lee - Assistant Principal  
Wyman, Ann Marie – Middle School Tech Teacher  
Yancey, Zaniia – WHS METCO Student

**Bridget A. Gough, Ed.D., Superintendent**  
**William R. Hahn, Ed.D., Assistant Superintendent**

## Mission Statement

*Walpole Public Schools educates all students to achieve success.*

## 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 of 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 levels.*

## Goals and Objectives

1. To provide an engaging curriculum, differentiated instruction, and ongoing assessments for all students.
  - 1.1 Create consistent, coherent, and sustainable curriculum maps for PreK – 12
  - 1.2 Provide personalized 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 in order to develop responsible and engaged citizens
  - 2.1 Identify and provide professional development and resources for families, students, and staff
  - 2.2 Embed consistent social emotional learning practices across curriculum
  - 2.3 Engage, educate, and partner with students, families and communities
  - 2.4 Develop ethical students who value multiple perspectives and demonstrate responsible citizenship in the school and community
3. To demonstrate a high level of Cultural Proficiency as evidenced by active promotion of diversity in all aspects of instruction, learning, and participation, thus ensuring equity for all and full inclusion of members of the educational and greater community
  - 3.1 Focused leadership to analyze and promote diversity, equity, and inclusion in Walpole Public Schools
  - 3.2 Create a shared community vision of belonging where everyone feels accepted, valued, heard and encouraged to participate as their authentic selves
  - 3.3 Infuse diversity, equity, and inclusion within the curricular and co-curricular activities and instruction
4. To ensure that facilities and resources support student learning and well-being
  - 4.1 Effectively provide for the safety, health 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

# GOAL 1 ACTION STEPS

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

**Objective 1.1: Create consistent, coherent and sustainable curriculum maps for PreK - 12**

Action Steps	Person(s) Responsible	Begin Date	Completion Date
1. Determine definition, purpose, and audience of curriculum maps	Assistant Superintendent, Director of Student Services, Principals, Department Chairs, Department Coordinators, Curriculum Coaches, etc.	2/4/20	Ongoing
2. Review and revise curriculum review cycle, which include identified areas of improvement in order to strengthen instruction	Assistant Superintendent, Director of Student Services, Principals, Department Chairs, Department Coordinators, Curriculum Coaches, etc.	7/1/2019	Ongoing
3. Dedicate consistent professional development time/resources to update and communicate curriculum scope and sequence with all stakeholders	Assistant Superintendent, Principals, Department Chairs, Department Coordinators, Curriculum Coaches	Fall 2021	Ongoing
4. Dedicate professional development time to develop curriculum maps for Science/Technology, Engineering and Math	Assistant Superintendent, Principals, Department Chairs, Department Coordinators, Curriculum Coaches, Curriculum Coordinators, Educators	7/2/2021	Ongoing
5. Vertical articulation of curriculum and effective instructional practices	Principals, Department Chairs, Department Coordinators, Curriculum Coaches, Curriculum Coordinators, Educators	2/24/21	Ongoing
<b>Indicators of Accomplishment:</b> <ul style="list-style-type: none"> <li>• Timeline of curriculum review cycle</li> <li>• Calibrate curriculum across grade levels and state standards to ensure vertical and horizontal alignment</li> <li>• Published review cycle and curriculum maps</li> <li>• Consistent implementation of curriculum across grades and subject areas</li> </ul>			

# GOAL 1 ACTION STEPS

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

**Objective 1.2: Provide personalized learning through flexible instructional practice that fosters growth for all students**

Action Steps	Person(s) Responsible	Begin Date	Completion Date
1. Identify models of instruction, materials and resources that will be utilized by classroom teachers to meet the needs of all students	All Administrators and Educators	7/2/2019	Ongoing
2. Dedicate Professional Development time to support the curriculum coaching model	Assistant Superintendent, Principals, Department Chairs, Department Coordinators, Curriculum Coaches	7/2/2019	6/2023
3. Dedicate Professional Development time to learn of and share student-centered learning pedagogies and authentic learning experiences that connect students to the real world	All Administrators and Educators	7/2/2019	6/2023

**Indicators of Accomplishment:**

- Purchase and 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 ACTION STEPS

**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**

Action Steps	Person(s) Responsible	Begin Date	Completion Date
1. Develop a district wide plan for looking at student data	Assistant Superintendent, Director of Student Services, Principals, Department Chairs, Department Coordinators, Curriculum Coaches, etc.	7/2/2019	Ongoing
2. Utilize digital tools and common assessments that will provide student learning benchmark data in areas of math and literacy	All Administrators and Educators	7/2/2019	Ongoing
3. Provide Professional Development to support the use of digital tools and benchmark assessments for data collection and monitoring student progress	All Administrators and Educators	7/2/2019	Ongoing
<p><b>Indicators of Accomplishment:</b></p> <ul style="list-style-type: none"> <li>• Teams to gather and utilize specific subgroup data to identify student need</li> <li>• Evidence of Staff Professional Development participation</li> <li>• Plan for looking at data</li> <li>• Common assessments</li> </ul>			



# GOAL 2 ACTION STEPS

**Goal 2: To foster and strengthen the social-emotional well-being of the school community in order to develop responsible and engaged citizens**

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

Action Steps	Person(s) Responsible	Begin Date	Completion Date
1. Consistently analyze results of student surveys to measure climate in reference to Social-Emotional Learning	Leadership Council, SEL Committee	7/2019	6/2024
2. Consistently analyze results from family surveys to measure climate in reference to Social-Emotional Learning	Leadership Council, SEL Committee	7/2021	6/2024
3. Identify and allocate funding for professional development opportunities in order to build understanding of the social competencies such as Collaborative for Academic, Social, and Emotional Learning (CASEL)	Assistant Superintendent, Principals, Building Staff	7/2019	6/2024
4. Provide Walpole Public School staff with professional development in relation to teaching students to be more productive members of society	Assistant Superintendent, Principals, Digital Learning Coaches	7/2019	6/2024

**Indicators of Accomplishment:**

- Assessment tool along with analysis
- Survey response rates
- Action steps, goals and/or benchmarks developed from data analysis; evidence of communicating results
- Tools that are available to the community to increase communication and awareness
- Meeting agenda, professional development offerings, application of CASEL in classroom instruction and student assemblies/class meetings
- List of professional development opportunities; agendas and postings
- Defined roles and responsibilities as middle schools merge into one
- Review of impact on recently added new positions
- SEL Frameworks in regards to WPS Curriculum

# GOAL 2 ACTION STEPS

**Goal 2:** To foster and strengthen the social-emotional well-being of the school community in order to develop responsible and engaged citizens

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

Action Steps	Person(s) Responsible	Begin Date	Completion Date
1. Continue assessment of staffing levels to support students' need for SEL, and to address emotional, behavioral and physical health; procure and/or allocate additional staff as needed	Leadership Council, Assistant Superintendent	7/2019	6/2024
2. Collect and analyze research/data regarding effective SEL programs and practices; communicate results	Leadership Council, Building Staff	7/2019	6/2024
3. Integrate SEL curriculum and audit current practices to promote emotional competencies	Assistant Superintendent, School Counselors, Curriculum Coordinator, Department Heads, Academic Coaches, Teachers	7/2019	6/2024

**Indicators of Accomplishment:**

- Allocation and procurement of additional staff
- Data regarding academic achievement, reduction of discipline, visits to nursing departments, absenteeism, incidental management data, teacher feedback reports, IST/SST referrals, Special Education and 504 Referrals, student hospitalization
- Evidence of SEL across the curriculum; teacher and student artifacts; school wide presentations; School Counselor group data

# GOAL 2 ACTION STEPS

**Goal 2:** To foster and strengthen the social-emotional well-being of the school community in order to develop responsible and engaged citizens

**Objective 2.3:** Engage, educate, and partner with students, families and communities

Action Steps	Person(s) Responsible	Begin Date	Completion Date
1. Continue and/or develop initiatives, to create strong connections and engage the school community	SEL Committee, Leadership Council, School Committee	7/2019	6/2024
2. Generate a list of topics and family resources about SEL. Ensure that there is effective communication about ongoing district SEL work	SEL Committee	7/2019	6/2024
3. Identify and expand leadership opportunities for students in order to build an understanding of the social competencies such as Collaborative for Academic, Social, and Emotional Learning (CASEL).	Assistant Superintendent, SEL Committee	7/2019	6/2024

**Indicators of Accomplishment:**

- Meeting announcements, agendas, securing funding to drive initiatives
- List of opportunities for students to engage in SEL implementation; student to student mentorship; student to counselor/teacher relationships
- List/location of resources; evidence of sharing with families such as newsletters and principal emails

# GOAL 2 ACTION STEPS

**Goal 2:** To foster and strengthen the social-emotional well-being of the school community in order to develop responsible and engaged citizens

**Objective 2.4:** Develop ethical students who value multiple perspectives and demonstrate responsible citizenship in the school and community

Action Steps	Person(s) Responsible	Begin Date	Completion Date
1. Evaluate current practices and identify opportunities in the process of developing new ways to work towards positive culture. Continue to promote and build awareness around each school's core values and culture	Principals, Building Staff	7/2019	6/2024
2. Identify and create new opportunities to increase student engagement in afterschool activities/enrichment.	Principals, Building Staff	7/2019	6/2024
3. Explore funding a stipended community outreach position at each school level who would comprise the task force	Leadership Council	7/2019	6/2024
4. Align the History and Social Science frameworks grades K – 12 with the new standards by incorporating lessons on citizenship and perspective taking	Administration, Principals, History Department Chair, Teachers	6/2019	6/2024
5. 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	Administration, Assistant Superintendent, Digital Learning Coaches, Director of Digital Learning	7/2019	6/2024

## Indicators of Accomplishment:

- Participation rate increase in after school activities
- Survey students for suggestions for new activities
- Expanded opportunities for afterschool activities/enrichment
- Implementation of the new History and Social Science Frameworks
- Indicators of Professional Development opportunities
- Establish a task force to help create the community outreach database
- Schedule a networking night
- Database of local resources for volunteer opportunities, including connections to local government, district schools, and Walpole Community
- Create a method to collect data regarding opportunities
- Networking night with local stakeholders for parents/students to learn about volunteer opportunities.
- Share opportunities and success stories of community service with students, families, and the community via social media and other platforms.

# GOAL 3 ACTION STEPS

**Goal 3: To demonstrate a high level of Cultural Proficiency as evidenced by active promotion of diversity in all aspects of instruction, learning, and participation, thus ensuring equity for all and full inclusion of members of the educational and greater community**

**Objective 3.1:** Focused leadership to analyze and promote diversity, equity, and inclusion in Walpole Public Schools

Action Steps	Person(s) Responsible	Begin Date	Completion Date
1. Complete an Equity audit of our district which reviews: <ol style="list-style-type: none"> <li>Population data</li> <li>Attendance data</li> <li>Discipline data</li> <li>Academic performance data</li> <li>Recruitment and hiring practices</li> <li>Mentoring and staff development programs</li> <li>Policies</li> </ol>	All Education Community	7/01/2021	6/15/2023
2. Determine the structure dedicated to Diversity, Equity, and Inclusion: <ol style="list-style-type: none"> <li>Research models of other districts</li> <li>Determine most effective hierarchical structure</li> <li>Implement the plan based on results of DEI audit</li> <li>Consistent monthly collaboration.</li> </ol>	All Administrators and Educators	6/15/22	Ongoing
3. Creation of unified, district language around mission and goals. <ol style="list-style-type: none"> <li>Ensure communication and transparency to all stakeholders</li> <li>Create and promote clearly defined terms related to diversity, equity, and inclusion for consistent use across the district, with consideration for grade-level appropriateness</li> </ol>	All Administrators and Educators	6/15/2022	Ongoing

**Indicators of Accomplishment:**

- Completed Audit
- Findings shared with Stakeholders
- Structure determination
- Consistent collaboration and transparent communication
- Working glossary of terms created

# GOAL 3 ACTION STEPS

**Goal 3: To demonstrate a high level of Cultural Proficiency as evidenced by active promotion of diversity in all aspects of instruction, learning, and participation, thus ensuring equity for all and full inclusion of members of the educational and greater community**

**Objective 3.2: Create a shared community vision of belonging where everyone feels accepted, valued, heard and encouraged to participate as their authentic selves**

Action Steps	Person(s) Responsible	Begin Date	Completion Date
1. Partner with existing groups or programs to: a. Create a shared vision and mission b. Enhance Community Partnerships – METCO, PAC, EL PAC, SEPAC, Be Inclusive, MPDE, etc. c. Affinity groups/organizations d. Multicultural community events and workshops on relevant topics	Administration, school employees, DEI leadership team	7/01/2021	Ongoing
2. Analyze audit results and solicit information from staff to determine Professional Development opportunities.	All Administrators and Educators	7/1/2022	Ongoing
3. Develop system to track audit findings and data/metrics (Google Data Studio) a. Population data b. Attendance data c. Discipline data d. Academic performance data e. Recruitment and hiring practices f. Mentoring staff development programs g. Policies	All Administrators and Educators	TBD	Ongoing
4. Dissemination of unified, cross-district, transparent communication plan, streaming from DEI structure, incorporated within the district communication plan a. Create dedicated webpage for DEI on district webpage b. Social media c. Email d. DEI newsletter monthly	All Administrators and DEI leadership team	3/8/22	Ongoing

**Indicators of Accomplishment:**

- Sharing of data
- Regular schedule of meetings and community events
- Community members are engaged in activities and events that build intercultural skills and clear communication plan
- Professional development schedule
- Consistent communications shared regularly

**NOTE:**

An **inclusive culture** starts from the premise that everyone in the **school** – students, educators, administrators, support staff and parents – should feel that they belong, realize their potential, and contribute to the life of the **school and community**.

# GOAL 3 ACTION STEPS

**Goal 3: To Demonstrate a high level of Cultural Proficiency as evidenced by active promotion of diversity in all aspects of instruction, learning, and participation, thus ensuring equity for all and full inclusion of members of the educational and greater community**

**Objective 3.3: Infuse diversity, equity, and inclusion within the curricular and co-curricular activities and instruction**

Action Steps	Person(s) Responsible	Begin Date	Completion Date
1. Increase and diversify the selection of books and media to reflect the population of our community a. Explore ways to ensure comprehensive review of materials across buildings b. Continually examine curricular resources through a lens of DEI	All Administrators and Educators	07/01/2021	Ongoing
2. Provide formal and informal opportunities for staff development and guidance related to vetting curricular resources and classroom practices a. CR 24 Training b. Washington Model	All Administrators and Educators	07/01/2021	Ongoing
3. Examine curricular resources and classroom practices in order to ensure a uniform vetting process for instructional materials, practices, and opportunities	All Administrators and Educators	07/01/2021	Ongoing
4. Expand co-curricular opportunities, Affinity groups	All Administrators and Educators	07/01/2021	Ongoing
5. Provide professional development opportunities related to curriculum development in coordination with: a. Be Inclusive b. Specialists c. Curriculum coordinators, coaches, specialists, Special Education d. DESE office for DEI e. METCO, PAC, EL PAC, SEPAC, etc	All Administrators and Educators	07/01/2021	Ongoing
6. Use the observation process to highlight and inform teaching practices aligned with DESE's standards on cultural proficiency	All Administrators and Educators	07/01/2021	Ongoing

**Indicators of Accomplishment:**

- Introduce new curriculum materials – at least one per grade level – within 2 years. (Some materials may address more than one grade level)
- Platform for staff to share resources, struggles, accomplishments, and challenges
- Identification of curriculum projects created
- Enhancement of classroom libraries
- Evidence of aligned goals, school council, improvement plans, professional learning goal

# GOAL 4 ACTION STEPS

**Goal 4: To ensure that facilities and resources support student learning and well-being**

**Objective 4.1: Effectively provide for the safety, health and welfare of all members of the Walpole school community**

Action Steps	Person(s) Responsible	Begin Date	Completion Date
1. Review, update and communicate Health, Safety and Critical Incident Emergency Protocols within the District.	Leadership Council	SC Meeting Spring 2020	Ongoing
2. Review, implement, and provide for ongoing CDC recommended cleaning, disinfecting, ventilation, and PPE protocols that are deemed necessary and appropriate for the district.	Administration, Nurse Leader, Walpole Health Dept., Custodian	2/2021	Ongoing
3. Conduct age-appropriate Critical Incident Drills/Training at all levels (including A.L.I.C.E., Community Safety Training) and communicate with families.	Administration and Walpole Police Department	Yearly	Ongoing
4. Develop and communicate a framework to support the 1 to 1 district initiative by formalizing the protocols: <ul style="list-style-type: none"> <li>• Device Selection</li> <li>• Replacement Cycles</li> <li>• Repair/Insurance fee program</li> <li>• AUP Review</li> <li>• Use of DESE 2021 Digital and Computer Science Curriculum and Digital Citizenship Programs</li> <li>• Design training for students and parents</li> <li>• Communicate to stakeholders</li> </ul>	Town and School Administration, DLCs, Tech. Dept.	3/2022	Ongoing
5. Monitor and update, as needed, the <i>Memorandum of Understanding</i> between Walpole Public Schools, Walpole Police Department and District Attorney's Office.	Administration and Walpole Police Department	9/2020	Ongoing
6. Continue to improve upon security technology in conjunction with new building project, including, but not limited to the following:	Administration, Walpole Police Department	2/2020	Ongoing



# GOAL 4 ACTION STEPS

<ul style="list-style-type: none"><li>• Security cameras</li><li>• Access controls: card swipes/fobs</li></ul>			
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## **Indicators of Accomplishment:**

- ALICE Training completion certificate
- District Cleaning Protocols
- Critical Incident Protocols
- Health and Wellness Safety Protocols
- Contact Tracing
- Custodial staff training
- Revised HVAC Maintenance practices
- School Drill Logs
- Updated Memorandum of Understanding
- Evidence of newly acquired cameras, infrastructure

# GOAL 4 ACTION STEPS

**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**

Action Steps	Person(s) Responsible	Begin Date	Completion Date
1. MSBA Project - Completion of Module 4: Schematic Design	School and Town Administration, School Committee, School Building Committee	Ongoing	Summer 2021 Completed
2. MSBA Project – completion of Module 5: Funding the Project	School and Town Administration, School Committee, School Building Committee, School Community, Community At-Large	11/2021	11/2021 Completed
3. MSBA Project – Module 6: Design Development	School and Town Administration, School Committee, School Building Committee	Fall 2021	Fall 2022
4. MSBA Project Module 7: Construction	School and town Administration, School Committee, School Building Committee	12/2022	Fall 2024
5. MSBA Project – Work toward long-term action steps (3-4 year horizon): <ul style="list-style-type: none"> <li>Module 8: Completing the Project</li> <li>Celebrating and communicating to stakeholders</li> </ul>	School Administration, Town Administration, School Committee, School Building Committee, School Community, Community at Large	Ongoing	2025

# GOAL 4 ACTION STEPS

<p>6. High School Project</p> <ul style="list-style-type: none"> <li>● Feasibility Study</li> <li>● Initial Schematic</li> <li>● Funding Options</li> <li>● Communicate to Stakeholders</li> </ul>	<p>School and Town Administration, School Committee</p>	<p>Feb. 2022</p>	<p>Ongoing</p>
<p><b>Indicators of Accomplishment:</b></p> <ul style="list-style-type: none"> <li>● Listening Sessions</li> <li>● Visioning Sessions</li> <li>● Principals' Workshops</li> <li>● Meet with Faculty, Parents, and Students</li> <li>● Community Feedback</li> <li>● School Building Committee Meetings</li> <li>● Feasibility Study Report</li> <li>● Schematic drawings</li> </ul>			

# GOAL 4 ACTION STEPS

**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.

Action Steps	Person(s) Responsible	Begin Date	Completion Date
1. Build community support for the high school project and secure related funding.	Town Administration, School Committee and Administration	2/2020	Ongoing
2. Communicate high school feasibility findings to stakeholders	Town Administration, School Committee and Administration	1/2022	Ongoing
3. To enhance non-appropriated revenue sources (Revolving Accounts, Grant funding, etc.).	Administration and School Committee	2/2020	Ongoing
4. Reallocation of existing resources to better serve current student learning needs.	Administration and School Committee	2/2020	Ongoing
5. Continue to facilitate understanding of and support for an operating budget that meets the growth needs of students.	Administration, School Business Administrator and School Committee	2/2020	Ongoing

**Indicators of Accomplishment:**

- Annual Report
- Evidence of community engagement and outreach
- SC Survey results at the conclusion of budget planning
- Begin MSBA Feasibility Study
- Begin High School Feasibility
- School Nutrition Department grants