Wachusett Regional School District

Technology Plan
2016 – 2021

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Executive Summary

Vision

The Wachusett Regional School District is committed to providing a safe educational environment in which everyone learns and collaborates in new and creative ways where technology seamlessly enriches our daily learning experiences.

The Role of Technology

For the Wachusett schools to be truly relevant and meaningful in our students' lives, the use of technology in teaching and learning must no longer be optional, but become a necessity. We believe the District must ensure that technology is available so that all students and educators can learn and continuously grow as independent, confident, resilient and thoughtful individuals who are able to explore new ideas, reflect on progress, and challenge themselves in today's ever changing world. In order to meet these needs, our District technology must support the communication needs of teachers and students alike, allowing them to exchange ideas and feedback at anytime. In addition, students and teachers must be able to utilize web-based tools and digital resources in order to collaborate, analyze data, and share information with others. To make this work, our technology infrastructure must be robust and omnipresent, and students must be surrounded by technology throughout their entire educational experience.

Wachusett Regional School District's Philosophy of Technology in Education

It's the District's belief that technology can truly improve teaching and learning when implemented correctly. By this, we mean that technology is used to enhance student learning by creating personalized, student-centered learning environments, where every student has equal access to the curriculum. It is the District's understanding, however, that not all learning is enhanced by the use of technology. Technology needs to be used where appropriate and when it helps students reach specific learning outcomes. Therefore, the District fully supports a balanced approach of technology use that also includes more traditional educational strategies.

It is also our belief that the District and our teachers need to be partners in this new educational experience and that training and support is ongoing. With the constant and rapid evolution of new technologies and the increase of information on how we learn, our teachers need to have access to quality, ongoing professional development. We believe that developing teachers who are comfortable and experienced integrating technology into their instruction is one of the most important goals of our District and its schools today. Technology and professional development must go hand-in-hand.

Part 1 - DESE Benchmarks:

The Massachusetts Department of Elementary and Secondary Education (DESE) provides technology planning guidelines and a set of six benchmarks to help local education agencies organize their technology plan and to help the DESE consistently measure success across the state. It is our intention that this long range planning will help our District secure funding, identify areas for targeted growth, and help to define our professional development needs. Ultimately, we believe that this plan will help our District better support student learning. The six benchmarks are, 1) Commitment to a clear vision and implementation strategies, 2) Technology integration and literacy, 3) Technology professional development, 4) Accessibility of technology, 5) Virtual learning and communications, and, 6) Safety, security, and data retention. Information detailed below for each benchmark was used to set the goals found in Part II of this plan.

Benchmark 1 - Commitment to Clear Vision and Implementation Strategies

A. Vision, Goals and Action Steps

Vision: The Wachusett Regional School District is committed to providing a safe educational environment in which everyone learns and collaborates in new and creative ways where technology seamlessly enriches our daily learning experiences.

To support the District's vision, technology needs to be fully integrated into all classrooms at all grade levels across the District. Achieving this vision will require a greater number of devices be made available in all of our schools to support the educational needs of our students and staff alike, periodic increases in Internet bandwidth based on user demand, access to a robust wireless networks, comprehensive curriculum planning, a focused professional development plan, and expanded support for technology integration and training.

Goals and Action Steps: This Technology Plan has been updated to align with the new District Strategic Plan (http://www.wrsd.net/documents/WRSDStrategicPlan.pdf) as set forth by the Superintendent of Schools and the School Committee. The Strategic Plan's theories of action, strategic objectives (goals) and relevant action steps are detailed on the following pages.

District Strategic Plan

Domain 1: Leadership, Governance, and Communication
If the district establishes a clearly defined set of goals, develops a responsible budget based on priority initiatives, and works closely with community stakeholders to communicate district needs and adopt the budget*, then* the district will have the resources to allow students to realize their highest potential.

Domain 1 Strategic Objectives
   A. Establish and communicate a clearly defined set of goals and strategic objectives to guide district and school improvement initiatives.

B. Develop a transparent budget that supports the district's goals and strategic objectives and share details with community stakeholders in an environment open to dialogue and collaboration.

C. Ensure that relevant information is communicated out to community stakeholders and is easily understood.

Domain 1 Action Steps supported by the Technology Plan:

1. Train selected personnel and the administrative team on the purpose and use of social media in the District for recruiting and sharing District news and events. Update school webpages to include social media integration.

2. Create an emergency communication plan in partnership with local police and fire. Share these plans on District and school webpages.

3. Provide advanced training for administrators and support staff on the use of the District's auto alert and email broadcast systems to ensure standardized communication protocols.

4. Create a WRSD Budget Book that is updated throughout the course of the budget season and is available online.

5. Develop a budget that addresses facility and technology needs in order to support effective instruction. Specific technology-related items are identified in the budget.

Domain 2: Aligned Curriculum

If educators implement an aligned curriculum that articulates common, well-defined learning outcomes with a focus on depth of understanding and critical thinking, *then* students will be prepared for the next level of learning.

Domain 2 Strategic Objectives:

A. Develop a consistently implemented and vertically aligned Pre K- 12 Curriculum.

B. Develop common, well-defined learning outcomes with a focus on depth of understanding and critical thinking across all grades and content areas.

Domain 2 Action Steps supported by the Technology Plan:

1. Provide teachers and students with access to tools that support differentiated, student-centered, personalized learning by expanding wireless infrastructure, Internet connectivity, and access to portable devices.

2. Provide staff with resources that allow them to remotely collaborate in the development and revision of curriculum documents.

3. Train staff in the use of these tools. Support staff and students as they use of these tools.

Domain 3: Effective Instruction

If educators implement evidence-based, high quality instructional practices focused on critical thinking, creativity, and collaboration, and systematically measure, analyze, and act upon student learning data, *then* all students will be challenged to grow as individuals and global citizens.

Domain 3 Strategic Objectives:

A. Implement evidence-based, high-quality instructional practices focused on critical thinking, creativity, and collaboration.

B. Systematically measure, analyze, and act upon student learning data.

C. Staff regularly use technology to support student learning, enhance student engagement, and work toward developing innovative instructional practices.

Domain 3 Action Steps supported by the Technology Plan:
1. Ensure that level of technology and infrastructure is sufficient to meet student and staff instructional needs.
2. Support and train staff in integrating technology into the classroom environment so that students are supported and engaged.
   a. Instructional staff differentiate core instruction and assessment to meet the diverse needs of all learners.
   b. Establish district wide and building based groups to research, pilot, and share best practices.
   c. Staff examine student data to evaluate and monitor student learning and evaluate instructional practices.
3. Staff regularly use technology to prepare students to be successful in and beyond school.
   a. Students consistently receive constructive, targeted feedback as well as guidance on how to improve.

Domain 4: Professional Development and Structures for Collaboration
If staff is consistently provided with professional development that enhances their content knowledge and their pedagogy is enriched through collaboration with staff across all schools in the district, *then* educators will be able to implement effective educational practices that will improve the learning and growth of all students.
Domain 4 Strategic Objectives:
A. Professional development includes high-quality job-embedded professional development aligned with district, school, and educator goals.
B. Systems, structures, and protocols are in place and used to guide collaborative discussions to improve implementation of the curriculum and instructional practices.
C. Professional development and structures for collaboration are evaluated for their effect on raising student achievement.
Domain 4 Action Steps supported by the Technology Plan:
1. Staff are trained in the use of survey data to monitor student needs and progress.
2. Professional development opportunities are specific, ongoing, and include a plan for support during the initial stages of implementation across all buildings.
3. The budget process supports identified professional development needs.
4. Staff will share best practices of using technology to support effective instruction.

Domain 5: Students' Social, Emotional, and Health Needs
If the district supports effective researched-based practices that promote a healthy school climate, builds an understanding of social, emotional and physical health as factors affecting learning, and works collaboratively with families and community services, *then* students will be able to utilize their knowledge and skills to maximize their learning potential.

Domain 5 Strategic Objectives:
A. Build an understanding of social, emotional and physical health as factors affecting learning.
B. Engage families and the community in a partnership to increase the district's capacity to address students' social, and emotional health needs.
Action Steps supported by the Technology Plan:

1. Educate all staff regarding student social, emotional and physical elements related to technology that could impact their learning.
2. Develop and implement lessons to help students learn to become safe and responsible digital citizens.

B. Technology Planning Committee

Name	Position	Location
Dr. Darryll McCall	Superintendent	District
Robert Berlo	Deputy Superintendent	District
Barry Sclar	Supervisor of Info Services	District
Kim Merrick	Administrator of Special Education	District
Kathi McCollumn	Principal	Paxton Center School
Dixie Herbst	Principal	Naquag Elementary School
Anthony DiBenedetto	Asst. Principal	WRHS
Scott Wahlstrom	Teacher	Paxton Center School
Scott Jaffe	Teacher	Glenwood Elementary School

C. Needs Assessment

Wachusett Regional School District assesses all technology products and services that are needed to improve teaching and learning on an annual basis. To develop the Needs Assessment, a variety of methods are employed, including an updated inventory and data from groups such as school faculty, administrative staff, and School Councils. The table below contains highlights from the most recent hardware and software inventory.

Desktop Computers
● All desktop computers are now on a sustainable refresh cycle. ● Approximately 200 desktop computers are planned to be replaced, beginning in FY19.
Staff Laptops
● A refresh schedule has been established for all WRHS staff laptops. The oldest units will be replaced each summer. ● All middle school teachers will receive new Chromebooks in FY18.
Student Laptops (Chromebooks)
● All grade 9 students were issued Chromebooks to use at school and home as the first phase of the District's 1:1 Program. ● There are currently 75 Chromebook carts available for student use across the District, which means that each school now has enough Chromebooks available to conduct the state mandated online testing (MCAS 2.0). Minimally, this means that there are enough devices in each school to allow at least one full grade level to take this online test at a time.

Servers
● All District servers were replaced between FY17 and FY18.
● No new server purchases are anticipated until at least FY20.

Network Infrastructure
● Internet bandwidth has been increased district-wide by 400%
● Robust school-wide wireless networks have been installed at all K-12 schools except Glenwood and Naquag. The town of Rutland is currently scheduling the work in those two remaining schools.
● Upgrading network switches as needed in some schools is now being planned for FY19. The District has applied for grant funds to help defray the cost of this.

Printers
● Our printer fleet is meeting current needs and does not require significant upgrades at this time. An emphasis on electronic assignment submission may reduce overall printing needs.

Conclusions:
- More progress must be made to increase the availability of portable devices that can be easily integrated with traditional classroom activities and, in addition, be used to support learning wherever it takes place. The local budget needs to support the purchase of laptop carts as needed in all schools rather than relying on external funds, grants, and donations.
- Staff laptops need to be current to allow staff to integrate technology into their instructional practices.
- Hardware refresh cycles need to be set at four years to maintain essential functionality.
- All school buildings must have robust, up-to-date wireless networks that support student and staff needs.
- Internet bandwidth capacity needs to be increased to match user needs and to support additional device acquisitions.
- Training and support must meet staff needs and be ongoing.

D. Budget

According to the DESE guidelines for technology per pupil expenditures, Wachusett Regional School District routinely funds technology at the Early Tech level. Currently, the District is spending a little more than $130 per pupil in the FY18 budget. In the table at the top of the next page, the column entitled "Tech Budget" lists all expenditures related to technology as reported out in our annual end of the year reports and in the current budget (i.e., all Munis accounts related to technology). Technology spending includes software, hardware, Internet access, network costs, repair costs, supplies, contracted services, and salary expenses.

Spending at the Proficient or Advanced level is viewed by the state as a level that will support ongoing district technology needs, including an annual plan for hardware lifecycle costs, increasing bandwidth needs, ongoing, job-embedded professional development, instructional support for staff, adequate technician support, contracted service fees, and department leadership.

DESE Guidelines: Early Tech-Less than $175/Pupil   Developing-$175-$300/Pupil
                        Proficient-$300-$425/Pupil   **Advanced-more than $425/Pupil**

FY	Enrollment	Tech Budget	Per Pupil Expense	Level
2013	7,469	$707,113	$95	Early Tech
2014	7,388	$749,914	$102	Early Tech
2015	7,349	$788,283	$107	Early Tech
2016	7,343	$1,100,895	$150	Early Tech
2017	7,298	$795,899	$109	Early Tech
2018*	7,148*	$936,304*	$131*	Early Tech

*Based on Oct. 1st enrollment numbers and the FY18 adopted budget

The District recognizes that technology plays a critical role in achieving its goals, however over the past few years the overall technology budget has not supported the implementation of our long-range technology plan goals. It should be noted, however, that although the technology budget has been limited in totality, the District has still worked to provide varying degrees of support staff, technology infrastructure, hardware, software applications, and contracted service initiatives. The lack of a consistent year-to-year funding of technology over the past decade or more has adversely affected our overall progress as a District and has not met our needs.

To maximize the technology budget in the past, we have regularly pursued creative ways to procure and utilize older technology such as donations, off-lease equipment purchases and embracing technology solutions such as cloud ready devices. It should be noted that the six-year average for technology expenditures is $846,401.

To make progress going forward, we need to have a technology budget that regularly supports our needs. A move up to the beginning of the next level of spending, referred to as Developing with an expenditure of at least $175 per pupil, would mean developing a budget with approximately $1,250,000 dedicated to technology (based on current student enrollment numbers). Moving to this higher level of spending on an annual basis would, if managed carefully, help us to meet most of our needs.

E. Evaluation of Requests

All technology requests from educators are reviewed by the technology department and administration to ensure that they support strategic initiatives and school improvement plan goals.

Benchmark 2 -Technology Integration and Literacy

A. Technology Integration

Goal #1	Met	Not Met
At least 90% of teachers use technology effectively every day outside of teaching time.		✔
Goal #2		
At least 90% of teachers use technology appropriately with students everyday to improve student learning.		✔

B. Technology Literacy

Goal #1	Met	Not Met
At least 90% of eighth grade students show proficiency in all MA Technology and Literacy standards and Expectations for grade 8.		✔
Goal #2		
At least 100% of teachers are working on meeting the proficiency level in technology, and by the end of the 2014-2015 school year, 90% of the teachers will have mastered 90% of the skills in the TSAT.		✔

C. Staffing

The District currently maintains a technology staff consisting of one Supervisor of Information Services, one Network Manager, one Applications Specialist, three Technology Associates, and five Technology Assistants (11 FTEs total). The District does not have a staff member with the title of technology director/coordinator.

The District does not currently have an instructional technology integration specialist. The High School Librarian is helping to supporting staff and students on a part time basis while balancing the demands of her job. The Supervisor of Information Services (SIS) partly fills the role of Technology Integration Specialist for the elementary and middle schools, however this makes up only a small part of the total responsibility of the SIS. The DESE recommends one technology integration specialist per 60-120 instructional staff. Wachusett Regional has approximately 550 instructional staff. This would translate into roughly five technology integration specialists to meet minimal DESE recommendations.

The District has staff specifically dedicated to data management and assessment. Currently, the District has a Deputy Superintendent who works in the Central Office and an Applications Specialist who works in the Technology Department to address our needs related to student and staff data management.

Goal #1	Met	Not Met
The District has a district-level technology director/coordinator. *		✔
Goal #2		
The District provides one FTE instructional technology specialist per 60-120 instructional staff to coach and model.		✔

Position	School	Current FTE	DESE Recommended Guidelines
Technology Director*	District	0.8	1
Data Manager	District	1.0	1
Network Administrator	District	1.0	1
Technology Integration*	Elementary	0.1	2 (1 for every 60-120 Staff)
	Middle School	0.1	1 (1 for every 60-120 Staff)

	High School	0	2 (1 for every 60-120 Staff)
Technology Support	District	8**	14 (1 for every 400 Computers)

*The current Supervisor of Information Services partly fills the role Technology Director and partly fills the role of Technology Integration Specialist for Prek-8. **Current level of support is 1 tech for every 700 computers.

Benchmark 3 -Technology Professional Development

Goal #1	Met	Not Met
At least 90% of District staff will have participated in high-quality P.D.		✔

Although technology professional development occurs throughout the school year and includes coaching, as-needed training, District-based mentoring, support groups, and online offerings, training initiatives have primarily focused on small groups and have not involved all staff. In addition, a lack of consistent funding of technology professional development has resulted in these training initiatives being limited in scope, unable to be sustained year-to-year, and only meeting the needs of a few.

To expand the scope and allow more staff to participate, technology professional development has to be consistently funded on an annual basis, include a wider variety of delivery models, and be based on input from staff. The district is now using Title IIA federal grant funds to support staff training on an annual basis, and this includes technology professional development.

Expanded delivery models need to include blended learning classes (face-to-face time with an online component), job-embedded training/support, just-in-time training, staff-driven professional development, teacher and student led share fairs, and study groups. Lastly, teacher and administrator professional development needs will be assessed at least every other year using the Massachusetts Technology Self-Assessment Tool, and annually using a locally created professional development survey.

Benchmark 4 - Accessibility of Technology

A. Hardware Access

Goal #1				Met		Not Met
The District has an average ratio of one high-capacity, Internet connected computer for each student.						✔
Benchmark	Currently	FY17	FY18	FY19	FY20	FY21
1:1 WRHS (Gr. 9-12)	No	Wire Bldg. & Tchr. PD	Gr. 9* & Tchr. P.D.	Gr.9-10* & Tchr. P.D.	Gr. 9-12* & Tchr. P.D.	Yes Gr. 9*
MS (Gr. 6-8)	Begun	Begin Teacher	Wiring Phase 2	Finish Wiring	Gr. 6 1-to-1	Gr. 6-8 1-to-1

		Training	3:1 Devices	2:1 Devices		
			Tchr. Trang.	Tchr. Traing.		
Elem (Gr. 1-5)	No	Begin Wiring	Wiring Phase 2	Wiring Phase 3	Finish Wiring	2:1
		Teacher Training	5:1 Devices	4:1 Devices	3:1	
			Tchr. Trang.	Tchr. Trang.		
Early Childhood	No	No	No	No	Tchr. P.D.	Bldg. Wiring
1:1 Teacher Laptops	No	Grades 9-12	Grades 6-8	Grades 3-5	Grades PK-2	Ongoing Replenish

*HS 1:1 initiative

Orange-plan not yet addressing; Purple-plan is in the process of addressing the need; Green-need has been met and the plan continues to support.

Technology Tools & Software Available to Students and Staff

The table below shows many - but not all - of the software products commonly used throughout the District.

District Software Titles			
PowerSchool	Student Information System	**MS Office**	Productivity Tools
Munis	HR / Financial	**Quicken**	Financial Management
G Suite	Email, Calendar, Docs	**Adobe Creative Suite**	Graphic Design Tools
Versatrans	Transportation	**Smart Notebook**	Interactive Whiteboard
Nutrikids	Food Services	**ExamView**	Test Generator
SNAP	Health Services	**CPS**	Student Response System
eSped	Special Ed / IEP	**AIMSWeb**	Student Assessment
Follett Destiny	Library Management	**Naviance**	College/Career Planning
School Messenger	Notification System	**IXL**	Self-Paced Learning
TeachPoint	Teacher Evaluation	**Raz-Kids**	Self-Paced Learning
Mojo Helpdesk	Help Desk	**Boardmaker**	Special Ed Software
FitnessGram	Physical Fitness	**Edmodo**	Learning Management
Google Classroom	Learning Management	**Educere**	Virtual Learning
TypingClub	Keyboarding Skills	**Clever**	Single Sign-On
Securly	Web Filtering / Reporting	**Family ID**	Online Athletic Sign-Ups
Lexia	Literacy Support/Assmnt.	**Smore**	Newsletter/Communication

B. Internet Access

Although Internet access is available on all computers and Internet-capable devices across the District, Internet usage patterns and bandwidth utilization needs are now very closely monitored as new devices are added to the network as a result of this technology plan. In fact, as we move closer to a 1:1 environment in the future years, Internet bandwidth will need to be increased in all locations in the District in order to better meet student learning needs and teacher instructional needs. Our school Internet connections have been increased since the adoption of this plan, but need to be scalable and in order to meet new DESE guidelines. Our goal for school Internet access is to be at least 1 Gbps for every 1,000 users (students and staff).

C. Networking (LAN/WAN)

All District buildings are currently connected to each other and the District office by means of a robust Wide Area Network. At this time, all essential District data is centralized at the Central Office datacenter. The datacenter is housed in a climate-controlled room with redundant power supplies and offsite storage.

In order to meet the learning needs of our students and to support the instructional demands of our teachers, all schools in the district either now have or will shortly have an updated wireless network supported by Power over Ethernet (PoE) switches in all the network closets. Any new access points will need to support the latest Wi-Fi Protocols in a high-density setup in order to continue to support all classrooms and learning spaces with a density of at least 1:1.

D. Staffing

Position	FTE	Year	Notes
Technology Director	1.0	FY20	Result of Dept. Reorganization. Lend direction to technology expansion, staff training, and communication with stakeholders (no net impact to budget)
Data Manager	1.0	FY20	Result of Dept. Reorganization (no net impact to budget)
Network Manager	1.0	FY18	Necessary to support expanded network use and increased number of devices (position is new to budget)
Technology Integration Specialists	1.0	FY19	HS Tech. Integration Specialist (new to budget)
	1.0	FY20	MS Tech. Integration Specialist (anticipated new to budget)
	1.0	FY21	Elementary Tech. Integration Specialist (anticipated new)
	1.0	FY22	District-wide Integration Specialist
Technology Support	8.0	Existing	Numbers of new devices expected to increase each year

Benchmark 5 - Virtual Learning and Communications

A. By the end of this plan, the District will encourage the development and use of innovative strategies for developing high-quality courses through the use of technology in the following ways:

1. Providing wireless Internet access to all students and staff in all buildings.
2. Utilization of digital tools and software to assess student learning and provide immediate student feedback.
3. Utilization of web-based tools to encourage student centered learning, and collaborative projects.
4. Communicating information and ideas respectfully to all students and families through the use of a variety of digital tools and environments.

B. By the end of this plan, the District will provide wireless Internet access to all students and staff throughout all buildings

C. Currently, students are able to collaborate with peers and instructors both in the classroom and at home through Google Apps for Education and other web-based tools in all grades. This Technology Plan includes training in the use of Web-based tools, including Google Classroom. Any Learning Management System, such as Google Classroom, could provide virtual learning opportunities, courses, collaborative projects, field trips, or discussions for students and staff.

D. The District maintains up-to-date websites that include information for parents and community members and has a consistent design across multiple schools by using templates for the main and common pages.

Benchmark 6 – Safety, Security, and Data Retention

A. The District has a CIPA-compliant Acceptable Use Policy (AUP) regarding Internet and network use (refer to School Committee policy 6531)**.** It should be noted that this policy will be reviewed as needed to ensure it aligns with the new DESE guidelines for "Responsible Use Policies." In addition, the district provides firewalls and web content filtering systems where needed to protect students from inappropriate content.

B. As a result of this plan, the District will ensure that students and staff are educated about appropriate online behavior in a variety of ways. Students will receive instruction on digital citizenship, with topics that include cyber-bullying, responsible use of social media, and safe use of online environments. Staff will receive training on digital citizenship and responsible use of social media.

C. The District has a plan to protect the security and confidentiality of personal information of its students and staff. All access to student data is password protected on secure servers. In addition, our network is password protected and all users are required to authenticate before they are granted access to the District's network.

D. The District complies with federal and state law, and local policies for archiving electronic communications produced by its staff and students. The District utilizes an online, remote service to archive all electronic information created in Gmail. The District informs staff and students that any information distributed over the District or school network may be a public record.

Conclusion

The Wachusett Regional School District will review and update this plan as needed to ensure that it is accurate and relevant. This document serves only as a tool for planning and describing the District vision for technology use and integration. It does not set official District policy, but does comply with all policies as established by the Wachusett Regional School District Committee.

Part 2 – Technology Investments

FY17 Improvements	
Item	**Comments**
WRHS WiFi Project	100% Coverage of academic areas to support 1:1 initiative
WRHS Chromebook Pilot	Purchase 5 carts to pilot classroom use in preparation for 1:1 rollout in FY18
WRHS Teacher Training	Advanced Google training for lead teachers Beginning/intermediate Google training for all staff
Desktop PC Upgrades	All Windows XP computers replaced district-wide
Monitor Upgrades	All CRT monitors replaced with LCD monitors district-wide
WRHS Staff Laptop Upgrades (Phase 1)	Replace oldest MacBook models as part of ongoing replacement plan
WRHS Mac Upgrades	Replaced oldest models, developed ongoing replacement plan
Server Replacement (Phase 1)	All primary district datacenter servers replaced

FY18 Improvements	
Item	**Comments**
1st year of WRHS 1:1 program	WRHS 1:1 Program launched with Chromebooks for Grade 9
Student Devices (Phase 1)	25 Chromebook carts were purchased and deployed district-wide
WRHS Staff Laptop Upgrade (Phase 2)	Oldest MacBook models were replaced as part of our ongoing plan
Staff Chromebooks (Phase 1)	Chromebooks purchased for all middle school teaching staff
Teacher Training - Middle/High School	PD on integrating technology into instruction practices throughout the year
Server Replacement (Phase 2)	Replaced 5 school servers, completing district-wide server upgrades
Staffing	
Network Administrator FTE	Hired Network Manager - Responsible for the day-to-day operation of the network and other data communication systems.
Tech Integration Specialist	Unmet need; HS Librarian and Dir. Tech. are currently both providing some support for this need

FY19 Anticipated Improvements		
Item	**Estimated Cost**	**Comments**
2nd year of WRHS 1:1 program	$45,000*	At a minimum, devices provided to incoming grade 9 students
Staff Chromebooks (Phase 2)	$35,000	Elementary Teacher Chromebooks
HS Laptop Renewal (Ongoing)	$35,000	Replacing approximately 25% per year as part of ongoing plan
HS Integration Specialist	$75,000-$85,00	Support the instructional needs of HS staff as they integrate technology into their classes
Teacher Training (Phase 2)	$20,000**	PD for lead teachers in tech integration
Network tools and software	$25,000	Web filtering, device management, app licenses

*Cost for one year of 3-year financing; **Grant funded

FY20 & FY21 Items for Consideration	
Item	**Comments**
Middle Schools Chromebooks	Provide enough devices to support student educational needs and have an equitable number of devices in all Middle Schools
Elementary Chromebooks	Provide devices appropriate to meet student learning needs and state testing requirements
Staff Chromebooks (Phase 3)	Teacher Chromebooks upgrades
Applications and Software	Products to support and enhance learning
Staffing	Instructional and integration support to meet staff needs
Ongoing Teaching Training	PD for teachers in using technology to support and enhance student learning

Part 3 - Technology Plan Priority Goals for FY19

Area of Focus	Priority Goals
I. Commitment to Clear Vision and Implementation Strategies	Develop, define, and communicate the WRSD Technology Plan to all educators and community stakeholders to establish a budget and professional development plan that supports the District needs and vision.
II. Technology Integration and Literacy	Surround students with technology throughout their entire educational experience, with a focus on the high school.
III. Technology Professional Development	Support teachers through professional development so they can effectively integrate technology into their instruction.
IV. Accessibility of Technology	Provide increased access to technology at all grade levels with an emphasis on the 1:1 initiative and expanded Internet bandwidth.
V. Virtual Learning and Communications	Maintain a technology infrastructure that is robust and omnipresent.
VI. Safety, Security, and Data Retention	Ensure that all students and staff are educated on appropriate and safe online behavior. Protect the security and confidentiality of personal information of all students and staff.