

Multi-Tiered System of Supports (MTSS) at Radnor Township S.D. Year 2 Implementation Update

**Board Curriculum Committee Meeting
August 16, 2022**

Meeting Agenda



Multi-tiered Systems of Support Update by Level



NEW - Data Protocols and Practices



NEW – STAR360, Acadience, and IXL



NEW – LinkIt Data Warehouse and Intervention Tools



Q and A

Multi-Year Implementation Plan

2020-2021

- Partnered with the Montgomery County Intermediate Unit (MCIU) to provide training and guidance; develop our vision
- Adjusted the elementary administrative structure to include Assistant Principals with specific focus on oversight of MTSS
- Revised the instructional coaching role and responsibilities to an MTSS Facilitator and Coach
- Wrote the Special Education Plan and Title 1 Schoolwide Plan at Wayne E.S. with a specific focus on comprehensive implementation of MTSS
- Organized a Core RTSD MTSS Team that includes administrators, MTSS coaches, and counselors
- Created a consistent request for assistance
- Facilitated training and professional development through guidance from the MCIU focused on Tier 1 instruction and interventions

2021-2022

MTSS District Focus Areas:

- Program study and intervention audit
- Identify/pilot/refine common assessments

MTSS Building Team Focus Areas:

- Refine team roles and expectations
- Pilot / trial diagnostics and assessments
- Implement an MTSS intervention schedule

Classroom Instruction Focus Areas:

- Tier 1 Interventions
- Using data for flexible grouping

Professional Development:

- Tier 1 interventions
- Using Data effectively

2022-2023

MTSS District Focus Areas:

- Review current Tier 3 supports and services
- Modify Tier 3 supports as needed

MTSS Building Team Focus Areas:

- Utilize common, valid, and reliable diagnostics and assessments for team decision-making
- Refine and improve the MTSS intervention schedule

Classroom Instruction Focus Areas:

- Tier 1 and 2 Interventions
- Universal design practices



Implementation Plan by Level

Elementary

Major focus areas:

- Refine MTSS building team norms, procedures, routines, and expectations
- Finalize and implement systematic MTSS processes and forms with fidelity
- Utilize common, valid, and reliable diagnostics and assessments for team decision-making
- Continue to strengthen effective instructional practices in Tier I
- Continue to evaluate Tier I and II supports
- Collect and analyze data and progress as it relates to grouping and interventions
- Build capacity with data protocols and LinkIt Data Warehouse tools

RMS

Major focus areas:

- Refine MTSS building team norms, procedures, routines, and expectations
- Finalize and implement systematic MTSS processes and forms with fidelity
- Utilize common, valid, and reliable diagnostics and assessments for team decision-making
- Continue to strengthen effective instructional practices in Tier I
- Continue to evaluate Tier I and II supports; refine Tiered supports as necessary
- Collect and analyze data and progress as it relates to grouping and interventions
- Implement Second Step SEL Supports in Grades 6-8 and investigate PBIS Practices 6-8
- Build capacity with data protocols and LinkIt Data Warehouse tools

RHS

Major focus areas:

- Refine MTSS building team norms, procedures, routines, and expectations
- Implement MTSS processes and forms
- Finalize/refine supports in Tiers I – III; Refine entrance and exit criteria for Tiers II and III
- Continue to strengthen effective instructional practices in Tier I
- Initiate year 2 (of 5) of consolidation of academic levels and monitor student performance
- Implement "*Lunch and Learn*" to provide expanded time (1 hour) during block days for access to support
- Initiate College/Career Readiness Study recommendations
- Build capacity with data protocols and LinkIt Data Warehouse tools

MTSS Implementation Findings and Next Steps

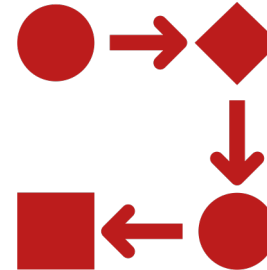
As part of our first year of implementation of MTSS, we determined that we needed a solution for several data-related issues:



Assessment data that is timely, accessible, and actionable



Assessment data that follows progress over time (short and long term)



Assessment data that helps to diagnose root cause and determine instructional next steps




A tool to collect, interpret, analyze, and synthesize data to support the needs of ALL learners


Consistency with utilization of data, tools, and resources was also identified as a need

Data Protocols and Practices


Next Steps with Data:

- RTSD developed consistent data protocols and practices that are founded in research-based best practices; the new practices were reviewed with building administration for implementation in summer data team meetings and MTSS team meetings.
- RTSD investigated internal and external options for student assessments (diagnostic, benchmark, and progress monitoring); STAR/Freckle/IXL were piloted in 21-22.
- RTSD admin and instructional coaches investigated three data warehouse and management solutions using a scoring rubric
- RTSD administrators developed a continuous improvement data template that supports a consistent process for identifying strengths and areas of growth within a Data Team model.
- Chester County Intermediate Unit (CCIU) representatives provided a full-day training on utilizing the PVAAS and eMetric systems that provide detailed information regarding student growth and achievement on the Pennsylvania System of School Assessment (PSSA).

 Radnor Township School District Building Collective Capacity with Data Protocols and Practices 2022-2023		
Objectives	<ul style="list-style-type: none"> To build a common understanding for continuous improvement practices based on data To develop skills and practices for analyzing data and developing action steps To develop capacity at the teacher, school, and district levels for utilizing a variety of data and assessment tools To continue to support MTSS implementation and development at all levels 	
Admin Action Steps	Review Data Warehouse and MTSS Intervention Tools – Extended Ed Council Meeting	May 5, 2022
	Create Data Team protocols and continuous improvement template	May 9, 2022
	Build understanding and capacity with the PVAAS and e-Metric systems that relate PSSA and Keystone state data	June 28, 2022
	Review data team protocols and the continuous improvement template that should be used for summer 2022 work	June 28, 2022
	Review 22-23 feedback from building-based data teams to refine the continuous improvement process and plan for next steps	Summer 2023
Building-based Data Teams	Develop data team norms, expectations, and practices based on the protocols and continuous improvement process	Summer 2022
	Utilize data team time to analyze district and state data to determine strengths, needs, and action steps for 22-23	
	Complete the RTSD continuous improvement template to plan for the 22-23 school year (building-based goals; MTSS)	Throughout 22-23 School year
	Utilize delayed opening (2 hour) PD sessions and other relevant periods of time to continue to review emergent data, adjust action steps, and facilitate MTSS processes	
	Continue to refine data team processes and practices and share feedback with other building and district administration	Fall 2022 Winter 2023 Spring 2023



Building Capacity for High-Quality IDEA Data



Data Meeting Protocol

Tamara Nimkoff
Debra Shaver
Kim Schroeder

Westat

January 2018
Version 1.0

Assessment Evaluation – RTSD Needs

Objective:

To evaluate the scope and strength of diagnostic assessment tools in meeting the needs of our teachers and students. Our goal for the end of the 2021-2022 school year was to decide if we would replace NWEA MAP and Compass Learning with Star 360 and Freckle or continue using NWEA MAP and Compass Learning.

STAR 360:

Renaissance Star 360 includes interim assessments for early literacy, math, and reading helping educators to determine the best instruction to meet the needs of all students. Each assessment produces valid, reliable data and can be completed in about a third of the time it takes to complete other benchmark and interim assessments.


Freckle:

Freckle is an online learning platform that allows students to practice Math and English Language Arts at their own level. Freckle continuously adapts to each student's individual skills, so each student is getting the appropriate challenge, whether they're working at, above, or below grade level.



STAR360 Pilot Summary

- RTSD piloted STAR360 Assessments and the Freckle supplementary online resource with 37 teachers in grades 1-8 at the 3 elementary buildings and RMS
- STAR Pilot teachers engaged in the following:
 - Professional development sessions with STAR representatives regarding administration and analysis of data/reports
 - Regular Zoom meetings with RTSD administration to review the product and discuss progress, perceptions, and questions
 - 3 teacher questionnaires to evaluate the tool
 - Optional Zoom meetings with other school districts who have implemented STAR/Freckle



#2 RTSD Benchmark Assessment Tool Review - STAR360 Assessment and Freckle Learning Tool

The survey will take approximately 6 minutes to complete. This form is intended to collect feedback on set criteria for evaluating the MAP (Measures of Academic Progress) Diagnostic Assessment Tool.

*** Required**

1. Please indicate your primary building assignment: *

☐ IES
☐ RES
☐ WES
☐ RMS

2. Please indicate the primary grade level that you teach or role that you serve: *

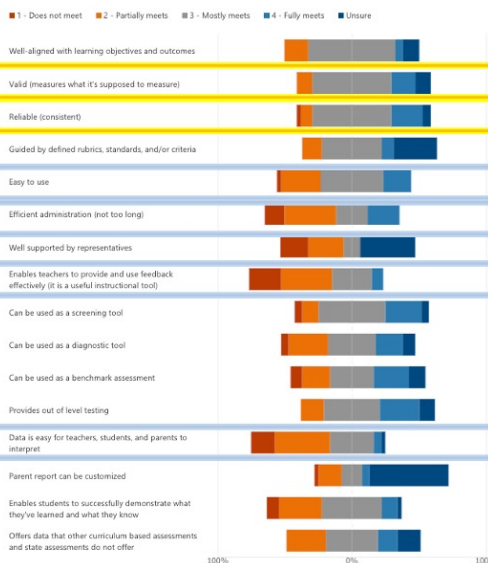
☐ 1st
☐ 2nd
☐ 3rd
☐ 4th
☐ 5th
☐ 6th
☐ 7th

Based on your knowledge and experience, please rate the following criteria regarding the MAP Assessment:

Rating of Criteria: 1-4
 4 - Fully meets criteria
 3 - Mostly meets criteria
 2 - Partially meets criteria
 1 - Does not meet criteria
 Unsure

[More Details](#)

MAP Assessment

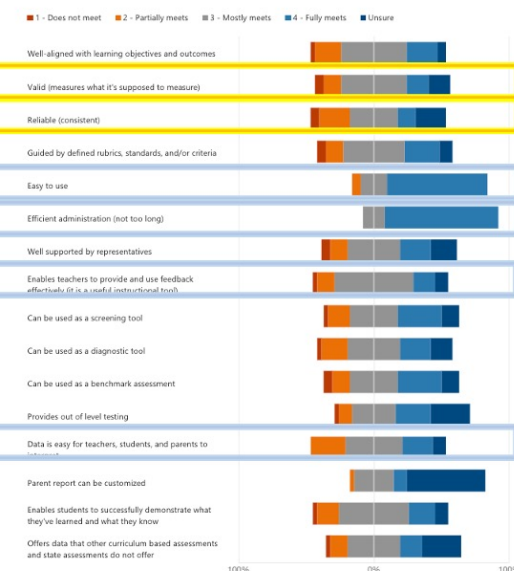


Based on your knowledge and experience, please rate the following criteria regarding the STAR Assessment:

Rating of Criteria: 1-4
 4 - Fully meets criteria
 3 - Mostly meets criteria
 2 - Partially meets criteria
 1 - Does not meet criteria
 Unsure

[More Details](#)





STAR Assessment



STAR360 Pilot Summary


- RTSD administration investigated and compared third-party evaluations of both the MAP and STAR assessments
- RTSD engaged with representatives from Renaissance (STAR) and NWEA (MAP) to develop an understanding and comparison of the data reporting aspects of each tool
- RTSD investigated other regional school districts use of STAR and engaged with a “like school district” outside of Pittsburgh to learn of their implementation journey

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Call for Academic and Behavior Interventions

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Updated Training Module Focused on Function of Behavior

Compare Tools		Reset Chart		Classification Accuracy			Technical Standards	Usability Features
All	Title	Area	Grade	Classification Accuracy Fall	Classification Accuracy Winter	Classification Accuracy Spring		
<input type="checkbox"/>	Star	Reading	Grade 1	●	●	●		
<input type="checkbox"/>	Star	Reading	Grade 2	●	●	●		
<input type="checkbox"/>	Star	Reading	Grade 3	●	●	●		
<input type="checkbox"/>	Star	Reading	Grade 4	●	●	●		
<input type="checkbox"/>	Star	Reading	Grade 5	●	●	●		
<input type="checkbox"/>	Star	Reading	Grade 6	●	●	●		
<input type="checkbox"/>	Star	Reading	Grade 7	●	●	●		
<input type="checkbox"/>	Star	Reading	Grade 8	●	●	●		
<input type="checkbox"/>	Star	Reading	Grade 9	●	●	●		
<input type="checkbox"/>	Star	Reading	Grade 10	●	●	●		
<input type="checkbox"/>	Star	Reading	Grade 11	●	●	●		
<input type="checkbox"/>	Star	Math	Grade 1	●	●	●		
<input type="checkbox"/>	Star	Math	Grade 2	●	●	●		
<input type="checkbox"/>	Star	Math	Grade 3	●	●	●		
<input type="checkbox"/>	Star	Math	Grade 4	●	●	●		
<input type="checkbox"/>	Star	Math	Grade 5	●	●	●		
<input type="checkbox"/>	Star	Math	Grade 6	●	●	●		
<input type="checkbox"/>	Star	Math	Grade 7	●	●	●		
<input type="checkbox"/>	Star	Math	Grade 8	●	●	●		

MAP vs. STAR Analysis

Assessment Qualities	MAP	STAR
Universal Benchmark Assessment	✓	✓
Progress Monitoring Tool		✓
Reliable Assessment (3 rd party tested)	✓	✓
Valid Assessment (3 rd party tested)	✓	✓
Length of Testing		✓
Timely Access to Data		✓
Seamless supplemental resource		✓
Can easily inform instruction		✓
Institutional experience/knowledge	✓	
Placement criteria	✓	✓
Well supported by representatives		✓
Use by local / regional districts		✓
Cost per year (with supplemental resource)	Approx. \$51,000 per year	Approx. \$57,000 per year

STAR360 Implementation Plan

- The pilot resulted in the choice to adopt STAR360 in grades 1-8 through a 2-year transition plan
 - STAR provides both benchmark and progress monitoring assessment data
 - STAR data is timely, easily accessible, and provides practical application for interventions and actions
- The Freckle supplemental resource was selected for grades 1-5 to support individual instructional pathways that result from the STAR assessments
- The IXL supplemental resource was selected for grades 6-8 to support individual instructional practice in the area of mathematics
- A transition plan was developed to compensate for RTSD use of MAP data for placement criteria at the middle levels and the existing program of studies at RMS
- Placement Criteria (5-6, 6-7, 7-8) will be reviewed and revised to align with STAR data as part of the 22-23 transition plan

	2022-2023	2023-2024
Elementary Students	All 1-5 grade students will take the STAR Math and ELA Assessments	
Middle School Students	6-7 grade students will take the MAP Assessments	All 6-8 grade students will take the STAR Assessments
	8 grade students will take the STAR Assessments	

Acadience Math and Reading

As part of our implementation of MTSS and our collective work with the Montgomery County I.U., the MTSS Core Team identified Acadience as a logical expansion of an existing district assessment and practice (DIBELS).

In search of more universal screening and progress monitoring assessments, specifically in math, the addition of the Acadience program became a logical solution for our K-5 MTSS process.



Acadience Reading K–6 helps educators monitor reading proficiency across a variety of educational settings. By detecting when students need extra support, Acadience enables teachers to prevent reading failure and improve student outcomes.



Acadience Math helps teachers monitor mathematics proficiency regardless of teaching style. By detecting when students need extra support, Acadience enables teachers to help students improve their math skills and improve outcomes.

The Purpose of Acadience Math

Acadience Math is designed to provide a standardized assessment of students to understand how they are understanding basic mathematics and to create benchmarks to help them succeed.

Acadience Math assessments help:

- identify students who may be at risk for mathematics difficulties (universal screening);
- teachers identify areas to target instructional support;
- monitor at-risk students while they receive additional, targeted instruction
- examine the effectiveness of your school's system of instructional supports

IXL Math Resource

As part of our implementation of MTSS and pilot of STAR360, the Radnor Middle School team piloted IXL as supplemental math practice resource with students.

After several months of utilizing IXL and other supplemental resources, the RMS team felt that IXL best met the needs of middle level students.

The IXL pilot teachers made the recommendation to continue using IXL as a primary supplemental instructional resource for math students in grades 6-8, and RHS students in Introduction to Alg 1 and Foundations of Alg 1.



Builds a deep understanding of math

IXL Math promotes rigor by introducing conceptual understanding, building to procedural fluency, and challenging students to tackle problems with real-world applications.

Explore more ways IXL enables personalized learning

Real-Time Diagnostic

Up-to-date, accurate assessment of students' knowledge levels in math and language arts

Personalized Guidance

Targeted skill recommendations help address learning gaps and accelerate growth

Actionable Analytics

Easy-to-use reports that provide real-time insight into student progress

Conceptual understanding	Procedural strategies	Real-world applications
<p>Here are 7 cubes. Take away 2 cubes.</p> <p>Subtract.</p> $7 - 2 = \square$	<p>Use the model to find 3×26.</p> <p>First, find the area of each rectangle.</p> <p>Then, find the total area.</p> $3 \times 26 = \square$	<p>Which number line models $-3 + (-7)$?</p> <p>Add.</p> $-3 + (-7) = \square$

LinkIt! Implementation

As part of our implementation of MTSS and new data protocols and practices, we were in search of a comprehensive data warehouse tool that would help us to address a number of needs that support student achievement and growth.

RTSD investigated data warehouse options that had the capacity to meet our needs, identified three products for analysis and evaluation, and scheduled presentations with representatives from each company. Our selection committee, comprised of our Ed Council group and Instructional Coaches participated in a critical review of each product through a rubric analysis and discussion.

After a full day session, the selection committee choose LinkIt! as our data warehouse and MTSS intervention management tool.



LinkIt! Implementation

Questions and Investigations:

- ✓ How do we consolidate the most important academic data from different sources into a single location and make it both accessible and user friendly to all stakeholders?
- ✓ How has one student trended over time in different subjects, grades, and content areas and with what data points are we using to support our conclusions?
- ✓ How can we identify at-risk students, gifted students, and tier students for rostering, course placement, and intervention programs?
- ✓ How have students performed on the most recent assessment? Which questions were hardest? Which content areas do we need to work on? Was the test reliable?



Data Warehousing

- Access academic data across all grades and subjects (PSSA, Keystone, PVAAS, CDT, i-Ready, MAP, STAR, DIBELS, DRA, F&P, ACCESS for ELLs, AP, PSAT/SAT, ACT, attendance, grades, SEL, PBIS, behavior, and any data from your curriculum programs and assessments)
- Disaggregate data by school, teacher, class, student, demographic (race, gender, program), and timeframe
- Intuitive reporting modules that leverage multiple measures to support lesson planning, grouping, differentiation, data visualizations, PLC collaboration, and student/parent feedback
- Analyze local assessments with interactive drill-down capabilities by question, standard, and subscore level
- Correlate diverse multiple data sets to determine predictive cut scores and measure test reliability and item validity



Navigator Analytics

- Custom presentation-ready reports designed to save time mining for, organizing, and interpreting data to make it more actionable
- Suite of specialty analyses ideal for professional development, informing your Board of Education and community, and satisfying compliance mandates (PSSA/Keystone Longitudinal and Comparative Analysis, Predictive Benchmark Analytics with LinkIt, i-Ready, CDT, NWEA MAP, STAR, PIMS and PVAAS extracts, Act 158 Keystone Graduation Pathways, AP Exam/Enrollment/Grades, PSAT/SAT and Keystone Correlation, ACCESS for ELLs, Literacy, Attendance, Grades, Behavior, Equity/Board Reports, etc.)
- Build team capacity and develop a narrative with your data to better communicate your messaging to various stakeholders
- Consultation and professional development services facilitated by educators, data analysts, and researchers focused on shared decision making and results-oriented data analysis
- Disaggregated equity reports by race, gender, program, and district defined subgroups
- Measure the efficacy of instruction, curriculum intervention programs, and other factors that impact student performance



Assessment Solutions

- K-HS standards-aligned benchmarks (fall, winter, spring) designed to measure end-of-year expectations, monitor growth, and predict achievement on PSSA/Keystone
- Create traditional and technology-enhanced assessments from scratch, search PA Core and eligible content standards-aligned item banks with 90,000+ questions, or submit your existing tests to LinkIt to digitize
- Assessment probes and PSSA/Keystone samplers available to support ongoing formative assessment and progress monitoring use in areas such as letter, number, shape, and color identification, sight words, grammar, vocabulary, math fact fluency, text-dependent analysis (TDA), and basic/advanced math concepts
- Securely administer auto-graded online assessments on any device with customizable test accommodations, security preferences, and online test-taking tools
- Print bubble sheet testing with no special paper, hardware, or scanning software required
- Replace spreadsheets with customizable Data Locker forms to collect teacher-entered data and artifacts (reading levels, literacy data, writing tasks, performance assessments, rubrics, SEL, SRSS, College & Career Readiness artifacts, teacher recommendations, etc.)
- Survey Module coming soon to collect and analyze climate, SEL, community/staff input, and more



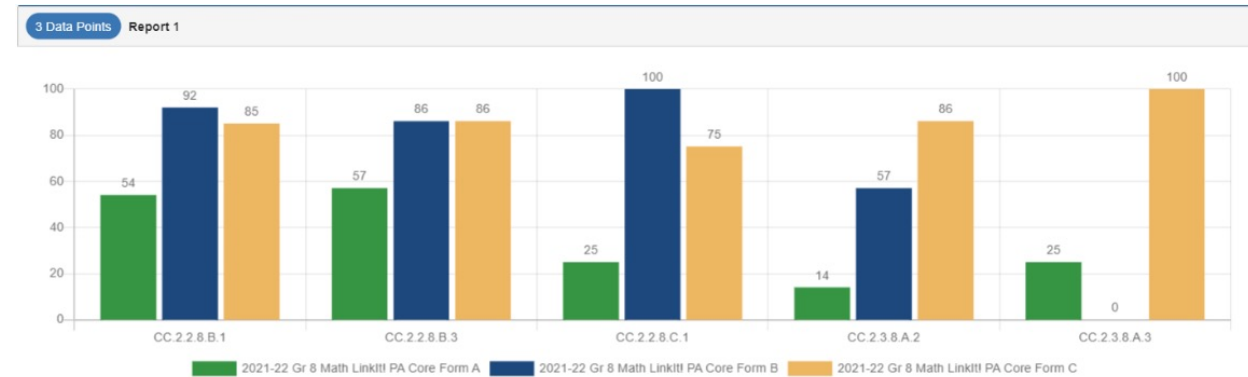
MTSS/RTI

- Intervention Manager software to manage all aspects of your MTSS, 504, ELL, and G&T processes with fidelity, improve efficiency, and enhance team collaboration
- Access customizable research-based forms, templates, and targeted intervention banks or import your existing resources
- Schedule meetings, assign tasks, send reminders, manage internal communication, and upload external documents
- Create performance criteria to auto-tier students for MTSS/RTI, determine programmatic eligibility, and roster students
- Set measurable goals, progress monitor, quantify outcomes, and evaluate intervention effectiveness

LinkIt! Implementation

Questions and Investigations:

- ✓ How can we compare the performance of our different schools, teachers, demographic groups, and how does this compare to districts like us?
- ✓ How do we know we are effective? Are students improving and by how much?
- ✓ How much learning loss was there as a result of the pandemic?
- ✓ How can we use to data to support school improvement planning, professional development, and stakeholder communication?
- ✓ How can we improve the culture of our district/school and grow instructional leaders through the use of real-time data?



Data Set	CC.2.2.8.B.1	CC.2.2.8.B.3	CC.2.2.8.C.1	CC.2.3.8.A.2	CC.2.3.8.A.3
2021-22 Gr 8 Math LinkIt! PA Core Form A	54	57	25	14	25
2021-22 Gr 8 Math LinkIt! PA Core Form B	92	86	100	57	0
2021-22 Gr 8 Math LinkIt! PA Core Form C	85	86	75	86	100

CC.2.2.8.B.1 : Apply concepts of radicals and integer exponents to generate equivalent expressions.
 CC.2.2.8.B.3 : Analyze and solve linear equations and pairs of simultaneous linear equations.
 CC.2.2.8.C.1 : Define, evaluate, and compare functions.
 CC.2.3.8.A.2 : Understand and apply congruence, similarity, and geometric transformations using various tools.
 CC.2.3.8.A.3 : Understand and apply the Pythagorean Theorem to solve problems.

		2021-22 GR 8 ELA PSSA							
#	Student	Scaled	PDE R01 - Key Ideas and Details (Reading) (Raw)	PDE R02 - Craft and Structure/Integration of K&I (Raw)	PDE R03 - Vocabulary Acquisition and Use (Reading) (Raw)	PDE R04 - Conventions of Standard English (Raw)	PDE R05 - Text-Dependent Analysis (Raw)	PDE R06 - A: Literature Text (Raw)	PDE R07 - B: Informational Text (Raw)
1	Bauer, Timika	Proficient 1016	Low 11	Medium 7	Low 6	Medium 5	Medium 8	Low 9	Medium 15
2	Concepcion, Jolie	Basic 927	Low 5	Low 3	Low 6	Low 3	Medium 8	Low 8	Low 6
3	Dove, Raphael	Basic 942	Low 10	Medium 6	Low 3	Low 0	Medium 8	Low 8	Low 11
4	Fairchild, Tyne	Proficient 1000	Medium 14	Medium 7	Low 2	Low 4	Medium 8	Medium 12	Low 11
5	Fraser, Maribel	Advanced 1156	High 18	High 10	Medium 9	High 8	Medium 8	High 16	High 19
6	Gallejos, Florentino	Proficient 1067	Medium 12	Medium 7	Medium 9	High 7	Medium 8	Medium 14	Medium 14
7	Harbin, Brenton	Proficient 1096	High 16	Medium 6	Medium 9	High 7	Medium 8	Medium 15	Medium 16
8	Hawks, Alpha	Proficient 1032	Low 10	Medium 8	Medium 8	Medium 5	Medium 8	Low 10	Medium 16
9	Hoff, Wilton	Basic 963	Low 10	Medium 7	Low 2	Low 3	Medium 8	Low 8	Low 11
10	Home, Frankie	Proficient 1107	Medium 14	High 9	Medium 9	High 7	Medium 8	Medium 13	High 19
Average		1039	11	6	6	5	8	11	12

LinkIt! Implementation

LinkIt! represents a significant shift in our ability to:

- Access an extensive amount of student data in one location
- Synthesize attendance/demographic data, achievement data, and social-emotional data to effectively understand the “whole child”
- Critically analyze student growth and achievement to identify areas of strength and areas for growth (short term and long term)
- Utilize data to efficiently group students for MTSS interventions and track individual progress toward goals/outcomes
- Utilize data to identify and guide curricular and instructional decisions in an objective and consistent manner

Considering the extensive professional development training needs associated with developing a full understanding of the LinkIt! tools, we have determined a transition plan to build capacity with our admin team and coaches before a full implementation in the 23-24 school year.

- 2022-2023: Building Admin and Instructional Coaches will be trained to utilize LinkIt! as part of the MTSS systematic framework and data team process. Performance Tracker will continue to operate with teaching staff.
- 2023-2024: All staff will transition to utilizing LinkIt! District administration and Instructional Coaches will determine practical use, access, and professional development needs.



MTSS Implementation Findings and Next Steps

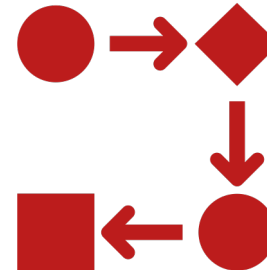
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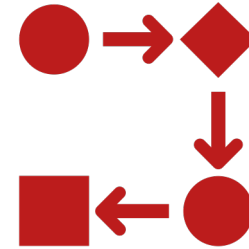
How do these pieces fit together?



Assessment data that is
timely, accessible, and
actionable



Assessment data that follows
progress over time
(short and long term)



Assessment data that helps to
diagnose root cause and
determine instructional next steps



A tool to collect, interpret, analyze,
and synthesize data to support the
needs of ALL learners



Cost Implications

Cost per Year	NWEA MAP/Compass Learning	Performance Tracker and Assessment Builder	Renaissance STAR/Freckle	Acadience	IXL	LinkIt	Totals
2021-2022	\$51,000	\$11,400	\$3,400 <i>(pilot)</i>	\$0	\$500 <i>(pilot)</i>	\$0	\$66,300
2022-2023	\$7,700 <i>(transition)</i>	\$4,500 <i>(transition)</i>	\$124,000 <i>(\$169,000 3-year contract less an applied \$45,000 of ESSER III funds)</i>	\$12,800	\$10,500	\$63,000	\$222,500
2023-2024	\$0	\$0	\$0	\$12,800	\$10,500	\$63,000	\$86,300
2024-2025	\$0	\$0	\$0	\$12,800	\$10,500	\$63,000	\$86,300

Annual cost to update:
\$47,830 Products
\$8,850 Deployment/Training
\$56,680 per year

Current/Exiting Programs

New Programs



Q and A
