
Eastern Suffolk BOCES

Strategic Plan

2005-2006



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Introduction: The BOCES Journey

In 1998, the Board of Eastern Suffolk BOCES embarked on an unprecedented journey that was destined to lead our agency into a new millennium of change and improvement. For those of us who have traveled the strategic planning path initiated by a forward-thinking Board, this document represents past challenges overcome and future visions to be realized. For those readers who have remained at the periphery of this initiative, or for whom this is their first introduction, this document stands as a testament to the power of community effort guided by strong leadership. Within its pages, the reader will find an exposition of how our agency enacts its vision:

Educational Services That Transform Lives

The “BOCES Journey” is a story about “where we’re going and how we’re going to get there.” The **destination of our BOCES journey is summarized in our Agency Mission Statement and the Missions of our various service areas.** Our Journey’s itinerary is **specified through a set of twelve Agency Goals** that have been established to frame our work. In the following pages, you will learn that our first and most important goal is to assure that all students in our regional area meet or exceed high standards. In order to reach this ultimate destination, the Eastern Suffolk BOCES community has established eleven additional goals seen as necessary correlates to achieving that primary goal, including: promotion of staff development, operational efficiency, use of technology, public information and internal communications; practice of quality management principles and strategic planning; availability of programs and safe, sufficient program space; and enhancement of staff recruitment/retention and capacity for research and development.

Staff effort and commitment is the vehicle that takes us on our journey. Through outstanding classroom and leadership practices, cutting edge instructional and management practices, and excellent governance, our BOCES family exhibits dedication and service that is unsurpassed by any organization, public or private, educational or other. Without a doubt, those who have chosen to make the BOCES journey have special qualities **fueled by an agency climate and practices that are described by our Agency Beliefs and circumscribed by our Agency Parameters.**

Finally, **this document will lead you along the path of our journey through a roadmap of action plans and performance objectives.** This 2004 Edition of the Strategic Plan provides a comprehensive review of our progress to date through a listing of completed action plans and milestones met during the implementation of ongoing plans. In terms of the journey, **the completed action plans and milestones can be considered landmarks that we've passed on the way to our destination.**

We are convinced that the planning and work that has been done, and that remains to be done, through the BOCES Journey is valuable and important. Our confidence has been confirmed by an external validation conducted by the Middle States Association of Colleges and Schools. In May 2000, Eastern Suffolk BOCES became the first educational service agency to be accredited at the agency level by a regional accrediting body. This distinction was followed by other firsts – in October 2001 when our Divisions were accredited and again in 2003-04 when 17 instructional program sites were recommended for accreditation. The agency and the 14 remaining service sites are preparing for Middle States mid-point visits in 2005-06 and the Fall of 2006.

Like most trips, ours has had some unexpected twists and turns ... but overall, we have maintained the course. We are proud of our accomplishments and excited by our possibilities. We extend our invitation to you to travel along with us on this wonderful adventure that is the BOCES Journey.

July 2005

Mission of Eastern Suffolk BOCES

Eastern Suffolk BOCES, an educational cooperative of 51 Long Island school districts, provides educational leadership, direct instruction, management and support through quality, cost-effective instructional programs and shared services. These programs and services maximize educational and career opportunities for Long Island's diverse community of lifelong learners, both children and adults, and enhance the operational effectiveness of its schools.

Amended by the Board 10/04

Vision Statement

Eastern Suffolk BOCES: Educational Services That Transform Lives.

Adopted by the Board 10/23/01

Agency Beliefs

We believe that ...

- we are a diverse community of reflective, lifelong learners, both children and adults
- our community of children and adult learners is a valuable resource entitled to the highest quality instruction and equitable service
- respect, honesty, and trust are essential in all our interactions
- integrity, continuous assessment, high standards, and innovation are the foundation of organizational success
- the integrity and high standards of our educational programs are reflected in our students and provide them with the skills they need to become responsible citizens and useful members of society
- successful organizations create effective operational systems and depend upon individuals who take responsibility for their actions, are accountable for the programs and services they deliver, and use all their energies to fulfill the expectations of those who count on them
- effective communication of accurate information within the agency and to all our stakeholders enhances involvement and reduces conflict
- production of quality outcomes depends on the collective effort of a well-trained, motivated and healthy workforce who are encouraged to express their opinions
- everyone has the right to a safe, healthy and caring environment which fosters respect and high expectations, maximizes potential, motivates interest and enthusiasm, and encourages the pursuit of happiness

As amended by Board, 11-21-00

EASTERN SUFFOLK BOCES GOALS

In order to continue providing cost-effective programs and services that address the needs of our component districts and support the success of all students in the supervisory district, Eastern Suffolk BOCES has established the following goals:

I. HIGH STANDARDS

Eastern Suffolk BOCES will ensure that every student who is educated in a BOCES program meets or exceeds the learning standards or alternative provisions set by the New York State Board of Regents.

II. STAFF DEVELOPMENT

Eastern Suffolk BOCES will promote the continued professional growth of current and future teachers, administrators, and support staff by providing a coordinated program of affordable, needs-based staff development.

III. QUALITY MANAGEMENT

Eastern Suffolk BOCES will deliver the highest quality programs and services by incorporating quality management principles and practices in all operations and by empowering all staff to engage in continuous improvement and process improvement.

IV. PROGRAM AVAILABILITY

Eastern Suffolk BOCES will ensure availability of its programs throughout the regional area by bringing learners to programs and programs to learners in efficient, cost-effective ways.

V. RESOURCING AND OPERATIONAL EFFICIENCY

Eastern Suffolk BOCES will operate with optimum efficiency consistent with the delivery of high quality, cost-effective programs and services and will actively search for non-district funding sources to aid in accomplishing its goals.

VI. TECHNOLOGY

Eastern Suffolk BOCES will develop and use an integrated system of technology to improve communication, enhance operational and instructional effectiveness and efficiency, and foster increased student achievement.

VII. STRATEGIC PLANNING

Eastern Suffolk BOCES will identify and prioritize its major goals and objectives and align appropriate resources on an annual basis by utilizing proactive, flexible strategic planning and budgetary processes which provide opportunity for stakeholder input and regular communication to all stakeholders about the status of these processes.

VIII. SPACE AND SAFETY

Eastern Suffolk BOCES will ensure that sufficient, appropriate space is available for all BOCES programs throughout the supervisory area on a continuing basis and that all students and staff have a safe and stable environment in which to learn and work.

IX. PUBLIC INFORMATION

Eastern Suffolk BOCES will ensure that all students, parents, school boards, administrators and staff of component districts and their communities are knowledgeable about the full range of BOCES programs and services and are aware of their academic, financial and career benefits.

X. INTERNAL COMMUNICATIONS

Eastern Suffolk BOCES will ensure that all staff are fully informed about BOCES programs and services in a timely manner and involved in addressing issues that affect them.

XI. STAFF RECRUITMENT AND RETENTION

Eastern Suffolk BOCES will enhance its organizational value by recruiting and retaining a highly qualified and fully diversified staff who reflect Long Island demographics, meet student needs, and improve the agency's ability to reach its mission and goals.

XII. RESEARCH AND DEVELOPMENT

Eastern Suffolk BOCES will establish a priority for research and development to ensure that its programs continue to meet the present and future needs of its students and districts.

As Amended by the Board, 11-21-00

EASTERN SUFFOLK BOCES PARAMETERS

Eastern Suffolk BOCES will always be visionary in planning for the future while operating within the following parameters which have been established by the Board:

Eastern Suffolk BOCES will only provide programs and services that conform to our mission.

Eastern Suffolk BOCES will always follow all established policies, laws, rules and regulations governing our agency.

Eastern Suffolk BOCES will always abide by negotiated agreements with all employees and will follow all applicable labor laws, rules, regulations, and guidelines.

Eastern Suffolk BOCES will always engage in business practices that conform with laws, rules, and regulations and that follow applicable guidelines, including standard accounting practices.

Eastern Suffolk BOCES will not tolerate discriminatory practices, prejudice or harassment of any kind.

Eastern Suffolk BOCES will always use respectful interpersonal interactions and peaceful methods of conflict resolution in its daily operations and will never tolerate speech or actions which compromise the dignity of the individual.

Eastern Suffolk BOCES will always be truthful.

Eastern Suffolk BOCES will always expect the highest level of performance from our staff and the highest level of achievement from our students and will provide a supportive environment for their work.

Eastern Suffolk BOCES will always maintain a safe, secure, and healthy environment for our students and staff.

Eastern Suffolk BOCES and its staff will never use partisan politics or personal gain as a basis for decision-making or actions, and will disclose all potential conflicts of interest.

Eastern Suffolk BOCES will always use a participatory management approach which relies upon total quality principles and practices.

Adopted by the Board 11/30/99

Divisional and Human Resources Mission Statements

Educational Services Mission Statement

Eastern Suffolk BOCES Educational Services Division, in partnership with the community, is dedicated to meeting the needs of diverse lifelong learners by providing a full spectrum of cost-effective educational and career learning programs and services. These services include those that empower school districts and other educational providers to build capacity for teaching and learning, ensure equitable access to the best education for all students and achieve excellence. The programs enrich life and maximize potential within the community and work force. We are committed to quality, communication, research, respect, safety and attention to our continually changing world.

Management Services Mission Statement

Eastern Suffolk BOCES Management Services Division addresses the diverse needs of our educational community. The Division is a unique regional and internal resource dedicated to continuing its proven history of innovation, expertise and a deep commitment to quality. The Division designs, provides, and facilitates services and specialized information in the areas of administration, technology, support, and management. Through the delivery of these effective services, the Division assists BOCES programs and Long Island school districts in accomplishing their respective missions.

Regional Services Mission Statement

Eastern Suffolk BOCES Regional Services Division is dedicated to providing and enhancing educational services that empower school districts to build capacity for teaching and learning, ensure equitable access to the best education for all students, and achieve excellence. The division offers needs-based, high quality, cost-effective, state-of-the-art services while promoting best practices. Regional Services delivers a full complement of targeted, specialized services in the area of instructional support to its 51 component school districts, the greater Long Island community and beyond.

Human Resources Department Mission Statement

The Eastern Suffolk BOCES Department of Human Resources provides efficient and effective quality human resource related services to our employees and component school districts in support of the education of our lifelong learners.

STRATEGIC ACTION PLANS FOR IMPROVED STUDENT PERFORMANCE AND ORGANIZATIONAL GROWTH

Title	Addresses Agency Goal(s)	Start Date	Strategy Statement	Responsible Administrator	Status
I.A Improving the Educational Outcomes of BOCES Students	I. High Standards IV. Program Availability VI. Technology	7/01	By the year 2009, there will be a measurable improvement in the educational outcomes of BOCES special, career, and adult education students. There will be a measurable increase in the percentage of BOCES students who are provided instruction, work activities, and life skill experiences in general education, community, and job settings. There will be a measurable increase in the percentage of BOCES students who have access to the general education curriculum and/or to curriculum reflecting the NYS standards. There will be a measurable increase in the percentage of students who successfully transition to their next educational/life setting and who have improved standing for entry into the job market or higher education. This will be achieved and measured through the establishment of a comprehensive program based upon this action plan.	Krizel	In Progress

RELATED OPERATIONAL ACTION PLANS

Title	Addresses Agency Goal(s)	Start Date	Strategy Statement	Responsible Administrator	Status
I.B Improving the Educational Outcomes of BOCES Special Education Students in Integrated Settings	I. High Standards IV. Program Availability VI. Technology	7/01	By the year 2009, there will be a measurable improvement in the educational outcomes of BOCES special education students. There will be a measurable increase in the percentage of BOCES students who are provided instruction, work activities, and life skill experiences in general education, community, and pre-employment settings. There will be a measurable increase in the percentage of BOCES students who have access to the general education curriculum. There will be a measurable increase in the percentage of students who successfully transition to their next educational/life setting.	Krizel/ Becker/	In Progress

Title	Addresses Agency Goal(s)	Start Date	Strategy Statement	Responsible Administrator	Status
I.C Implementing a New Computerized Student Management System	V. Resourcing and Operational Efficiency VI. Technology	7/02	By June 30, 2005, Eastern Suffolk BOCES will complete the Phase 1 implementation of its new computerized student management system. Phase 1 will include the functions of student attendance, performance reporting, and student discipline. By June 30, 2006 Phase 2 implementation of the student management system will be completed. Phase 2 will concentrate on support structure reorganization, procedure definition and documentation, and reassessment of agency requirements with an emphasis on decentralization of responsibilities.	Krizel/ S. Savarese	In Progress- Phase 1 Completed 6/05
I.D Standardized Parameters for Instructional Materials	I. High Standards II. Staff Development V. Resourcing and Operational Efficiency	9/03	By June 2006, parameters for the identification and purchase of standardized instructional materials will be developed and aligned with the most current Program Profiles in order to prepare students for the Regents, RCTs or Alternate Assessment. An instructional materials recommendation-purchase cycle will be defined and disseminated to staff. The parameters and process established will support standards-based instruction in all BOCES programs.	Skelly	In Progress
I.E (new) Re-Establishment of Special Education Task Force	I: High Standards IV: Program Availability VI; Technology	2005-06 School Year	During the school year 2005-2006, the Special Education Task Force will be re-established to study regional trends in educational service needs. The goal will be to discuss enrollment patterns, possible new service offerings and emerging directions in the field of special education in a collaborative format. It is expected that the outcome of these meetings will be proposals for enhancements of existing programs, and proposals for new services directly to students, as well as, services to districts to support their instruction of an ever-growing included population in our region.	Becker	In Progress
I.F (new) Career, Technical and Adult Education Program Realignment, Relocation and Restructuring	I: High Standards II: Staff Development III: Quality Management VII: Strategic Planning	2005-06 School Year	By July 2005, Career, Technical and Adult Education Programs will have begun a plan for realignment and relocation of programs through a restructuring process. This process shall result in a realignment that will not only emphasize the role of Career and Technical Education but also highlight its presence within the region. This process will include a review and assessment of the operations of all programs. By June 2006, there shall be a clear and redefined plan to achieve this objective by July 2009.	Alexander-Davis	In Progress

Title	Addresses Agency Goal(s)	Start Date	Strategy Statement	Responsible Administrator	Status
I.G Staff Development	I. High Standards II. Staff Development III. Quality Management VIII. Space and Safety X. Internal Communications XI. Staff Recruitment and Retention	7/04	By June 2006, there will be a clear, published protocol for the development and implementation of staff development initiatives pursuant to the agency's contractual obligation. There will be a documented increase in the number of staff members engaged in AFG directed staff development activities.	Becker/ Alexander-Davis/ Skelly	In Progress

STRATEGIC ACTION PLANS FOR IMPROVED STUDENT PERFORMANCE AND ORGANIZATIONAL GROWTH

Title	Addresses Agency Goal(s)	Start Date	Strategy Statement	Responsible Administrator	Status
II.A Assuring Equitable Facilities for All BOCES Students and Staff	I. High Standards III. Quality Management IV. Program Availability VII. Strategic Planning VIII. Space and Safety	3/01	By the year 2009, all Eastern Suffolk BOCES students will be transported to and housed in educational facilities in accordance with standards established by the agency that define optimal travel parameters, satisfy regulatory requirements and meet individual student service needs. This will be achieved through the following action plan that establishes measurable objectives and flexible method of facility management dictated by student population requirements.	Packman	In Progress

RELATED OPERATIONAL ACTION PLANS

Title	Addresses Agency Goal(s)	Start Date	Strategy Statement	Responsible Administrator	Status
II.B Develop a Comprehensive Facility Needs/ Improvement Plan	I. High Standards V. Resourcing and Operational Efficiency VIII. Space and Safety	7/03	By September 1, 2004, a comprehensive review of all BOCES owned and leased facilities will be completed. The review of owned facilities will be completed by architects and engineers working in conjunction with BOCES staff members. Leased facilities will be reviewed by BOCES staff working with representatives of the landlords and may involve consultation with architects and engineers. The review will result in the preparation of a report that will provide information on the current status of the facilities, recommendations for future improvement, and the inventory of mechanical equipment that will be used for the development of maintenance schedules.	Bixhorn/ Packman/ Higuera/ Krizel	In Progress

STRATEGIC ACTION PLANS FOR IMPROVED STUDENT PERFORMANCE AND ORGANIZATIONAL GROWTH

Title	Addresses Agency Goal(s)	Start Date	Strategy Statement	Responsible Administrator	Status
III. A Educational Support Services to School Districts to Improve Student Outcomes	I. High Standards II. Staff Development IV. Program Availability VI. Technology	7/03	By June 2009, the Department of Educational Support Services will assist districts to reach their goals of improved student outcomes, through staff and curriculum development and the use of instructional technology. The foundation of all ESS activities will be the New York Learning Standards and research-based best practices that support academic, social and emotional growth of all students. ESS activities will be aligned to ensure that services integrate seamlessly and reinforce common outcomes and strategies.	Skelly	In Progress

RELATED OPERATIONAL ACTION PLAN

Title	Addresses Agency Goal(s)	Start Date	Strategy Statement	Responsible Administrator	Status
III.B (new) Integrating Job Embedded, Sustained Professional Development to Support Educational Programs in Eastern Suffolk BOCES and Component Districts	I. High Standards II. Staff Development IV. Program Availability	2005-06 School Year	By June 2006, Job Embedded Staff Development supporting educational programs in district will be implemented by master teacher coaches, BOCES staff and educational consultants through the collaborative efforts of the Director and the Divisional Administrator for Educational Support Services, in conjunction with our BOCES and local school districts.	Skelly	In Progress

STRATEGIC ACTION PLANS FOR IMPROVED STUDENT PERFORMANCE AND ORGANIZATIONAL GROWTH

Title	Addresses Agency Goal(s)	Start Date	Strategy Statement	Responsible Administrator	Status
IV.A Human Resources Administration	II. Staff Development III. Quality Management V. Resourcing and Operational Efficiency VI. Technology	7/02	By the year 2009, Eastern Suffolk BOCES Department of Human Resources will 1) develop initiatives to target recruitment of a culturally and racially diverse workforce and 2) assure that all Eastern Suffolk BOCES employees participate in staff development that will enhance their professional growth and/or meet annual certification standards and 3) develop and implement systems for evaluating staff, tracking positions, hiring and recruitment and 4) establish methods and strategies for promoting career opportunities and professional development for all BOCES employees. These efforts will be measured by an evaluation system that is integrated throughout the agency, and a method of tracking staff development participation that is integrated with the BOCES management information system.	Locantore	In Progress

RELATED OPERATIONAL ACTION PLANS

Title	Addresses Agency Goal(s)	Start Date	Strategy Statement	Responsible Administrator	Status
IV.B Evaluation Assurance Phase II	XI. Staff Recruitment and Retention	8/03	By June 2007, the administration will assess the quality of the agency's employee evaluation forms to identify strengths and weaknesses, develop recommendations for improvement, and implement recommendations.	Bixhorn/ Locantore	In Progress
IV.C Recruitment of a Culturally and Racially Diverse Workforce	XI. Staff Recruitment and Retention	9/02	By June 2007, the Department of Human Resources will assess the methods and practices of the agency that are used to target and recruit a diverse workforce. Where necessary, improvements to the system will be implemented.	Locantore/ Lombardo	In Progress

Title	Addresses Agency Goal(s)	Start Date	Strategy Statement	Responsible Administrator	Status
IV.D Standardize Clerical Assignments	II. Staff Development V. Resourcing and Operational Efficiency	9/03	By September 2006, a standardized clerical assignment process that incorporates a career pathway for clerical staff will be in place. This process will address an identified need to standardize clerical assignments throughout the agency based on the work responsibilities that are required in particular job assignments as well as provide clerical staff with an opportunity to advance within the system through the clerical pathway as established by Civil Service Guidelines.	Locantore	In Progress

STRATEGIC ACTION PLANS FOR IMPROVED STUDENT PERFORMANCE AND ORGANIZATIONAL GROWTH

Title	Addresses Agency Goal(s)	Start Date	Strategy Statement	Responsible Administrator	Status
V.A BOCES Communication Initiatives	VI. Technology VII. Strategic Planning IX. Public Information X. Internal Communications	7/01	By 2009, there will be a measurable increase in the percent of our stakeholders and the public at large that recognize Eastern Suffolk BOCES as a quality regional educational institution. By 2005, there will be a measurable increase in the percent of Eastern Suffolk BOCES staff who agree that they are informed about agency actions, have opportunities for input to agency decisions, and can represent the mission and vision of the agency to the outside world from a position of knowledge, understanding, and participating in its future. This will be accomplished through the efforts of a coordinated set of public information strategies and coordinated communication activities implemented by the Office of Communications.	Bixhorn/ Fell	In Progress

RELATED OPERATIONAL ACTION PLANS

Title	Addresses Agency Goal(s)	Start Date	Strategy Statement	Responsible Administrator	Status
V.B Develop cross-functional team	II. Staff Development V. Resourcing and Operational Efficiency VI. Technology	7/04	By July 2006, the Office of Communications and the agency will demonstrate noticeable improvement in working together on graphics related projects.	Bixhorn/ Fell	In Progress
V.C (new) Develop Website Content Management and Graphic Arts Support Services in Partnership with Administrative Council	V. Resourcing and Operational Efficiency	4/06	By June 30, 2009, the agency will assist Administrative Services in generating predictable annual revenue from clients outside the agency for web content management and support, graphic design, publicity and other related services.	Bixhorn/ Fell	In Progress

STRATEGIC ACTION PLANS FOR IMPROVED STUDENT PERFORMANCE AND ORGANIZATIONAL GROWTH

Title	Addresses Agency Goal(s)	Start Date	Strategy Statement	Responsible Administrator	Status
VI.A Research and Program Improvement	II. Staff Development VII. Strategic Planning XII. Research and Development	1/99	By July 2009, Eastern Suffolk BOCES will improve its capacity for research and program improvement through: 1) strategic planning; 2) the Middle States Association Accreditation for Growth process; 3) the availability of data for data-driven decision making; 4) the capacity to survey stakeholders for program improvement efforts; and 5) grants administration.	Bixhorn/ Fell/ White-Ciraco	In Progress

RELATED OPERATIONAL ACTION PLANS

Title	Addresses Agency Goal(s)	Start Date	Strategy Statement	Responsible Administrator	Status
VI.B Agency-wide, Divisional and Site Accreditation	II. Staff Development VII. Strategic Planning	1/99	By July 2009, Eastern Suffolk BOCES will be reaccredited by the Middle States Association based on the implementation of the action plans outlined in the current strategic plan as updated through annual reviews and examined by a mid-point onsite visit by a Middle States Association representative, based on demonstration of continued adherence to Middle States standards, and based on the development of a second seven-year strategic plan using an approved planning process.	Bixhorn/ White-Ciraco	In Progress
VI.C Establishing a Consortium of Grants Administrators	II. Staff Development V. Resourcing and Operational Efficiency X. Internal Communications	7/04	By 2006, Eastern Suffolk BOCES will facilitate resource and knowledge sharing between grants administrators for the purpose of enhancing grant development efforts that will increase the amount of special funding which supports service to Eastern Suffolk BOCES students and component districts.	White-Ciraco/ Fell	In Progress

STRATEGIC ACTION PLANS FOR IMPROVED STUDENT PERFORMANCE AND ORGANIZATIONAL GROWTH

Title	Addresses Agency Goal(s)	Start Date	Strategy Statement	Responsible Administrator	Status
VII.A Enhancing Standard Operating Procedures throughout BOCES	II. Staff Development III. Quality Management V. Resourcing and Operational Efficiency VI. Technology X. Internal Communications	9/02	By 2009, Eastern Suffolk BOCES will align its Board Policies, Administrative Regulations, rules, procedures, practices, and forms with federal and state requirements; agency and divisional vision, mission, beliefs, and goals; and best practices. Additionally, the agency will publish, maintain, and make this information available to all staff in a user-friendly format that will enable all staff to know and comply with the standardized operations relevant to their responsibilities.	Higuera	In Progress

RELATED OPERATIONAL ACTION PLANS

Title	Addresses Agency Goal(s)	Start Date	Strategy Statement	Responsible Administrator	Status
VII.B Review, Revise, Establish, and Publish or Re-Publish Rules, Procedures, Practices, and Forms	I. High Standards V. Resourcing and Operational Efficiency VI. Technology	7/03	By June 30, 2009, Eastern Suffolk BOCES will, using a phased approach, review, revise where appropriate, establish where appropriate, and publish (re-publish) its rules, procedures, practices, and forms. Phases 1, 2, and 3 will focus on the Management Services Division, the Regional Services Division, and the Educational Services Division respectively.	Higuera	In Progress
VII.C Revamping the Billing System	V. Resourcing and Operational Efficiency	6/02	By August 2006, Eastern Suffolk BOCES will redesign the agency's billing business process model and fully implement a comprehensive PeopleSoft billing/accounts receivable module that will provide strategic financial reporting capabilities for Administrators, as well as Internet access to contract and billing information for component school districts.	Kaelin/ S. Savarese	In Progress Phase I Complete

Title	Addresses Agency Goal(s)	Start Date	Strategy Statement	Responsible Administrator	Status
VII.D Review, Revise, Establish and Re-Publish Administrative Regulations	I. High Standards V. Resourcing and Operational Efficiency VI. Technology	7/03	By June 30, 2008 Eastern Suffolk BOCES will review, revise where appropriate, establish where appropriate, and re-publish all Administrative Regulations.	Packman	In Progress
VII.E Using Technology to Improve Office Productivity and Organization	V. Resourcing and Operational Efficiency VI. Technology	7/03	By June 30, 2006, Eastern Suffolk BOCES will establish and implement standard procedures and/or methods for using Microsoft® Outlook® and other tools to improve office productivity and organization.	Higuera	In Progress
VII.F (new) Designing and Deploying an Intranet and Extranet to Enhance Internal and External Communications	III: Quality Management V: Resourcing and Operational Efficiency VI: Technology IX: Public Information X: Internal Communications	7/05	By June 30, 2006, Eastern Suffolk BOCES will design and deploy an Intranet and an Extranet to enhance communication and collaboration between the agency and its internal and external stakeholders, while also improving access by these stakeholders to the relevant data they need to achieve their various related missions.	Higuera/ Savarese/ Weber	In Progress

STRATEGIC ACTION PLANS FOR IMPROVED STUDENT PERFORMANCE AND ORGANIZATIONAL GROWTH

Title	Addresses Agency Goal(s)	Start Date	Strategy Statement	Responsible Administrator	Status
VIII.A Supporting Educational Opportunities through Technology Services	I. High Standards II. Staff Development VI. Technology	7/03	By the year 2009, Eastern Suffolk BOCES will offer new and enhanced technologies to improve the efficiency and strengthen the quality of the programs and services offered to all members of our educational community.	Higuera/ Weber	In Progress

RELATED OPERATIONAL ACTION PLANS

Title	Addresses Agency Goal(s)	Start Date	Strategy Statement	Responsible Administrator	Status
VIII.B Assess the Services Provided by the Regional Information Center	V. Resourcing and Operational Efficiency	7/04	By June 30, 2006, Eastern Suffolk BOCES will assess the services being provided by the Regional Information Center and establish a plan for developing new and enhanced services, while also increasing the department's internal technical capacity.	Higuera / Weber	In Progress

ACTION PLANS – COMPLETED

Title	Addresses Agency Goal(s)	Strategy Statement	Responsible Administrator	Status
Transition of Special Education Administration	I. High Standards II. Staff Development III. Quality Management VII. Strategic Planning	By July 1, 2005, the retiring Co-Director of Special Education will have been replaced through a process that will result in the restructure of Eastern Suffolk BOCES' academic programs under the supervision of one Director of Special Education. This process will include a review of the job description and operations of the current secondary and elementary programs.	Manzo/ Becker	Completed 6/05
Career, Technical and Adult Education Administrative Realignment/ Restructuring	I. High Standards II. Staff Development III. Quality Management VII. Strategic Planning	By July 1, 2004, Secondary & Adult Programs will have been realigned through a reorganization process that will result in the restructure of the Educational Services Division. The restructuring shall result in a realignment that emphasizes the role of the Career and Technical Education in the region. This process shall include a review of the administrative structure along with various other line positions and the operations of the Career, Technical, & Adult Education Programs. By July 1, 2005, there shall be clear and redefined programs supported by an appropriate administrative structure.	Alexander- Davis	Completed 6/05
Develop and Implement Custodial Standards for Facilities	I. High Standards II. Staff Development V. Resourcing and Operational Efficiency VIII. Space and Safety	By June 2005, Eastern Suffolk BOCES will have completed a Custodial Standards Manual.	Packman	Completed 6/05

Title	Addresses Agency Goal(s)	Strategy Statement	Responsible Administrator	Status
Relocation of Aviation Program	I. High Standards V. Resourcing and Operational Efficiency VIII. Space and Safety	By January 2005, the most appropriate location for the Suffolk Aviation Center will have been determined and established.	Packman	Completed 6/05
Integrating Professional Development to Support Inclusive Educational Programs	I. High Standards II. Staff Development IV. Program Availability	By June 2005, staff development programs supporting inclusive educational programs will be developed and presented by BOCES staff and educational consultants through the collaborative efforts of the Director and the Divisional Administrator for Educational Support Services.	Skelly/ Adsitt	Completed 6/05
Assessing the Feasibility of Establishing an Educational Foundation to Support BOCES Programs	V. Resourcing and Operational Efficiency VII. Strategic Planning X. Internal Communications	By November 30, 2004, Eastern Suffolk BOCES will assess the feasibility and desirability of establishing an educational foundation for the purpose of raising funds to support the various programs operated by the agency.	Bixhorn/ Higuera	Complete – Decision for no foundation at this time 12/04
Accreditation of Instructional Program Sites	I. High Standards VII. Strategic Planning	By June 2005, each BOCES instructional program site will have established at least two measurable objectives relating to student performance standards set by the New York State Board of Regents, and the objectives, along with their respective action plans, will have been approved by the Middle States Association through the Accreditation for Growth process.	Krizel/ Watkins	Completed 6/04
Improving the Educational Outcomes of BOCES Students in Secondary Integrated Settings	I. High Standards IV. Program Availability VIII. Space and Safety	By the year 2006, there will be a clear, published program profile and procedure for student review/placement within the continuum of services available on Eastern Suffolk BOCES campuses. There will be a measurable increase in the number of students who successfully transition to less/more restrictive educational placements utilizing collaborative planning among our campus-based programs.	Krizel/ Becker	Completed 6/04

Title	Addresses Agency Goal(s)	Strategy Statement	Responsible Administrator	Status
Develop New Five-Year Regional Special Education Space Plan	I. High Standards IV. Program Availability VIII. Space and Safety	By February 4, 2004, a new Five-Year Regional Special Education Space Requirements Plan will be developed for the Eastern Suffolk BOCES regional area and submitted to NYSED for approval as required by New York State Education Law and Regulation.	Bixhorn/ Krizel/ Packman	Completed 2/04
Plan and Oversee Leadership Team and Staff Development within Educational Services Division	I. High Standards II. Staff Development	By December 2004, a process resulting in the establishment of cohesive leadership teams within the Educational Services Division will be completed. The process will involve the Associate Superintendent, the Directors (3), the divisional administrators (2) and the building principals. The elementary and secondary teams will become integral to the operations of the division and assure that high quality programs and services are provided on an equitable basis. The teams will become fully integrated into administrative structure of the agency and interact with Cabinet and Administrative Council as necessary.	Bixhorn/ Krizel	Completed 6/04
Establish an Eastern Suffolk BOCES Parent Advisory Council	I. High Standards VII. Strategic Planning IX. Public Information	By June 2004, the Eastern Suffolk BOCES Central Shared Decision-Making Committee will facilitate the development of an Eastern Suffolk BOCES Parent Advisory Council.	Bixhorn/ Krizel	Completed 6/04
Supporting Educational Opportunities through Educational Support Services Center	I. High Standards II. Staff Development VI. Technology	By the year 2009, in alignment with guidelines of SED, Eastern Suffolk BOCES ESSC will utilize emerging technologies and strengthen the quality of instructional support to provide significant educational opportunities for all members of our educational community. In this way, we will be better prepared to help all students reach higher levels of achievement and satisfy State Standards.	Krizel	Completed 6/04
Plan and Oversee Transition of Research & Planning Management	VII. Strategic Planning XII. Research and Development	By June 30, 2004, the retiring Director of the Research and Planning Department will have been replaced in an orderly, organizationally sound manner. In addition to the recruitment of a replacement, the process will include a complete review of office staffing patterns and the function of the Office of Research and Planning.	Bixhorn/ Fell	Completed 6/04
Capital Asset Accounting Management	V. Resourcing and Operational Efficiency	By June 30, 2004 Eastern Suffolk BOCES will revise and implement its capital asset management program to: provide the information required for financial reporting as determined by the Governmental Accounting Standards Board (GASB) statement 34; comply with Board policy, administrative regulations, and	Higuera/ Perry	Completed 6/04

Title	Addresses Agency Goal(s)	Strategy Statement	Responsible Administrator	Status
	VI. Technology	requirements of the State Education Department; provide an adequate measure of control over the capital assets of the agency; and provide the necessary information to ensure adequate and appropriate insurance coverage and recovery in the event of loss.		
Plan and Oversee Transition of RIC Management	VI. Technology	By September 1, 2004, the retiring Director of the Regional Information Center (RIC) will have been replaced in an orderly, organizationally sound manner. In addition to the recruitment of a replacement, this process will include a complete review of the job description, the operations of the RIC, and the function of the Educational Support Services Center (ESSC). Areas of overlap between the RIC and ESSC will be resolved as part of the initiative.	Bixhorn/ Higuera/ Krizel/ Skelly M. Savarese	Completed 6/04
Implementing the Comprehensive Student Attendance Policy	I. High Standards	By July 2004, Eastern Suffolk BOCES will have completed and evaluated implementation of its Comprehensive Student Attendance Policy and be in full compliance with NYSED Regulation.	Manzo/ Becker	Completed 12/03
Developing a New Summer Services Model	I. High Standards V. Resourcing and Operational Efficiency	Eastern Suffolk BOCES Instructional Programs Division will develop a new delivery model for summer special education services that aligns the delivery of summer services for special education students with NYSED regulations for delivery of such services, assures appropriate staffing, assures safety of all students receiving summer services, and maximizes the efficiency of service delivery while maintaining a quality program.	Manzo	Completed 10/03
Establishing a Research and Program Improvement Department	I. High Standards III. Quality Management VII. Strategic Planning XII. Research and Development	By 2001, Eastern Suffolk BOCES will establish a Research and Program Improvement Department to conduct various types of on-going and longitudinal research for the purpose of evaluating programs and services and establishing methods to benchmark progress toward the achievement of strategic objectives outlined within the action plans of this document.	Watkins	Completed 8/03
Implementing the New SDM Plan	I. High Standards III. Quality Management	By November 2002, the Central Shared Decision-Making Committee will have developed an action plan to support implementation and evaluation of the revised Eastern Suffolk BOCES Plan for Shared Decision-Making and Site Based Management.	Krizel	Completed 8/03

Title	Addresses Agency Goal(s)	Strategy Statement	Responsible Administrator	Status
Evaluation Assurance Phase I	XI. Staff Recruitment and Retention	By June 2003, the administration will assess the status of the agency's employee evaluation systems to identify strengths and weaknesses and develop recommendations for improvement.	Bixhorn/ Mensch	Completed 6/03
Leadership Team Cohesiveness	V. Resourcing and Operational Efficiency	By June 30, 2003, the administration will plan and implement a program to improve operational efficiency by promoting cohesiveness among Cabinet and Administrative Council members.	Bixhorn	Completed 6/03
Leadership Preparation	XI. Staff Recruitment and Retention	By June 2003, the administration will design a plan to address the pending turnover of administrative staff within the agency in order to assure that a strong "in-house" pool of candidates will be prepared to apply for positions in the future.	Mensch/ Lombardo	Completed 6/03
Reorganization of the Educational Support and Technology Services Division	V. Resourcing and Operational Efficiency	By June 30, 2003, the administration will plan and fully implement the reorganization of the Educational Support and Technology Services Division.	Bixhorn	Completed 6/03
Survey of Instructional Program Success	III. Quality Management IX. Public Information X. Internal Communication	By June 2003, Eastern Suffolk BOCES will have completed a survey of its stakeholders to document the success of Instructional Programs. This survey will be based upon a survey protocol commissioned by the Board and developed and administered in the 1997-98 school year by the National Study of School Evaluation (NSSE).	Watkins	Completed 6/03
Implementing NYSED Regulation Concerning Automatic Defibrillators	II. Staff Development VIII. Space and Safety	By September 1, 2002 or when applicable, Eastern Suffolk BOCES will be in compliance with New York State Regulation regarding Automatic Defibrillators in the schools.	Packman	Completed 12/02
Quality Management	III. Quality Management	By September 2003, Eastern Suffolk BOCES will integrate Quality Management tools and processes with Shared Decision-Making groups in the Instructional Division. The function of the Quality Council will be integrated into the newly formed Shared Decision-Making Central Committee.	Lombardo	Completed 10/02

Title	Addresses Agency Goal(s)	Strategy Statement	Responsible Administrator	Status
Plan, Implement and Evaluate BTC Extension and Instructional Program	VIII. Space and Safety	By September 1, 2002, the addition to the Brookhaven Technical Center will be planned, approved, constructed, and occupied.	Packman	Completed 9/02
Central Administrative Structure	V. Resourcing and Operational Efficiency	By June 30, 2002, Eastern Suffolk BOCES will have designed and staffed an organizational structure that supports the delivery of quality, cost effective services to component districts.	Bixhorn	Completed 6/02
Comprehensive Student Attendance Policy	I. High Standards	By June 30, 2002, Eastern Suffolk BOCES will have developed and the Board will have adopted a comprehensive student attendance policy that is consistent with the requirements of the amendments to the Commissioner's Regulation section 104.1.	Watkins	Completed 6/02
Rewrite SDM Plan	III. Quality Management	By June 30, 2002, Eastern Suffolk BOCES Agency SDM will have completed the biennial review, evaluation, and rewrite of the Agency Plan for Shared Decision-Making and Site Based Management and the Board will have approved the plan for submission to NYSED.	Wall	Completed 6/02
Standardize Benefits	XI. Staff Recruitment and Retention	By June 30, 2002, Eastern Suffolk BOCES will have a well-structured, cohesive benefit structure for our represented employees.	Wall	Completed 6/02
Data Mining Service	I. High Standards VI. Technology	By June 30, 2002, Eastern Suffolk BOCES will have merged the data warehousing initiatives of Eastern and Western Suffolk BOCES and be positioned to offer data mining services to all school districts in the County.	Griffin	Completed 6/02
Enhancing Legislative Outreach Efforts	III. Quality Management IX. Public Information	By 2001, the Eastern Suffolk BOCES will establish opportunities for representatives of employee groups and component districts to provide input into the development of the annual BOCES Advocacy Program.	Bixhorn	Completed 6/01
Focused Advocacy Program on BOCES Space	IV. Program Availability VIII. Space and Safety IX. Public Information	By 2001, Eastern Suffolk BOCES will develop and promulgate an advocacy program related to the procurement and financing of permanent space for BOCES programs.	Bixhorn	Completed 6/01

Title	Addresses Agency Goal(s)	Strategy Statement	Responsible Administrator	Status
Focused Advocacy Program on BOCES Space	IV. Program Availability VIII. Space and Safety IX. Public Information	By 2001, Eastern Suffolk BOCES will develop and promulgate an advocacy program related to the procurement and financing of permanent space for BOCES programs.	Bixhorn	Completed 6/01
Implementing Project SAVE	VIII. Space and Safety	By July 1, 2001, Eastern Suffolk BOCES will be in full compliance with the requirements of Project SAVE legislation following the activities and timelines of the following action plan.	Bixhorn	Completed 6/01
Financing Pilot Projects	V. Resourcing and Operational Efficiency XII. Research and Development	By July 2001, Eastern Suffolk BOCES will develop a method to generate dedicated resources to support an agency research and development function which has been approved by our component districts and will articulate both an internal and component district review process for deciding the specific projects to support with these resources.	Griffin	Completed 6/01

OTHER MILESTONES IN THE IMPLEMENTATION OF THE STRATEGIC PLAN

Action Plan	Milestone	Date Completed
	<i>NOTE: Milestones are <u>important completed activities</u> that are part of Action Plans that may or may not yet be fully completed.</i>	
Integrating Professional Development to Support Inclusive Educational Programs	Provided complimentary workshops to districts with BOCES inclusive classes.	6/05
Educational Support Services to School Districts to Improve Student Outcomes	Introduced HealthSmart Curriculum in all Special Education programs.	6/05
Staff Development	Published a monthly summary of staff development opportunities available to professional staff represented by the BEES.	6/05
Educational Support Services to School Districts to Improve Student Outcomes	Increased BOCES student participation in Regional Arts-in-Education programs, performances and artist residencies.	5/05
Educational Support Services to School Districts to Improve Student Outcomes	Implemented Virtual Reference Collection in all Special Education and CTE schools and programs.	4/05
Staff Development	Identified and created staff development topics for the 7.5 Agency Professional Development hours and distributed a chart of the staff development topics to professional staff represented by the BEES.	2/05
Staff Development	Developed database to track conferences and professional days for the Educational Services Division.	9/03
Enhancing Standard Operating Procedures throughout BOCES	Reviewed, revised where appropriate, established where appropriate, and re-published all its Board policies.	9/03
Human Resource Administration	Created learning opportunities for administrative staff that were integrated with the District Superintendent's "Leadership Initiative," the Administrator's Mentor Program, and the Administrator's Leadership Academy.	8/03
Accreditation of Instructional Program Sites	Developed missions and student performance objectives for seventeen instructional program sites and submitted performance objectives to the Middle States Association for technical review. Of these submissions, six were accepted as written and eleven were accepted with minor revisions or accepted subject to collection of baseline data.	7/03

Action Plan	Milestone	Date Completed
Communication Initiatives	Launched the first comprehensive Web site Eastern Suffolk BOCES has ever had on July 1, 2003. In accordance with Strategic Action Plan V: BOCES Communications Initiative, this Web site was conceptualized, designed and developed by the Communications Office to achieve that agency's goal of providing relevant and current information via the Word Wide Web to our stakeholders and the public-at-large.	7/03
Improving the Educational Outcomes of BOCES Students	Created an Electronic Datafolio for use with New York State Alternate Assessments.	6/03
Improving the Educational Outcomes of BOCES Students	Implemented Standards-Based Sensory Science Kits for severe developmentally delayed students	6/03
Human Resources Administration	Created "Hiring Practices Handbook" documenting the process utilized to fill both certificated and civil service vacancies and successfully applied in the hiring of candidates to fill the vacancies created by the retirement of four principals.	6/03
Human Resource Administration	Developed an affiliation with local colleges and universities that will assist in the hiring of both full-time and substitute teacher, paraprofessional and nursing staff.	6/03
Improving the Educational Outcomes of BOCES Students in Elementary and Secondary Integrated Settings	During the 2002-03 school year, added included classes in 11 additional schools operated by component school districts allowing the inclusion and participation of approximately 100 additional BOCES students in integrated settings.	6/03
Accreditation of Instructional Program Sites	Completed the Middle States Association Accreditation for Growth self-study process in seventeen instructional program sites, including formal review of two curriculum areas (usually English Language Arts and Math).	6/03
Supporting Educational Opportunities through Educational Support Services Center	Strengthened and systematized the instructional support provided to Eastern Suffolk BOCES instructional staff provided by the Educational Support Services Center through the curriculum teachers in order to ensure cutting edge services preparing our staff to help all students reach higher levels and achievement and satisfy State Standards.	6/03
Improving the Educational Outcomes of BOCES students in Elementary Integrated Settings	Provided training for approximately 250 district and BOCES staff working with children in included settings, in particular staff serving students with autism.	6/03
Communication Initiatives	Developed and implemented a Visual Identity Program for the agency, issued a Visual Identity Guidelines and provided staff training, May 2003. In accordance with Strategic Action Plan V: BOCES Communications Initiatives, this program was designed by the Communications Office to provide a visual framework for the agency and to establish a system to assure that all agency printed and electronic materials are developed and produced with consistency and brand identity.	5/03

Action Plan	Milestone	Date Completed
Supporting Educational Opportunities through Educational Support Services Center	Successfully re-organized the Educational Support Services Center within Educational Services.	12/02
Agency-wide, Divisional, and Site Accreditation	Received successful mid-point review of progress on the Agency/Divisional Strategic Plan from the Middle States Association of Colleges and Schools.	11/02
Plan, Implement and Evaluate BTC Extension and Instructional Program	Built 50,000 square foot extension to Brookhaven Technical Center, consisting of modular classrooms, office, cafeteria, and gymnasium; ready for occupancy.	9/02
Developing a New Summer Services Model	Reduced by 10% the number of students receiving special education summer services in the 2002 summer program due to the new summer services delivery model for special education students. An additional 10% reduction in enrollment is anticipated for the 2003 summer program.	8/02
Establishing a Research and Program Improvement Department	Established and staffed Research and Program Improvement Department within the Educational Services Division; began operations.	7/02
Reorganization of the Educational Support and Technology Services Division	Prepared plan for reorganization of the Educational Support and Technology Services Division.	7/02
Developing a New Summer Services Model	Developed new Summer Services delivery model for implementation.	12/02
Revamping the Billing System	Completed training and administrative needs assessment in preparation for design and implementation of PeopleSoft billing/accounts receivable module.	6/02
Quality Management	Trained 260 employees in the use of Total Quality Management.	6/02
Improving the Educational Outcomes of BOCES Students	Created Thematic Instructional Kits to support learning standards and IEP goals in Special Education Summer School.	6/02
Communication Initiatives	Established and staffed Communications Office; began operations in March 2002.	3/02
Human Resources Administration	Started two employee mentor programs: Support Services Mentorship Program and Administrators Mentorship Program.	12/01
Assuring Equitable Facilities for All BOCES Students and Staff	Completed baseline Customer Satisfaction Survey on Operations, Maintenance and Transportation issues for all BOCES facilities.	6/01

Action Plan	Milestone	Date Completed
Improving the Educational Outcomes of BOCES Students	Successful NYSED Certification of 10 Career and Technical Education Courses; applications for Certification of 12 additional courses submitted to the state.	6/01
Improving the Educational Outcomes of BOCES Students	Completed: Program Redesign and Relocation Plan.	10/01
Improving the Educational Outcomes of BOCES Students	Completed baseline report: Trends in Eastern Suffolk BOCES Student Enrollment.	8/01

Eastern Suffolk BOCES
Strategic Action Plan I.A: Improving the Educational Outcomes of BOCES Students

ADDRESSES BOCES GOAL(S):

I: High Standards
 IV: Program Availability
 VI: Technology

RESPONSIBLE ADMINISTRATOR:

Associate Superintendent, Educational Services

ADDRESSES RETREAT REPORT OBJECTIVE(S):

IP #2: Collaboration with Business, Industry
 and Post-Secondary Education
 IP #4: NYS & Industry Standards
 IP #5: Using Data to Assess Program Quality
 IP #10: Securing Permanent Instructional Space
 IP #12: Exploring New Programs & Alternative Delivery Methods

COLLABORATOR(S):

Director, Special Education
 Director, Career, Technical and Adult Education
 Director, Research & Planning
 Director, Educational Support Services
 Building/Program Administrators

STRATEGIC PLANNING STRATEGY: By the year 2009, there will be a measurable improvement in the educational outcomes of BOCES special, career, and adult education students. There will be a measurable increase in the percentage of BOCES students who are provided instruction, work activities, and life skill experiences in general education, community, and job settings. There will be a measurable increase in the percentage of BOCES students who have access to the general education curriculum and/or to curriculum reflecting the NYS standards. There will be a measurable increase in the percentage of students who successfully transition to their next educational/life setting and who have improved standing for entry into the job market or higher education. This will be achieved and measured through the establishment of a comprehensive program based upon this action plan.

DESCRIPTIVE NARRATIVE: The Educational Services Division will develop and implement a comprehensive K-12 plan of program relocation and redesign that will assure all special and career education students are provided appropriate services to ensure access to the NYS learning standards, general education curriculum, vocational assessment and career education programs, and/or transition services. This plan will incorporate physical relocation of programs and service delivery sites to assure increased integration opportunities; programmatic redesign of the curriculum and instruction to improve academic standards and student outcomes; and expansion of transition services focused on adult post-graduation outcomes.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Analyze trend data on BOCES enrollments and instructional space.	On-going	Assoc. Supt., Ed. Services Exec. Dir., Admin. Services Dir., Research & Planning Director, Special Education, Director, Career & Technical Education	Baseline report finished, 8/01 •Special Education: Instituted the computerized Peoplesoft Enrollment Management

Eastern Suffolk BOCES
Strategic Action Plan I.A: Improving the Educational Outcomes of BOCES Students

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
			System for use in conjunction with the yearly A.S.P. process. •Career & Technical Education: Analyzed enrollment trends developing for 2005-06. Develop a committee in 2005-06 to determine possible relocation of courses to meet enrollment trends.
2. Develop and update instructional facilities and program relocation plan.	Annually	Assoc. Supt., Ed. Services Exec. Dir., Admin. Services	Facilities & Program Redesign & Relocation Plan completed, 3/04 Reviewed facilities needs during spring enrollment process to determine space needs in center based and included sites. 06/04.
3. Determine program redesign planning and implementation needs – based on physical relocations	Annually	Assoc. Supt., Ed. Services Director, Special Ed. Building/Program Admins	Completed, 2/04
4. Modify Special Education curricula to align with New York State Learning Standards.	On-going	Director, Special Ed. Director, CTE Dir., Ed. Support Services Building/Program Admins. Curriculum Specialists Instructional Staff	In Progress K-12 Curriculum Committees in each academic and career and technical areas met during the year to review curriculum changes and materials/supplies needs for coming school year.

Eastern Suffolk BOCES
Strategic Action Plan I.A: Improving the Educational Outcomes of BOCES Students

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
5. Begin the CTE course recertification process for 10 courses.	On-going	Director, CTE Building/Program Admins. Instructional Staff	In Progress As of 6/05 – 35 CTE courses were certified by NYS.
6. Provide staff development opportunities for administrators, classroom teachers, related service personnel, special subject teachers, paraprofessionals, and support staff	On-going	Dir., Ed. Support Services Curriculum Specialist Exec.Dir., Human Resources	In Progress Staff Development opportunities were provided in the form of workshops based on site level SDM Committee recommendations, divisional level recommendations and monthly administrative seminars for all Departments.
7. Identify service gaps, underserved student populations, and employment needs of the regional area and develop new programs and services to address these areas	On-going	Assoc. Supt., Ed. Services Director, Special Ed. Director, CTE Building/Program Admins.	On-going •Special Education: Worked with Directors of Special Education the area through the CASE Organization to identify a need for deliver of Applied Behavioral Analysis services after traditional school hours in the home. We have also utilized the opportunity presented in the Regional Space Planning Forum to develop a behavioral curriculum for developmentally delayed students with limited language skills.

Eastern Suffolk BOCES
Strategic Action Plan I.A: Improving the Educational Outcomes of BOCES Students

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
			<ul style="list-style-type: none"> •Career & Technical Education: Developed 5 new CTE course offerings and will offer 3 for 2005-06 school year. Developed CTE Advisory Council comprised of Business and Industry representatives to determine employment trends.
<p>8. Expand delivery of transition services to special education students within ESB</p>	<p>On-going</p>	<p>Director, Special Ed. Director, CTE Building Administrators</p>	<p>In Progress</p> <ul style="list-style-type: none"> •Special Education: Expanded the delivery of Contextualized Learning curricula to both of our center based middle schools, creating interdisciplinary learning modules that utilize prevocational activities to support SED Learning Standards. •Career & Technical Education: Developed a committee to assess and develop the current special career and tech education program and course offerings to assure alignment with student's transitional needs. •Implement programs by 2006-07.

Eastern Suffolk BOCES
Strategic Action Plan I.A: Improving the Educational Outcomes of BOCES Students

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
9. Develop and implement a process to gather and analyze student and program specific data with respect to student performance, transition, and exit outcomes to support the action steps of this plan.	On-going	Dir., Technology Integration	In Progress

RESOURCES REQUIRED:

Personnel, staff development, equipment and technology, classroom space

POSSIBLE SOURCES OF FUNDING:

Instructional programs budget
 Administrative services budget (instructional space)
 Grants

CURRENT BASELINE DATA:

Program Relocation Data

77% of BOCES Special Education students educated in segregated settings, baseline year – 2000-01
 8% of BOCES Special Education students educated in Inclusive Transitional Program settings, baseline year – 2000-01
 15% of BOCES Special Education students provided related services in home district settings, baseline year – 2000-01
 280 (92%) BOCES Special Education classes located in separate sites, baseline year – 2000-01
 24 (8%) BOCES Special Education classes located in integrated buildings, baseline year – 2000-01
 # (%) BOCES instructional sites integrating regular and special education students, baseline year – 2000-01

Program Redesign Data

(%) of Special Education programs offering community/extracurricular/work integration experiences, baseline year – 2001-02
 # (%) of Career Education programs offering community/extracurricular/work integration experiences, baseline year – 2001-02
 # (%) of Special Education students participating in community/extracurricular/work integration experiences, baseline year – 2001-02
 # (%) of Career Education students participating in community/extracurricular/work integration experiences, baseline year – 2001-02
 # (%) of time Special Education students spend in integrated/inclusive settings, baseline year – 2001-02
 # (%) of Career Education students participating in VICA, baseline year – 2001-02
 9 of Career Education courses certified for Regents credit, baseline year – 2001-02
 20 of Career Education courses articulated for college credit, baseline year – 2000-01
 # of Career Education courses meeting industry licensing standards

Eastern Suffolk BOCES
Strategic Action Plan I.A: Improving the Educational Outcomes of BOCES Students

Student attendance statistics
Student suspension statistics
Program completion rates – Career Education

Student Outcome Data

Performance of Special Education students on NYS Assessments/NYS alternate assessments
Performance of Special Education students on Behavioral Evaluation Scale
Performance of Special Education students on achievement tests
Performance of Special Education students on social skills development
Performance of Career Education students on NYS Assessments
Performance of Career Education students on licensing exams
Performance of adult education students on educational advancement exams
Performance of adult education students on licensing exams

Student Transition Outcome Data

(%) of Special Education students moving to/successful in lesser restrictive settings
Graduation rates
College/technical school placement statistics
Job placement statistics
Independent living statistics

IMPLEMENTATION MEASURES:

Implementation will be tracked via monthly reports from building administrators to the Directors to Associate Superintendent for Educational Services

EFFECTIVENESS MEASURES:

Targets to be established as decisions on appropriate outcomes measures are finalized

INFORMATION REQUIRED FOR MEASURES:

Information required to determine effectiveness of activities and system to track that information will be developed as a part of the implementation of this action plan.

Eastern Suffolk BOCES
Related Operational Action Plan I.B: Improving the Educational Outcomes of BOCES
Special Education Students In Integrated Settings

ADDRESSES BOCES GOAL(S):

I: High Standards
 IV: Program Availability
 VI: Technology

RESPONSIBLE ADMINISTRATOR:

Associate Superintendent, Educational Services
 Director, Special Education

COLLABORATOR(S):

Director, Educational Support Services
 Building/Program Administrators

RELATED OPERATIONAL OBJECTIVE: By the year 2009, there will be a measurable improvement in the educational outcomes of BOCES special education students. There will be a measurable increase in the percentage of BOCES students who are provided instruction, work activities, and life skill experiences in general education, community, and pre-employment settings. There will be a measurable increase in the percentage of BOCES students who have access to the general education curriculum. There will be a measurable increase in the percentage of students who successfully transition to their next educational/life setting.

DESCRIPTIVE NARRATIVE: The ESB Educational Services Division, Department of Special Education will develop and implement a comprehensive K-12 plan for integrated programs that will assure all special education students are provided appropriate services to ensure access to the NYS learning standards, general education curriculum, assessment and transition services. This plan will focus on: delivery of special education services in integrated settings in component school districts, increasing integration opportunities, improving academic and social/emotional student outcomes, and increasing the percentage of students who successfully transition to least restrictive settings.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Analyze trend data on BOCES enrollments and instructional space.	On-going	Assoc. Supt., Ed. Services Director, Special Ed. Dir., Research & Planning	Baseline report finished, 8/01 On-going updates Instituted the computerized Peoplesoft Enrollment Management System for use in conjunction with the yearly A.S.P. process.

Eastern Suffolk BOCES
Related Operational Action Plan I.B: Improving the Educational Outcomes of BOCES
Special Education Students In Integrated Settings

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
2. Develop and update district space plan for instructional programs.	Annually	Assoc. Supt., Ed. Services Exec. Dir., Admin. Services	On-going Reviewed facilities needs during spring enrollment process to determine space needs in center-based and included sites for 2005-2006 school year. 6/04
3. Determine adequacy of the physical space to meet the needs of the BOCES population.	On-going	Director, Special Ed. Divisional Admin., Special Ed.	4/03 Ongoing Review
4. Develop an Integrated Programs Handbook for BOCES administrators and district administrators of host districts/programs.	January, 2005	Director, Special Ed. Divisional Admin., Special Ed. BOCES Administrators	Monthly meeting commenced 2002. In Progress Draft completed, under review for consistency with agency policies and procedures. Projected completion, 8/05.
5. Provide staff development opportunities for administrators, classroom teachers, related service personnel, special subject teachers, paraprofessionals, and support staff.	Annually	Dir., Ed. Support Services Curriculum Specialist	On-going workshop participation Staff Development opportunities were provided in the form of workshops based on site level SDM committee recommendations and monthly administrative seminars.

Eastern Suffolk BOCES
Related Operational Action Plan I.B: Improving the Educational Outcomes of BOCES
Special Education Students In Integrated Settings

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
6. Increase the skill and receptiveness of general education programs for acceptance of ES BOCES students through staff development opportunities.	On-going	Director, Special Ed. Divisional Admin., Special Ed.	Grant approval continuing 2004-2005 Completed the final year of the Autism Grant, delivering staff development in local districts, Planned and secured funding in conjunction with the Regional Space Planning Committee to deliver staff development opportunities in selected districts during the 2005-2006 school year. Offered staff development opportunities to local districts through our Educational Support Services Department.
7. Survey the impact of BOCES programs on district sites.	Annual Review June, 2005	Divisional Admin., Special Ed.	
8. Develop criteria for selection of students to be placed in integrated settings, through the collection of data related to the profile of successful students in integrated settings.	On-going Annual Review	Director Special Ed. Divisional Admin., Special Ed. Program Administrators	On-going review. Development of Continuum of Services guide for each school year, outlining student profiles in various center-based and included sites throughout the ESB area. Completed 2/05.

Eastern Suffolk BOCES
Related Operational Action Plan I.B: Improving the Educational Outcomes of BOCES
Special Education Students In Integrated Settings

RESOURCES REQUIRED:

Personnel, staff development, equipment and technology, and classroom space.

POSSIBLE SOURCES OF FUNDING:

Instructional programs budget
Administrative services budget (instructional space)
Program Development Grant

CURRENT BASELINE DATA:

Program Relocation Data

77% of BOCES Special Education students educated in segregated settings, baseline year – 2000-01
8% of BOCES Special Education students educated in Inclusive Transitional Program settings, baseline year – 2000-01
280 (92%) BOCES Special Education classes located in separate sites, baseline year – 2000-01
24 (8%) BOCES Special Education classes located in integrated buildings, baseline year – 2000-01
#(%) BOCES instructional sites integrating regular and special education students, baseline year 2000-01
Trend Data needed for 2001-02
Trend Data needed for 2002-03
of students integrated in academic area - percentage of time
of students integrated in non-instructional areas (lunch) – percentage of time

Student Outcome Data

(%) of Special Education students moving to/successful in lesser restrictive settings
Graduation rates
College/technical school placement statistics
Job placement statistics
Independent living statistics

IMPLEMENTATION MEASURES:

Implementation will be tracked via monthly reports from building administrators to the Divisional Administrator for Special Education to the Director of Special Education to Associate Superintendent for Educational Services.

Eastern Suffolk BOCES
Related Operational Action Plan I.B: Improving the Educational Outcomes of BOCES
Special Education Students In Integrated Settings

EFFECTIVENESS MEASURES:

Targets to be established as decisions on appropriate outcomes measures are finalized

INFORMATION REQUIRED FOR MEASURES:

Information required to determine effectiveness of activities and system to track that information will be developed as a part of the implementation of this action plan.

Eastern Suffolk BOCES
Related Operational Action Plan I.C: Implementing a New Computerized Student Management System

ADDRESSES BOCES GOAL(S):

- V. Resourcing and Operational Efficiency
- VI. Technology

RESPONSIBLE ADMINISTRATOR:

Associate Superintendent, Educational Services
 Director, Technology Integration

COLLABORATOR(S):

Director, Special Education

RELATED OPERATIONAL OBJECTIVE: By June 30, 2005, Eastern Suffolk BOCES will complete the Phase 1 implementation of its new computerized student management system. Phase 1 will include the functions of student attendance, performance reporting, and student discipline. By June 30, 2006 Phase 2 implementation of the student management system will be completed. Phase 2 will concentrate on support structure reorganization, procedure definition and documentation, and reassessment of agency requirements with an emphasis on decentralization of responsibilities.

DESCRIPTIVE NARRATIVE: Through identification of central office and building based needs for student information management, and working in concert with consultant technology firm(s), a new computerized student management system, or set of inter-related systems, will be selected, modified, and/or developed. A training and implementation plan will be developed so that the new system(s) can be phased in from 2003-2005 school years.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Identification of central office and building based student information storage, manipulation and reporting needs.	September 2002	Assoc. Supt., Ed. Services Dir., Technology Integration Collaborators	Completed
2. Identification of consultant technology firm(s) to produce required systems	September 2002	Assoc. Supt., Ed. Services Dir., Technology Integration	Completed
3. Recommendation to Board for appointment of consultant firm(s)	April 2003	Assoc. Supt., Ed. Services	Completed
4. Development of implementation plan.	July 2003	Dir., Technology Integration Co-Directors of Special Ed.	Completed
5. Identified BOCES required software modifications completed by vendor.	August 2003	C.C.S.I. (Consultant)	Completed
6. Data conversion from existing student software - Pentamation and Access Data Base	August 2003	Office of Technology Integration C.C.S.II.	Completed

Eastern Suffolk BOCES
Related Operational Action Plan I.C: Implementing a New Computerized Student Management System

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
7. Training key administrative and clerical support staff.	August 2003	C.C.S.I.	Completed
8. Training and support – building clerical, administrative and instructional staff	On-Going	Dir., Technology Integration Consultant Key Clerical Support Staff IP Staff	On-going
9. Implementation of student attendance discipline tracking, centralized enrollment/registration	January 2005	Dir., Technology Integration Consultant Key Clerical Support Staff IP Staff	Completed
10. Implementation of progress reporting, report cards and academic transcripts for all secondary, non self-contained classes	October 2004	Dir., Technology Integration Consultant Key Clerical Support Staff IP Staff	Completed
11. Implementation of progress reports and report cards	January 2005	Dir., Technology Integration Consultant Key Clerical Support Staff IP Staff	Completed
12. Evaluation of system(s) performance, additional needs assessment, on-going enhancement requests	On-Going	Assoc. Supt., Ed. Services Dir., Technology Integration Director, Special Ed. Administrative, Instructional and Support staff	
Phase 2			
1. Restructure student management support staff with clear definitions of roles and responsibilities.	September 2005	Assoc. Supt., Ed. Services Dir., Technology Integration Educational Services Directors	In Process

Eastern Suffolk BOCES
Related Operational Action Plan I.C: Implementing a New Computerized Student Management System

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
2. Establish Administrative, Instructional and Clerical User Groups to facilitate effective communication and to assist in the identification of additional system requirements.	September 2005	Dir., Technology Integration Educational Services Directors Key support staff	In Process
3. Define and document procedures relating to the maintenance of timely and accurate student data.	January 2006	Instructional Directors Key support staff	In Process
4. Develop system capacity to electronically prepare required state and federal reports such as VADIR and CTEDS.	June 2006	Assoc. Supt., Ed. Services Dir., Technology Integration Educational Services Directors C.C.S.I.	In Process
5. Identify and develop enhanced reporting capabilities to assist in agency wide data driven decisions.	On-Going	Assoc. Supt., Ed. Services Dir., Technology Integration Educational Services Directors Administrative, Instructional and Support staff	On-Going

RESOURCES REQUIRED:

Consultant fees; software licensing fees; staff time

POSSIBLE SOURCES OF FUNDING:

Budget

CURRENT BASELINE DATA:

In previous years, Access and Pentamation databases (which have been replaced) and PeopleSoft kept track of the student data management system. Currently, all the Career and Tech programs have the e-school data system implemented to the level of the classroom. Five (5) Special Ed sites have also been distributed the system.

Eastern Suffolk BOCES

Related Operational Action Plan I.C: Implementing a New Computerized Student Management System

IMPLEMENTATION MEASURES:

Monthly management team meeting, staff meetings, user meetings.

EFFECTIVENESS MEASURES:

By the end of June 2005, every site will have and be effectively using e-school student data management for the functions of student attendance, performance reporting and student discipline. This will be measured by an annual survey and Central Office monitoring of the accuracy of the student data management system.

INFORMATION REQUIRED FOR MEASURES:

Survey results

Results of Central Office monitoring

Eastern Suffolk BOCES
Related Operational Action Plan I.D: Standardized Parameters for Instructional Materials

ADDRESSES BOCES GOAL(S):

- I: High Standards
- II: Staff Development
- V: Resourcing and Operational Efficiency

RESPONSIBLE ADMINISTRATOR:

Director, Educational Support Services
 Program Administrator, Curriculum, Instruction, and Assessment

COLLABORATOR(S):

K-12 Curriculum Committees, Co-Chairs & Work Group Leaders

RELATED OPERATIONAL OBJECTIVE: By June 2006, parameters for the identification and purchase of standardized instructional materials will be developed and aligned with the most current Program Profiles in order to prepare students for the Regents, RCT's or Alternate Assessment. An instructional materials recommendation-purchase cycle will be defined and disseminated to staff. The parameters and process established will support standards-based instruction in all BOCES programs.

DESCRIPTIVE NARRATIVE: To strengthen standards-based instruction and improve student learning as measured by state and local assessments, ESS will develop, in collaboration with the K-12 Curriculum Committees, a recommended list of standardized instructional materials for use in the K-12 Developmental and Academic Programs and a recommendation and purchase cycle to ensure the timely acquisition of educational materials.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Compile information on curriculum materials for 3 student groups, Developmental, Regents and Local Diploma students and share with the appropriate committee co-chairs.	11/1/03	Dir., Ed. Support Services	Complete 11/5/03
2. Provide survey template to Curriculum Committee co-chairs.	11/1/03	Dir., Ed. Support Services	Complete 11/5/03
3. Curriculum Committee Co-chairs review curriculum materials and determine need for further data, including but not limited to staff survey. Use survey provided as needed.	1/15/04	K-12 Curriculum Co-Chairs	Complete 1/15/04

Eastern Suffolk BOCES
Related Operational Action Plan I.D: Standardized Parameters for Instructional Materials

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
4. Convene work groups from the membership of the curriculum committees and from program staff representing Developmental, Local Diploma and Regents Diploma at elementary, middle and High school levels to develop recommendations for instructional materials for each group.	3/15/04	K-12 Curriculum Co-Chairs	Complete 3/26/04
5. Prepare recommendations and Purchase Requisitions for phase one orders	5/15/04	Dir., Ed. Support Services K-12 Co-Chairs and Work group leaders	Complete
6. Requisitions completed for purchase of phase two instructional materials orders	8/15/04	Program Admin., C.I.A.	Complete
7. Develop a draft instructional materials recommendation and purchase cycle	9/15/05	Program Admin., C.I.A.	
8. Finalize and distribute instructional materials recommendation and purchase cycle	10/15/05	Program Admin., C.I.A.	
9. In-building workshops to introduce and support using instructional materials for standards-based instruction	September – October, 2005	Program Admin., C.I.A. Building Principals Curriculum Teachers Academic Lead Teachers	
10. Finalize purchase cycle and timeline	November, 2005	Program Admin., C.I.A. Building Principals	
11. Materials Evaluation Survey developed	June 2006	Program Admin., C.I.A. K-12 Co-Chairs	

RESOURCES REQUIRED:

Release time or stipends for K-12 Committee members and work groups
Meeting space
Central Funds for purchase of instructional materials
Building Funds for purchase of instructional materials
Storage space for materials for sorting and preparing for workshops
Clerical assistance

Eastern Suffolk BOCES
Related Operational Action Plan I.D: Standardized Parameters for Instructional Materials

POSSIBLE SOURCES OF FUNDING:

Budget

CURRENT BASELINE DATA:

Current curricula materials – 2003 Comprehensive list of instructional materials unavailable. 2003 standard purchase parameters and cycle unavailable.

IMPLEMENTATION MEASURES:

Surveys

Meetings with co-chairs

Workshop deliveries

EFFECTIVENESS MEASURES:

Evaluation survey results - June 2006

INFORMATION REQUIRED FOR MEASURES:

Knowledge of current materials and purchase cycle

Evaluation results

Purchasing cycle information

Eastern Suffolk BOCES
Related Operational Action Plan I.E.: Re-Establishment of Special Education Task Force

ADDRESSES BOCES GOAL(S):

- I: High Standards
- IV: Program Availability
- VI: Technology

RESPONSIBLE ADMINISTRATOR:

Director, Special Education

COLLABORATOR(S):

- Director, Research & Planning
- Director, Educational Support Services
- Divisional Administrators, Special Education
- Building/Program Administrators
- Instructional Staff

RELATED OPERATIONAL OBJECTIVE: During the school year 2005-2006, the Special Education Task Force will be re-established to study regional trends in educational service needs. The goal will be to discuss enrollment patterns, possible new service offerings and emerging directions in the field of special education in a collaborative format. It is expected that the outcome of these meetings will be proposals for enhancements of existing programs, and proposals for new services directly to students, as well as, services to districts to support their instruction of an ever-growing included population in our region.

DESCRIPTIVE NARRATIVE: The Director of Special Education will contact representatives of the various stakeholders that comprised the Special Education Task Force, with a goal of identifying membership that will serve on the re-established committee. The committee will meet to study regional enrollment trends, emerging directions in the field, and identify areas of service need for our local districts that might lead to new BOCES programs and/or services. Proposals developed through this committee will consider current program locations and service delivery sites to assure increased integration opportunities. The committee will also consider selected aspects of curriculum and instruction to improve academic standards and student outcomes; and expansion of transition services focused on adult post-graduation outcomes.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Re-establish Special Education Task Force for the purpose of conducting a data-based, collaborative review of enrollment trends, educational trends, and existing programs for planning purposes.	9/05	Dir., Special Education Div. Admin. Special Education	Pending
2. Analyze trend data on BOCES enrollments and instructional space.	10/05	Dir., Special Education Exec. Dir., Admin. Services Dir., Research & Planning	Pending

Eastern Suffolk BOCES
Related Operational Action Plan I.E.: Re-Establishment of Special Education Task Force

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
		Div. Admin Special Education Instructional Staff	
3. Survey Districts on projected areas of need in coming year(s).	10/05	Dir., Special Education Dir., Research & Planning	Pending
4. Review Regional Space Plan to align ESB with needs of region.	10/05	Dir., Special Education Dir., Research & Planning Div. Admin. Special Education Building/Program Admin. Instructional Staff	Pending
5. Identify service gaps, underserved student populations, and employment needs of the region, based on survey results, and propose new programs and services to address these areas.	11/05	Dir., Special Education Div. Admin. Special Education Building/Program Admin. Instructional Staff	Pending
6. Propose program redesign strategies, taking into account possible physical relocations.	On-going	Dir., Special Education Div. Admin. Special Education Building/Program Admin. Instructional Staff	Pending
7. Propose staff development opportunities related to program redesigns for administrators, classroom teachers, related service personnel, special subject teachers, paraprofessionals, and support staff, as needed.	On-going	Dir., Special Education Dir., Research & Planning Building/Program Admin Instructional Staff	Pending
8. Update the Eastern Suffolk BOCES Continuum of Services Plan for the 2006-2007 school years.	1/06	Dir., Special Education Div. Admin. Special Education Building/Program Admin. Instructional Staff	Pending

RESOURCES REQUIRED:

Personnel, meeting space, data from various departments, staff release time

POSSIBLE SOURCES OF FUNDING:

Instructional programs budget

Eastern Suffolk BOCES
Related Operational Action Plan I.E.: Re-Establishment of Special Education Task Force

CURRENT BASELINE DATA:

The Special Education Task Force has not met in the 2004-2005 school year.

IMPLEMENTATION MEASURES:

Implementation will be tracked via minutes of meetings from the Special Education Task Force to The Associate Superintendent for Educational Services.

EFFECTIVENESS MEASURES:

Targets to be established as decisions on appropriate outcomes measures are finalized

INFORMATION REQUIRED FOR MEASURES:

Information required to determine effectiveness of activities and system to track that information will be developed as part of the implementation of this action plan.

Eastern Suffolk BOCES
Related Operational Action Plan I.F: Career, Technical and Adult Education Program
Realignment, Relocation and Restructuring

ADDRESSES BOCES GOAL(S):

- I: High Standards
- II: Staff Development
- III: Quality Management
- VII: Strategic Planning

RESPONSIBLE ADMINISTRATOR:

Director, Career, Technical and Adult Education

COLLABORATOR(S):

Associate Superintendent, Educational Services
 Director, Special Education
 Director, Educational Support Services
 Divisional Administrator, Career, Technical and Adult Education
 Building/Program Administrators
 Career and Technical Education SDM

RELATED OPERATIONAL OBJECTIVE: By July 2005, Career, Technical and Adult Education Programs will have begun a plan for realignment and relocation of programs through a restructuring process. This process shall result in a realignment that will not only emphasize the role of Career and Technical Education but also highlight its presence within the region. This process will include a review and assessment of the operations of all programs. By June 2006, there shall be a clear and redefined plan to achieve this objective by July 2009.

DESCRIPTIVE NARRATIVE: The Educational Services Division will research, develop and implement a plan for a departmental realignment, relocation and restructure of programs as well as operational procedures. This plan will include a review of student enrollment patterns, student outcome statistics and those operational procedures currently employed to support the delivery of Career, Technical and Adult Education Programs.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Review and analyze current program offerings and services provided to secondary and adult students. Utilizing student enrollment data, identify the addition, relocation, and reduction of program offerings.	December 2005	Assoc. Supt., Ed. Services Dir., Career, Tech, & Adult Ed. CTE/SCE Building Principals	Pending
2. Review, assess and modify program curricula to develop seamless transitions from SCE to CTE programs.	December 2005	Assoc. Supt., Ed. Services Dir., Career, Tech & Adult Ed. Dir., ESS	Pending

Eastern Suffolk BOCES
Related Operational Action Plan I.F: Career, Technical and Adult Education Program
Realignment, Relocation and Restructuring

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
3. Establish CTE/SCE Advisory Committee comprised of stakeholders groups to assist in the implementation and completion of all Strategic Planning activities	September 2005 Ongoing	Dir., Career, Tech & Adult Ed.	In Progress
4. Advertise, interview and fill all administrative Career, Tech and Adult Program vacancies. Define job descriptions for all new administrative positions created or modified as a result of the realignment.	September 2005	Assoc. Supt., Ed. Services Dir., Career, Tech & Adult Ed. Div. Admin., Career, Tech, & Adult	In Progress
5. Develop a 2005-06 schedule of administrative leadership meetings.	August 2005	Dir., Career, Tech & Adult Ed.	Completed
6. Develop a plan to modify AFG goals, objectives, timelines to reflect Career and Technical program realignment and initiatives.	March 2006	Dir., Career, Tech & Adult Ed. Building Principals Building SDM	In Progress
7. Schedule 2005-06 budget review to make adjustments reflective of CTE and Adult Program realignment and relocation.	August 2005	Assoc. Supt., Ed. Services Dir., Career, Tech & Adult Ed.	In Progress
8. Develop a plan regarding modifications in program offerings as part of the budget planning process.	December 2005	Assoc. Supt., Ed. Services Dir., Career, Tech & Adult Ed. Building Principals Tech SDM	In Progress
9. Review, analyze and modify CTE program offerings in preparation for July 2006 SED reapproval process.	12/1/05	Assoc. Supt., Ed. Services Dir., Career, Tech & Adult Ed.	In Progress
10. Complete integration of academic and Career Financial Management concepts into CTE curricula.	12/1/05	Assoc. Supt., Ed. Services Dir., Career, Tech & Adult Ed. Dir., ESS	In Progress
11. Review, assess and modify implementation plan to complete integration of collaborative teaching module into CTE structure to satisfy NCLB regulations.	02/15/06	Assoc. Supt., Ed. Services Dir., ESS Dir., Career, Tech & Adult Ed. Building Principals	Pending

Eastern Suffolk BOCES
Related Operational Action Plan I.F: Career, Technical and Adult Education Program
Realignment, Relocation and Restructuring

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
12. Research and develop a plan to create an Adult Nursing Academy.	8/05	Assoc. Supt., Ed. Services Dir., Career, Tech & Adult Ed Div. Admin, Career, Tech & Adult Program Administrator	In Progress
13. Develop an SCE restructuring plan that will include effective assessment and evaluation measures for CSE classified students to implement an effective placement continuum for all students in CTE and SCE.	12/05	Dir., Career, Tech & Adult Ed Dir., ESS Building Principals CTE Adm. Coordinator	In Progress
14. Develop a process utilizing e-school and component District Step data to compile student statistical data for SED CTED II Reporting. Review and analyze data to assess and enhance student outcomes.	2/06	Assoc Supt Dir., Career, Tech & Adult Ed Dir., ESS Dir., RIC CTE/Grant Program Adm.	Pending

RESOURCES REQUIRED:

Planning and Meeting Time
 Facilities space and office supplies

POSSIBLE SOURCES OF FUNDING:

Funding required will be negligible, and exists within the Career and Technical Education budgets.

CURRENT BASELINE DATA:

Existing secondary and CTE/SCE and Adult Education Program enrollment statistical data.

IMPLEMENTATION MEASURES:

Progress toward implementation will be measured through a series of reviews of the planned activities by stakeholders as a function of Leadership Team and Principal Leadership Team Meetings.

EFFECTIVENESS MEASURES:

Effectiveness will be measured in June 2006-2009 based on current year published CTE and Adult Education Department student statistical data (overall student enrollment, student completer data, HBW enrollment and student transition) to postsecondary and employment opportunities.

Eastern Suffolk BOCES
Related Operational Action Plan I.F: Career, Technical and Adult Education Program
Realignment, Relocation and Restructuring

INFORMATION REQUIRED FOR MEASURES: CTE and Adult Education Department student enrollment and outcome statistical data.

**Eastern Suffolk BOCES
Related Operational Action Plan I.G: Staff Development**

ADDRESSES BOCES GOAL(S):

- I: High Standards
- II: Staff Development
- III: Quality Management
- VIII: Space and Safety
- X: Internal Communications
- XI: Staff Recruitment and Retention

RESPONSIBLE ADMINISTRATOR:

- Director, Educational Support Services
- Director, Special Education
- Director, Career, Technical and Adult Education

COLLABORATOR(S):

- Departmental Building/Program Administrators
- Building Level SDM
- Curriculum Teachers

RELATED OPERATIONAL OBJECTIVE: By June 2006, there will be a clear, published protocol for the development and implementation of staff development initiatives pursuant to the agency's contractual obligation. There will be a documented increase in the number of staff members engaged in AFG directed staff development activities.

DESCRIPTIVE NARRATIVE: The Educational Services Division will develop and implement a protocol for the development of staff development requirements pursuant to Eastern Suffolk BOCES' contractual obligation of 7.5 hours per staff member. The initiatives developed through the utilization of this protocol are expected to be implemented during the 2004-05 school year. It is also expected that the staff development initiatives will be aligned with established building AFG and SDM areas of focus.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Review and analyze baseline data regarding conferences and professional development days to identify gaps and determine additional topics.	Annually beginning 2003	Educational Services Directors Building Principals	Ongoing
2. Identify key knowledge and skill areas for working with each site's population. Develop a series of staff development opportunities designed to acclimate relocated staff to new student populations.	Annually beginning 2004	Building Principals Building Asst. Principals SDM Committees	Ongoing

**Eastern Suffolk BOCES
Related Operational Action Plan I.G: Staff Development**

ACTIVITIES	Target Date For Completion	Responsible Person/Group	Status/Outcome
3. Review approved staff development topics generated by site based SDM Committees. Align those topics with goals and initiatives contained in each site's AFG plan. Forward plan for 7.5 hours to Assoc. Supt. and BEES President	Annually beginning 2004	Co-Directors, Special Ed. Dir., Career, Tech & Adult Ed. Building Principals Building Asst. Principals	Ongoing
4. Establish, identify and publicize staff development activities that address identified needs.	Annually beginning 2004	Dir., Ed. Support Services	Ongoing
5. Establish a database to track professional days and conferences for the Educational Services Division.	Annually beginning 2002	Dir., Ed. Support Services	Ongoing

RESOURCES REQUIRED:

Personnel, equipment and technology.

POSSIBLE SOURCES OF FUNDING:

Instructional programs budgets
Grants

CURRENT BASELINE DATA:

2002-2003 conferences and professional days report.

IMPLEMENTATION MEASURES:

Data will be provided twice a year to the Associate Superintendent, Directors and Principals in the Educational Services Division.

EFFECTIVENESS MEASURES:

Creation of a structured staff development protocol for Educational Services staff covered by the BEES contract.

INFORMATION REQUIRED FOR MEASURES:

Documentation of staff attendance at agency directed staff development throughout the 2004-05 school year.

Eastern Suffolk BOCES
Strategic Action Plan II.A: Assuring Equitable Facilities for All BOCES Students and Staff

ADDRESSES BOCES GOAL(S):

I: High Standards
III: Quality Management
IV: Program Availability
VII: Strategic Planning
VIII: Space and Safety

RESPONSIBLE ADMINISTRATOR:

Executive Director, Administrative Services

ADDRESSES RETREAT REPORT OBJECTIVE(S):

IP #10: Securing Permanent Instructional Space
IP #12: Exploring New Programs & Alternative Delivery Methods
IP #15: Internal Efficiency & Alternative Revenue Sources

COLLABORATOR(S):

Program Administrators
Operations & Maintenance
Health & Safety
Transportation
Associate Superintendents
Director, Research and Planning

STRATEGIC PLANNING STRATEGY: By the year 2009, all Eastern Suffolk BOCES students will be transported to and housed in educational facilities in accordance with standards established by the agency that define optimal travel parameters, satisfy regulatory requirements and meet individual student service needs. This will be achieved through the following action plan that establishes measurable objectives and flexible method of facility management dictated by student population requirements.

Note: The committee has decided against setting optimal travel parameters for students because of the unique requirements of the students we transport coupled with the geographic location of many of our destination schools.

DESCRIPTIVE NARRATIVE: Over the next five years Eastern Suffolk BOCES will establish standards for student travel times, facility requirement and individual student needs that will enhance the student learning process. The standards will incorporate ever-changing demographics, student population, students' special needs and mandated educational requirements and establish action plans to best meet them.

Eastern Suffolk BOCES
Strategic Action Plan II.A: Assuring Equitable Facilities for All BOCES Students and Staff

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. ESB will actively lobby for flexible financing arrangements for facility acquisition and utilization by establishing a cooperative legislative agenda.	3-5 years	Assoc. Superintendents	The committee will delay action on this item as there are more critical legislative priorities to address at this time.
2. ESB will develop an annual updated data system providing current information regarding space availability, student population trends, geographical assignments mandated services and administrative office requirements.	Fall 2003	Management Services Ed. Services	First report completed, 8/01 in collaboration with Assoc. Supt., Ed. Services.
3. ESB will broaden the "decision-maker group" regarding facilities utilization and program assignment.	10/01	Ed. Services Administrative Services	2001-02 Program redesign and relocation plan developed with input of stakeholder groups.
4. ESB will document Customer Satisfaction with the Operations, Maintenance, and Transportation Department by developing and collecting annual survey data.	Annually	Operations & Maintenance Transportation Research & Planning	Baseline survey collected and analyzed.
5. ESB will systematically assess, document, and monitor adherence to custodial, maintenance, safety and security standards that will be cooperatively developed by BOCES staff.	Annually	Operations & Maintenance Health & Safety Other BOCES staff	Continuous
6. ESB will set target improvement objectives for all facilities.	Annually	Operations & Maintenance Health and Safety	Continuous
7. ESB will develop and update a plan for the continuous update and maintenance of facilities.	Winter 2003	Operations & Maintenance Instructional staff	Continuous

RESOURCES REQUIRED:

- BOCES Existing Personnel and Work Time
- Demographic Studies
- Facilities Studies (usage and availability)
- Planning Studies

Eastern Suffolk BOCES
Strategic Action Plan II.A: Assuring Equitable Facilities for All BOCES Students and Staff

POSSIBLE SOURCES OF FUNDING:

Existing Administrative Budget
State/Federal Projects

CURRENT BASELINE DATA:

2002-2003 studies
Demographic - Facilities - Long Range Planning

Facilities Survey tapping Customer Satisfaction and Prioritizing Facility Issues :

- ◆ ADA comparability
- ◆ Air quality
- ◆ Restroom facilities
- ◆ Cleanliness of building
- ◆ Comfort level (hot/cold temperature)
- ◆ Energy efficiency
- ◆ Other environmental issues
- ◆ Fire/safety/security
- ◆ Maintenance standards
- ◆ Parking
- ◆ Gym/playground facilities
- ◆ Sound levels
- ◆ Appropriate space for teachers and support personnel
- ◆ Technology requirements

IMPLEMENTATION MEASURES:

ESB will accelerate planning process using current baseline information

1. What Do We Have?

CUSTODIAL

Madison-Oneida BOCES Building Services Guide
ESB Custodial Handbook
Video Course
Managing Housekeeping and Custodial Operations

Eastern Suffolk BOCES
Strategic Action Plan II.A: Assuring Equitable Facilities for All BOCES Students and Staff

MAINTENANCE

Maintenance Supervisors Standard Manual
 Maintenance Procedures Manual
 Videos

GENERAL

Manual of Planning Standards (Educational Facilities)

2. What Are the Gaps?

Survey to Gauge Customer Satisfaction
 Custodial Standards
 Maintenance Standards

ISSUES	RESOURCE(S)
Fire Safety	<ul style="list-style-type: none"> ◆ Inspection performed by Fire Marshall every 11 months ◆ Manual for Public School Facilities Fire Prevention & Inspections – NYSED ◆ Life Safety Code Handbook – NFPA
Accident Tracking	<ul style="list-style-type: none"> ◆ Portions performed by Business Office, Personnel, H&S ◆ Loss runs generated by insurance carrier
Safety Training	<ul style="list-style-type: none"> ◆ Performed to applicable OSHA Standards/NYS DOL Regs. ◆ Hazard Communication; Exposure Control Plan LO/TO; PRCS; PPE; CHP
Indoor Air Quality	<ul style="list-style-type: none"> ◆ Tools for Schools – EPA ◆ Manual of Planning Standards – NYSED ◆ Indoor Air Quality Manual – Baldwin Schools ◆ ASHRAE Guidelines
Violence Prevention	SAVE (155.17)
Emergency Planning	<ul style="list-style-type: none"> ◆ SAVE (155.17) ◆ BOCES Emergency Management Guidebooks
Building Conditions	<ul style="list-style-type: none"> ◆ RESCUE (8NYCRR 155) ◆ Safety Committee ◆ Manual of Planning Standards – NYSED

Eastern Suffolk BOCES
Strategic Action Plan II.A: Assuring Equitable Facilities for All BOCES Students and Staff

IPM	NYSED (409H)
Asbestos	AHERA
General Safety Issues	<ul style="list-style-type: none"> ◆ Safety Checklist (Playground, etc.) ◆ BOCES Policies ◆ Safety Committee

EFFECTIVENESS MEASURES:

ESB will conduct follow-up studies of program development and student placement in geographically appropriate, cost effective, well maintained and energy efficient settings. Targets to be developed as baseline information collected and analyzed.

INFORMATION REQUIRED FOR MEASURES:

Information required to determine the effectiveness of activities and system to track that information will be developed as a part of the implementation of this action plan.

Eastern Suffolk BOCES
Related Operational Action Plan II.B: Comprehensive Facility Needs/Improvement Plan

ADDRESSES BOCES GOAL(S):

- I: High Standards
- V: Resourcing and Operational Efficiency
- VIII: Space and Safety

RESPONSIBLE ADMINISTRATOR:

- District Superintendent
- Executive Director, Administrative Services
- Associate Superintendent, Management Services
- Associate Superintendent, Educational Services

COLLABORATOR(S):

RELATED OPERATIONAL OBJECTIVE: By September 1, 2004, a comprehensive review of all BOCES owned and leased facilities will be completed.

DESCRIPTIVE NARRATIVE: The review of owned facilities will be completed by architects and engineers working in conjunction with BOCES staff members. Leased facilities will be reviewed by BOCES staff working with representatives of the landlords and may involve consultation with architects and engineers. The review will result in the preparation of a report that will provide information on the current status of the facilities, recommendations for future improvement, and the inventory of mechanical equipment that will be used for the development of maintenance schedules.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. BOCES will meet with architect/engineers to select organization to perform review.	7/03	Exec. Dir., Admin. Services	Completed
2. Selected vendor to submit proposal for review by administration and approval by Board.	9/03	Board Exec. Dir., Admin. Services	Completed
3. Vendor performs and completes facility review draft document.	3/04	Vendor	Completed
4. Draft document reviewed by staff and revised, as required.	4/04	Exec. Dir., Admin. Services	Completed
5. Final report submitted and accepted.	7/04	Exec. Dir., Admin. Services	Completed
6. Recommendations reviewed by BOCES staff and implementation begun.	12/04	Exec. Dir., Admin. Services	Implementation in progress

Eastern Suffolk BOCES
Related Operational Action Plan II.B: Comprehensive Facility Needs/Improvement Plan

RESOURCES REQUIRED:

\$70,000

SOURCE OF FUNDING:

Administrative and/or Operations & Maintenance Budget

CURRENT BASELINE DATA:

Structural inspections and five year reports

IMPLEMENTATION MEASURES:

Staff meetings, discussions, monthly reports, Cabinet meetings

EFFECTIVENESS MEASURES:

Completion of the report and plan developed for implementation

INFORMATION REQUIRED FOR MEASURES:

Plan, results of the review

Eastern Suffolk BOCES

Strategic Action Plan III.A: Educational Support Services to School Districts to Improve Student Outcomes

ADDRESSES BOCES GOAL(S):

- I: High Standards
- II: Staff Development
- IV: Program Availability
- VI: Technology

RESPONSIBLE ADMINISTRATOR:

Director, Educational Support Services
 Divisional Administrator, Educational Support Services

ADDRESSES RETREAT REPORT OBJECTIVE(S):

- ASIST #1: Utilizing Emerging Technologies
- ASIST #2: Collaboration with the State Education Dept.
- ASIST #7: Instructional Support

COLLABORATOR(S):

Arts-in-Education Coordinator
 Curriculum Development Services Coordinator
 School Library System Coordinator
 Professional Development Initiatives Assistant Coordinator
 Student Assistance Service Coordinator

STRATEGIC PLANNING STRATEGY: By June 2009, the Department of Educational Support Services will assist districts to reach their goals of improved student outcomes, through staff and curriculum development and the use of instructional technology. The foundation of all ESS activities will be the New York Learning Standards and research-based best practices that support academic, social and emotional growth of all students. ESS activities will be aligned to ensure that services integrate seamlessly and reinforce common outcomes and strategies.

DESCRIPTIVE NARRATIVE: With all staff /curriculum development, and student services under the umbrella of the Educational Support Services, we have a unique opportunity to provide coordinated, standards and research based support services to staff and students of our 51 districts. Through the implementation of an annual planning process and cycle program leaders will be focused to plan and evaluate both individual and collaborative services to the component districts.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Identify three program goals for 2003-04 that support improved student outcomes: <ul style="list-style-type: none"> ➤ Arts-in-Education ➤ Staff and Curriculum Development ➤ School Library System ➤ Staff Development ➤ Student Assistance Service 	Annually beginning 10/15/03	Arts-in-Education Coord. Curriculum Dev. Services Coord. School Library System Coord. Prof. Dev. Initiatives Asst. Coord Student Assistance Svc. Coord.	Program goals identified annually beginning 2003

Eastern Suffolk BOCES

Strategic Action Plan III.A: Educational Support Services to School Districts to Improve Student Outcomes

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
2. Develop and submit three operational action plans to support the identified goals: <ul style="list-style-type: none"> ➤ Arts-in-Education ➤ Curriculum Development Services ➤ School Library System ➤ Staff Development ➤ Student Assistance Service 	Annually beginning 10/15/03	Arts-in-Education Coord. Curriculum Dev. Services Coord. School Library System Coord. Prof. Dev. Initiatives Asst. Coord. Student Assistance Svc. Coord.	Action plans submitted, revised and re-submitted annually beginning 2003
3. Conduct mid-year review with immediate supervisor	Annually beginning 10/15/03	Dir., Ed. Support Services Div. Admin., Ed. Support Services and Arts-in-Education Coord. Curriculum Dev. Svcs. Coord. School Library System Coord. Prof. Dev. Initiatives Asst. Coord. Student Assistance Svc. Coord.	Completed annually beginning 2003
4. Conduct year end review with ESS team	Week of 6/28/04 ESS Planning Day	Dir., Ed. Support Services Div. Admin., Ed. Support Services and Arts-in-Education Coord. Curriculum Dev. Svcs. Coord. School Library System Coord. Prof. Dev. Initiatives Asst. Coord. Student Assistance Svc. Coord.	Completed annually beginning 2003
5. Identify two program goals and develop two Action Plans for 2004-2005	Annually beginning 2004	Dir., Ed. Support Services Div. Admin., Ed. Support Services and: Arts-in-Education Coord. Curriculum Dev. Svcs. Coord. School Library System Coord. Prof. Dev. Initiatives Asst. Coord. Student Assistance Svc. Coord.	Completed annually beginning 2004

Eastern Suffolk BOCES

Strategic Action Plan III.A: Educational Support Services to School Districts to Improve Student Outcomes

RESOURCES REQUIRED:

Planning time
Funding through Program Budgets

POSSIBLE SOURCES OF FUNDING:

Budget

CURRENT BASELINE DATA:

Number of services, Co-Ser 2003-04 survey results

IMPLEMENTATION MEASURES:

Periodic staff meetings and strategic plan reviews, network meetings

EFFECTIVENESS MEASURES:

Increase in number of services, stable or increased purchased services, Co-Ser Survey results 2004-05

INFORMATION REQUIRED FOR MEASURES:

Data from school districts

Eastern Suffolk BOCES

Related Operational Action Plan III.B: Integrating Job Embedded, Sustained Professional Development to Support Educational Programs in Eastern Suffolk BOCES and Component Districts

ADDRESSES BOCES GOAL(S):

- I: High Standards
- II: Staff Development
- IV: Program Availability

RESPONSIBLE ADMINISTRATOR:

Director, Educational Support Services
 Divisional Administrator, Educational Support Services

COLLABORATOR(S):

Directors, Educational Services
 Assistant Superintendents, Component Districts
 Principals, Educational Services
 Coordinators, Educational Support Services
 Curriculum Teachers
 Educational Consultants

STRATEGIC PLANNING STRATEGY: By June 2006, Job Embedded Staff Development supporting educational programs in district will be implemented by master teacher coaches, BOCES staff and educational consultants through the collaborative efforts of the Director and the Divisional Administrator for Educational Support Services, in conjunction with our BOCES and local school districts.

DESCRIPTIVE NARRATIVE: This coaching initiative strives to provide customized staff development to meet the needs of our districts and BOCES. The Department of Educational Support Services will provide regional and in-district support to enable component district teachers to successfully educate all learners and increase student outcomes.

Activities	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Help to identify needs with districts, determine what staff development occurs and where	Ongoing 2005-2006	Director, Educational Support Services Div. Admin, Educational Support Services	Ongoing
2. Identify coaching staff to deliver appropriate staff development	Ongoing 2005-2006	Director, Educational Support Services Div. Admin., Educational Support Services Coaches	Ongoing
3. Identify possible staff development activities	Ongoing 2005-2006	Div. Admin., Educational Support Services Coordinators, Educational Support Services Coaches	Ongoing
4. Present both regional and in-district support to districts	Ongoing 2005-2006	Div. Admin., Educational Support Services Coordinators, Educational Support Services Coaches	Ongoing

Eastern Suffolk BOCES
Related Operational Action Plan III.B: Integrating Job Embedded, Sustained Professional Development to Support Educational Programs in Eastern Suffolk BOCES and Component Districts

Activities	Target Date for Completion	Responsible Person/Group	Status/Outcome
5. Review and revise staff development as necessary	Ongoing 2005-2006	Div. Admin., Educational Support Services Coordinators, Educational Support Services Coaches District Personnel	Ongoing

RESOURCES REQUIRED:

Planning Time, District Funds

POSSIBLE SOURCES OF FUNDING:

District Funds

CURRENT BASELINE DATA:

Number of Districts Participating

IMPLEMENTATION MEASURES:

Planning meetings with districts, including coaches, district administrators, BOCES personnel

EFFECTIVENESS MEASURES:

Increase in number of districts subscribing, improved student outcomes, effect on teacher practice in the classroom

INFORMATION REQUIRED FOR MEASURES:

Observations of classes, assessment data, change in teacher practice in the classroom

**Eastern Suffolk BOCES
Strategic Action Plan IV.A: Human Resources Administration**

ADDRESSES BOCES GOAL(S):

- II: Staff Development
- III: Quality Management
- V: Resourcing and Operational Efficiency
- VI: Technology

RESPONSIBLE ADMINISTRATOR:

Assistant Superintendent, Human Resources

ADDRESSES RETREAT REPORT OBJECTIVE(S):

- ASIST #7: Instructional Support
- ASIST #8: Staff Recruitment and Retention
- IP #9: Training for Staff Development

COLLABORATOR(S):

- Staff Support Services
- Administrative Council
- Bargaining Units
- Office of Technology Integration
- Recruitment/Retention Committee
- Research & Planning Office

STRATEGIC PLANNING STRATEGY: By the year 2009, Eastern Suffolk BOCES Department of Human Resources will 1) develop initiatives to target recruitment of a culturally and racially diverse workforce and 2) assure that all Eastern Suffolk BOCES employees participate in staff development that will enhance their professional growth and/or meet annual certification standards and 3) develop and implement systems for evaluating staff, tracking positions, hiring and recruitment and 4) establish methods and strategies for promoting career opportunities and professional development for all BOCES employees. These efforts will be measured by an evaluation system that is integrated throughout the agency, and a method of tracking staff development participation that is integrated with the BOCES management information system.

DESCRIPTIVE NARATIVE: Over the next four years, the staff at Eastern Suffolk BOCES will become more diverse in its racial and ethnic makeup as a result of the activities created within this plan. There will be a need to offer a comprehensive staff development plan that will demonstrate increased individual and professional growth, an improvement in student outcomes, and the ability to track the training needs and accomplishments of our diverse staff. The Department of Human Resources will be the place where coordination of these efforts will take place.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
Eastern Suffolk BOCES Department of Human Resources will develop initiatives to target recruitment of a culturally and racially diverse workforce.			

**Eastern Suffolk BOCES
Strategic Action Plan IV.A: Human Resources Administration**

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Human Resources will gather data that will illustrate current staff diversity in relation to ethnicity, race, and gender.	2004-2005	Human Resources Staff Support Services Research & Planning Office	Completed
Eastern Suffolk BOCES Department of Human Resources will assure that all Eastern Suffolk BOCES employees participate in staff development that will enhance their professional growth and/or meet annual certification standards.			
1. Staff Support Services will coordinate a broad based agency-wide system of staff development for all employees.	2003-2007	Staff Support Services Dir., Ed. Support Services	In Progress
2. An increase in employee retention will be aided by the creation of educational activities that are geared towards a professional career development ladder.	2004-2007	Asst. Supt., Human Resources HR Committee Staff Support Services	In Progress
3. Human Resources will utilize the agency's management information system to track professional advancement activities.	2003-2009	Human Resources Staff Support Services Office of Tech. Integration	In Progress
Eastern Suffolk BOCES Department of Human Resources will develop and implement systems for evaluating staff, tracking positions, recruitment and hiring.			
1. Human Resources will identify methods to link the paper tracking system with the agency's management information system.	2003-2008	Human Resources Educational Services Office of Tech. Integration	In Progress
2. Human Resources will coordinate the input of data for tracking purposes.	2003-2008	Human Resources Staff Support Services	In Progress
Eastern Suffolk BOCES Department of Human Resources will establish methods and strategies for promoting career opportunities and professional development for all BOCES employees.			
1. Human Resources will work to identify BOCES staff members, who are interested in professional advancement along a career path.	2003-2008	Human Resources Agency Bargaining Units	In Progress

**Eastern Suffolk BOCES
Strategic Action Plan IV.A: Human Resources Administration**

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
2. Human Resources will work to create educational opportunities for staff interested in leadership positions.	2003-2008	Human Resources Agency Bargaining Units	In Progress
3. Human Resources will work to identify areas where career opportunities exist, and articulate the pathway for advancement.	2003-2008	Human Resources Agency Bargaining Units	In Progress

RESOURCES REQUIRED:

Budget to support recruitment activities, space, technology, personnel.

POSSIBLE SOURCES OF FUNDING:

BOCES General funding; Federal, State and Local Grants; Teacher Centers, Program Charges.

CURRENT BASELINE DATA:

- Developed a paper system for tracking teacher tuition reimbursement for staff development activities, will be looking to integrate this into the agency's management information system;
- Track attendance at conferences using agency management information system;
- Salary and benefit matrix completed and will be used as baseline information in the recruitment process;
- Staff diversity data has been collected and has been entered into agency management information system;
- Automated substitute service to enhance tracking of types of absences, expand daily recruitment parameters, and provide accurate and current reporting;
- Information from the Diversity Recruitment Job Fair has been gathered and a database created;
- Information from the Administrators Leadership Academy and agency sponsored mentoring programs has been gathered;
- Information from Administrative Training programs gathered and data used to develop additional training opportunities.
- Information from custodial supervisor training programs has been entered into a database;
- Agency initiatives: Total Quality Management Training data has been gathered and entered into our data base;
- Superintendent conference day activities were organized and evaluated; data will be included in developing next year's offerings.

IMPLEMENTATION MEASURES: See action plan schedule.

Eastern Suffolk BOCES
Strategic Action Plan IV.A: Human Resources Administration

EFFECTIVENESS MEASURES:

Annual progress reports will be created by Staff Support Services for both staff development and recruitment activities.

INFORMATION REQUIRED FOR MEASURES:

Standardizing the tracking of staff development participation through the BOCES management information system; standardized evaluation forms for training should be utilized, summarized, centrally reported and maintained; alternative strategies for follow-up documentation of impact on job performance and student outcomes need to be located or developed, implemented and documented; a system needs to be implemented within our current management information system that will track the development of a more diverse workforce.

**Eastern Suffolk BOCES
Related Operational Action Plan IV.B: Evaluation Assurance Phase II**

ADDRESSES BOCES GOAL(S):
XI. Staff Recruitment and Retention

RESPONSIBLE ADMINISTRATOR:
District Superintendent
Chief Operating Officer
Assistant Superintendent, Human Resources

COLLABORATOR(S):
Administrative Council
Agency Bargaining Units

RELATED OPERATIONAL OBJECTIVE: By June 2007, the administration will assess the quality of the agency's employee evaluation forms to identify strengths and weaknesses, develop recommendations for improvement, and implement recommendations.

DESCRIPTIVE NARRATIVE: A review of staff evaluation forms within the agency will be conducted in order to determine their adequacy, to identify needs, and to recommend improvements.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Develop work plan in cooperation with all bargaining unit representatives	3/04	Exec. Dir., Human Resources	Complete
2. Review present contractual forms for the annual observations/evaluations of all BOCES employees with respective bargaining unit representatives.	5/04	Asst. Supt., Human Resources Evaluation Revision Committee	Complete
3. Make recommendations to bargaining unit representatives, Cabinet and Administrative Council	2004-05	District Superintendent Asst. Supt., Human Resources	Complete
4. Conduct year-long field test of the new instrument with a select number of employees from each participating bargaining group	2005-2006	Staff Support Services, Human Resources, Research & Planning	Progressing
5. Prepare report with recommendations for presentation to the Administrative Council.	2005-06	Asst. Supt. Human Resources, Staff Support Services	
6. Implement new evaluation process using new form.	2006-07	Executive Admin. For Human Resources, Supervisory Staff	

Eastern Suffolk BOCES
Related Operational Action Plan IV.B: Evaluation Assurance Phase II

RESOURCES REQUIRED:

Time
Research assistance
Current baseline data
Contractual forms presently in use
Cooperation of bargaining units.
Involvement of stakeholders

POSSIBLE SOURCES OF FUNDING:

Administrative budget

CURRENT BASELINE DATA:

No formal assessment has been conducted. However, Human Resources has anecdotal information that reflects the need to change the formal evaluation process and form.

IMPLEMENTATION MEASURES:

Biweekly meetings of the Evaluation Revision Committee represented by Human Resources, Staff Support Services, UPSEU, CSEA 8768-01, and DPMM.
Chart notes of the Committee
Monitor the evaluation/observation report
Sample group survey to determine effectiveness of new form and process

EFFECTIVENESS MEASURES:

By June 2007, 100% of the full-time employees in the targeted groups (UPSEU, CSEA 8768-01, DPMM), who require a yearly evaluation, will have received one as indicated in the above referenced employee evaluation report.

INFORMATION REQUIRED FOR MEASURES:

Current civil service evaluation forms
Current contracts
Current policies and procedure of the BOCES
Results of sample survey

Eastern Suffolk BOCES
Related Operational Action Plan IV.C: Recruitment of a Culturally and Racially Diverse Workforce

ADDRESSES BOCES GOAL(S):

XI: Staff Recruitment and Retention

RESPONSIBLE ADMINISTRATOR:

Assistant Superintendent, Human Resources
 Director, Staff Support Services

COLLABORATOR(S):

Administrative Council
 Bargaining Units

RELATED OPERATIONAL OBJECTIVE: By June 2007, the Department of Human Resources will assess the methods and practices of the agency that are used to target and recruit a diverse workforce. Where necessary, improvements to the system will be implemented.

DESCRIPTIVE NARRATIVE: There exists within the agency's current practices inconsistencies in the recruitment and hiring process when vacancies occur in both classified and non-classified areas. The Department of Human Resources will look to gather data with regard to the methods by which the various divisions within BOCES recruit and hire new staff. The Department will then work with divisional leaders to create a unified system that will successfully recruit and hire a diverse staff in a timely fashion.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Conduct a thorough screening of the recruitment and hiring processes that are utilized by each division.	2005	Human Resources Staff Support Services Divisional Representatives	Complete
2. Determine the effectiveness of these practices.	2005	Human Resources Staff Support Services	Complete
3. Design a system for recruiting that meets the needs of the divisions.	2006	Human Resources Recruitment/Retention Committee	Complete
4. Test the system for a one-year cycle.	2006	Human Resources Staff Support Services	Currently testing
5. Assess the effectiveness of the revised system and make changes where necessary.	2006	Human Resources Staff Support Services Research & Planning Office	In Progress
6. Implement the newly designed system for recruitment and hiring.	2007	Human Resources Divisional Representatives	In Progress

Eastern Suffolk BOCES
Related Operational Action Plan IV.C: Recruitment of a Culturally and Racially Diverse Workforce

RESOURCES REQUIRED:

Cooperation of bargaining units

Time to meet

Involvement of internal and external stakeholders (Urban League, Eastern Long Island NAACP, Eastern Long Island Black Educators Association, Adelante of Suffolk, Black Faculty and Staff Association of Suffolk Community College, 100 Black Men of Long Island, 100 Black Women of Long Island, Suffolk County African American Advisory Board))

POSSIBLE SOURCES OF FUNDING:

Administrative and Divisional budgets

Component School Districts under CoSer #602

CURRENT BASELINE DATA:

In the year 2001-02, the following table represents information that was gathered using a staff survey, which was sent to all active full-time employees:

Employee Groups	Caucasian	African American	Asian	Hispanic	Other	Did Not Answer
Central Office	72.7%	-	-	-	-	27.2%
Administrators	75%	.86%	.86%	1.7%	-	21.5%
Support Staff	75.8%	2.8%	.57%	2.4%	-	18.2%
Teachers	77.9%	1.4%	.33%	1.5%	-	18.6%
Paraeducators	78.3%	1.9%	-	3.1%	-	16.5%

Please note: The omission of subsequent years, 2002-2003 and 2003-2004, is due to the unreliability of the collection tool, which created information that was not valid. Changes have since been made, which resulted in reliable data for 2004-2005.

In the year 2004-2005, current data was collected and appears below in a raw number format. The data was collected from all full-time employees (2,100) who were employed in the year 2004-2005. The percentages below are based upon each category, not on the entire employee group. A detailed report is available upon request.

Employee Groups	Caucasian	African American	Asian/Pacific Islander	Hispanic	Amer. Indian/Alaskan Native	N/A
Central Office	85.8%	7.1%	-	-	-	7.1%
Administrators	91.9%	1.6%	-	6.5%	-	-
Support Staff	88.4%	3.2%	.5%	3.3%	1.8%	2.8%
Teachers	92.6%	1.3%	.1%	2.5%	.9%	2.6%
Paraeducators	88.1%	3.3%	.5%	6.0%	1.3%	.8%

Eastern Suffolk BOCES
Related Operational Action Plan IV.C: Recruitment of a Culturally and Racially Diverse Workforce

IMPLEMENTATION MEASURES:

Meetings of the Human Resource Committee
Hiring Practices Manual
Informational orientation meetings with administrative staff

EFFECTIVENESS MEASURES:

In the year 2004-05, the number of minority staff hired will increase by 1% based upon the new recruitment and hiring practices.

INFORMATION REQUIRED FOR MEASURES:

Ethnicity of staff
Baseline survey
New survey information

**Eastern Suffolk BOCES
Related Operational Action Plan IV.D: Standardize Clerical Assignments**

ADDRESSES BOCES GOAL(S):

- II: Staff Development
- V: Resourcing and Operational Efficiency

RESPONSIBLE ADMINISTRATOR:

Assistant Superintendent, Human Resources

COLLABORATOR(S):

Administrative Council
Agency Bargaining Units

RELATED OPERATIONAL OBJECTIVE: By September 2006, a standardized clerical assignment process that incorporates a career pathway for clerical staff will be in place. This process will address an identified need to standardize clerical assignments throughout the agency based on the work responsibilities that are required in particular job assignments as well as provide clerical staff with an opportunity to advance within the system through the clerical career pathway as established by Civil Service Guidelines.

DESCRIPTIVE NARRATIVE: Through the planning process, the Recruitment and Retention Committee identified the need for standardizing clerical assignments based on the work responsibilities that are required in particular job assignments. In order to accomplish these goals within the Civil Service System, a committee of stakeholders will identify the steps necessary to bring this plan to life. The result will be more clearly defined job responsibilities in clerical assignments, and a structure for aligning work assignments within the Agency. In order to provide for professional growth, a career path will be defined, which will provide a pathway towards positions with greater responsibilities, and, where appropriate, salaries and benefits that are commensurate with those responsibilities.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Identify which of our employee groups should be involved in each process.	6/04	Asst. Supt., Human Resources Exec. Admin., Human Resources	Complete
2. Identify the positions within the agency that will become part of the plan, what their responsibilities are, and for what level of administration they work	7/04	Asst. Supt., Human Resources Exec. Admin., Human Resources	Partly completed; progressing
3. Gather current Agency duty statements/job descriptions while identifying the skills necessary to fill these clerical titles.	2004	Exec. Admin., Human Resources	Complete
4. Compare BOCES duty statements to civil service job descriptions. Update duty statements where necessary. Bring Civil Service into the process where necessary.	2005-2006	Exec. Admin., Human Resources	Ongoing

Eastern Suffolk BOCES
Related Operational Action Plan IV.D: Standardize Clerical Assignments

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
5. Standardize clerical positions by the Civil Service classification to best meet Agency needs.	2005-2006	Exec. Admin., Human Resources	In Progress
6. Identify career pathways for clerical staff through orientation sessions	2005-2006	Exec. Admin., Human Resources	In Progress

RESOURCES REQUIRED:

Fiscal funding
Time
Personnel

POSSIBLE SOURCES OF FUNDING:

Grants, inter-program charges

CURRENT BASELINE DATA:

Civil service job descriptions are available in Human Resources
Existing BOCES duty statements
Data is being collected regarding assignments of clerical staff in each school facility

IMPLEMENTATION MEASURES:

See timeline on action steps

EFFECTIVENESS MEASURES:

Design an evaluation process that will offer the opportunity for movement up the clerical career path, as defined by Civil Service.
Evaluate movement of clerical staff into upgraded positions on an annual basis.

INFORMATION REQUIRED FOR MEASURES:

Hiring data
Data on leaves of absence, terminations, and upgrades

**Eastern Suffolk BOCES
Strategic Action Plan V.A: BOCES Communications Initiatives**

ACTIVITIES	Target Date for Completion	Responsible Person/ Group	Status/Outcome
operations of the office, as well as the supervision of office staff, will be managed by the Assistant Communications Officer. The Coordinator of Research and Planning will oversee the administrative duties of the office, and supervise the Assistant Communications Officer.			
2. Collect baseline data on Eastern Suffolk BOCES public image and communications vehicles used within the divisions and departments of Eastern Suffolk BOCES to date.	7/06	Coord., Research & Planning Asst. Communications Officer	In Progress- Process begins in the spring.
3. Implement a program to coordinate development and production of printed materials and establish consistent agency messaging a. Develop and distribute annually an agency style guide, training, and procedures for working with the Communications Office b. Establish ties with 30+ program/services, quantify percentage compliance with VIG of all major documents	On-going On-going every April 7/06	Asst. Communications Officer Asst. Communications Officer Asst. Communications Officer Graphics Supervisor Web Developer/ Specialist	In Progress In Progress - Building working relationships with departments
4. Implement a program that increases the percentage of our stakeholders and the public at large that recognize Eastern Suffolk BOCES as a quality regional educational institution. a. Increase contributions from Web contacts to 50%.	On-going 7/06	Asst. Communications Officer Wed Developer/ Specialist	In Progress - Determining ways to increase quality and quantity of news In Progress - Identifying contributors
5. Develop and implement Public Relations and marketing outreach initiatives a. Maintain PR contact lists b. Maintain weekly calls to Zimmerman/Edelson	On-going On-going On-going	Asst. Communications Officer Public Relations Specialist	In Progress – Making Office of Communications services easy to use, staff available

**Eastern Suffolk BOCES
Strategic Action Plan V.A: BOCES Communications Initiatives**

ACTIVITIES	Target Date for Completion	Responsible Person/ Group	Status/Outcome
6. Coordinate the design and implementation of a program of electronic communications within Eastern Suffolk BOCES			
a. Add functionality to esboces.org e.g., website calendar, opt in e-mail, photo gallery, online surveys, search	On-going	Asst. Communications Officer Web Developer	In Progress
7. Develop quarterly reporting on implementation of action plans a. Communications Officer to submit monthly reports to the Coordinator of Research and Planning on progress of all department initiatives b. Report and analyze traffic to esboces.org website	On-going	Asst. Communications Officer Web Developer/ Specialist	Weekly verbal reports are given to Coordinator of Research and Planning . Quarterly written reports submitted to the Board and Exec. Team
8. Implement annual evaluation and review of implementation progress a. Reevaluate Dialogue b. Report and analyze production for on time performance, quantity, and quality	Ongoing 7/05 12/05	Coord., Research & Planning Asst. Communications Officer Graphics Supervisor	In Progress
9. Relocate the Office of Communications to the former office of sub-services (First floor of Hines Administrative building). a. The new office area will provide individual work spaces for each employee (via cubby spaces and partitions) in the office.	12/05	Communications Office Staff	12/05

RESOURCES REQUIRED:

Continued funding
1 new hire
Workstations
Work locations

Eastern Suffolk BOCES
Strategic Action Plan V.A: BOCES Communications Initiatives

POSSIBLE SOURCES OF FUNDING:

Administrative and program budgets will support Office of Communications

CURRENT BASELINE DATA:

Number of news articles published on the ESBOCES website

Number of articles published in the agency's publications, *Highlights and Dialogue*

Number of articles published in external media

Number of website visitors monthly

Number of website updates submitted by web contacts

Number of facilities and programs provided graphics services monthly

Number of photo shoots conducted monthly

IMPLEMENTATION MEASURES:

Measures will be documented and published at least annually.

The Office of Communications will provide regular reports of its activities to the Coordinator of Research and Planning and the Interim Associate Superintendent of Regional Services through weekly meetings, as well as provide quarterly reports to the Communications and Legislation Committee of the Board.

EFFECTIVENESS MEASURES:

Surveys will be used to track increase in awareness, perception, and satisfaction within and outside the agency.

- The results of two surveys fielded during the 2004-2005 school year were distributed to all administrative council members during the same school year. Public perception of the agency and its cost-effectiveness were positive. Staff perception of the services provided by the Communications Office was also favorable. Results concerning quantity and quality were also favorable. During the 2005-2006 service year the surveys will be administered again. The public survey is already in the field.

Statistics will be collected to measure the increase in quantity and quality of communications activities.

- For the entire 2004-05 service year, there were 119 news articles.
- Web traffic is growing still at about 40 to 50 percent annually. March 2005 hit an all time high with about 63,000 visitors. Our monitoring is now regularly scheduled monthly.
- Management of the Sharepointe site was successfully transferred to the Management Services Division, which has implemented the software as an agency wide communications tool.
- Made great strides toward quantifying our general production and on-time performance with the development of a new job tracking application. Excel worksheets have been created for each staff member in the Office of Communications to track his/her current and on-going job and service requests. This tracking system will allow staff members to measure and evaluate the time required for each project, as well as the frequency associated with various job requests throughout the service year.
- Data will be collected showing the number of training dates, attendance and contributions from web contacts.

Eastern Suffolk BOCES
Strategic Action Plan V.A: BOCES Communications Initiatives

- About 32% of the web contacts made updates to the website during the 2004-05 service year.
- Updates were provided by agency web contacts.
- During the 2004-05 service year approximately 28 facilities were provided graphics services.
- Data for photo shoots will be available for the 2005-06 service year.

INFORMATION REQUIRED FOR MEASURES:

Survey data

Web traffic statistics

Excel database

Excel Job log

News archive

Standard operating procedures

Attendance records

**Eastern Suffolk BOCES
Related Operational Action Plan V.B: Develop Cross-Functional Team**

ADDRESSES BOCES GOAL(S):

II: Staff Development
V: Resourcing and Operational Efficiency
VI: Technology

RESPONSIBLE ADMINISTRATOR:

Chief Operating Officer
Interim Associate Superintendent, Regional Services

COLLABORATOR(S):

Coordinator, Research & Planning
Director, Research & Planning
Assistant Communications Officer

RELATED OPERATIONAL OBJECTIVE: By July 2006, the Office of Communications and the agency will demonstrate noticeable improvement in working together on communications related projects.

DESCRIPTIVE NARRATIVE: The Office of Communications relies on electronic communication and is expert in writing, graphics, web, and other publishing applications. Each staff member is specialized in certain software applications with varying degrees of proficiency in other team members' area of specialization. This is a complimentary pool of talent with little backup in the event one key member is unavailable for any reason. Select agency staff also need proficiency in certain areas like software applications, newsgathering, writing, and photography to collaborate efficiently with the Office of Communications. Train staff in office procedures, new softwares, and web technologies.

ACTIVITIES	Target Date for Completion	Responsible Person/ Group	Status/Outcome
1. Develop training objectives for office and department designated web contacts and web liaisons.	1/06	Coord., Research & Planning Asst. Communications Officer Web Specialist	1/06
2. Implement a system to identify needs of contributors and train them	On-going	Asst. Communications Officer	In Progress
3. Develop and implement a quantitative monitoring system for on time performance and quantity of output. Report quarterly.	12/05	Asst. Communications Officer	In Progress
4. Develop and publish Standard Operating Procedures annually.	10/05	Coord., Research & Planning Asst. Communications Officer Public Relations Specialist Graphics Supervisor Web Developer	In Progress

**Eastern Suffolk BOCES
Related Operational Action Plan V.B: Develop Cross-Functional Team**

ACTIVITIES	Target Date for Completion	Responsible Person/ Group	Status/Outcome
5. Identify and utilize central support services and external services that would increase availability of staff for writing, design and programming work.	On-going	Asst. Communications Officer	In Progress
a. Telephone coverage	9/05	Asst. Communications Officer	Completed

RESOURCES REQUIRED:

Continued funding/staffing
Continued support from Central Support Services

POSSIBLE SOURCES OF FUNDING:

Administrative and program budgets will support Office of Communications.

CURRENT BASELINE DATA:

Excel Database with job name, start and completion dates.
Number of photographs taken and utilized

IMPLEMENTATION MEASURES:

Measures of training and on time performance will be tracked and documented at least monthly and published at least quarterly. The Office of Communications will provide regular reports of its activities to the Coordinator of Research and Planning and the Interim Associate Superintendent of Regional Services through weekly meetings, as well as provide quarterly reports to the communications Committee of the Board.

EFFECTIVENESS MEASURES:

Excel databases will be used to track training needs, objectives and courses attended. Excel is used to track training goals and accomplishments.

Statistics on time performance and days in production will be added to the data from the Excel Jobs database.

A narrative report will be published quarterly documenting the progress toward implementing a sharing and catalog system for photography.

- Reports to the administrative council and board are on file in the Communications Office

Standard operating procedures will be continually updated and saved in the Office of Communications shared drive.

INFORMATION REQUIRED FOR MEASURES:

Excel database	Excel Job Log
Training	Standard operating procedures

Eastern Suffolk BOCES

Related Operational Action Plan V.C: Develop Website Content Management and Graphic Arts Support Services in Partnership with Administrative Services

ADDRESSES BOCES GOAL(S):
V: Resourcing and Operational Efficiency

RESPONSIBLE ADMINISTRATOR:
Chief Operating Officer
Interim Associate Superintendent, Regional Services

COLLABORATOR(S):
Executive Director, Administrative Services
Director, Research & Planning
Program Administrator, Administrative Services
Coordinator, Research & Planning
Assistant Communications Officer

RELATED OPERATIONAL OBJECTIVE: By June 30, 2009, the agency will assist Administrative Services in generating predictable annual revenue from clients outside the agency for web content management and support, graphic design, publicity, and other related services.

DESCRIPTIVE NARRATIVE: The Office of Communications has ready access to district schools, BOCES and related institutions. The Office of Communications in partnership with Administrative Services (of the Management Services Division) could assist in generating a predictable revenue stream by offering web content management and graphic arts and support services utilizing web technologies; writing; publicity; graphic design and printing. This service will qualify for aid under Administrative Service’s Public Relations Coser, 609.

ACTIVITIES	Target Date for Completion	Responsible Person/ Group	Status/Outcome
1. Develop a list of services to promote website content management and graphic arts support services.	6/06	Exec. Dir., Admin. Services Program Admin., Admin. Services Coord., Research & Planning Asst. Communications Officer	In Progress
2. Develop a potential client list.	6/06	Program Admin., Admin. Services Asst. Communications Officer	In Progress
3. Create a design portfolio of past projects in print and electronic form.	6/05	Asst. Communications Officer Graphics Supervisor	Completed In Progress
a. Create a central agency archive.	12/06	Asst. Communications Officer	

Eastern Suffolk BOCES

Related Operational Action Plan V.C: Develop Website Content Management and Graphic Arts Support Services in Partnership with Administrative Services

RESOURCES REQUIRED:

Continued funding
Staffing
Time
1 new hire
1 new workstation and additional desk space

POSSIBLE SOURCES OF FUNDING:

Public Relations Coser 609

CURRENT BASELINE DATA:

None

IMPLEMENTATION MEASURES:

Measures will be tracked and documented at least monthly and published at least quarterly.

The Office of Communications will provide regular reports of its activities to the Coordinator of Research and Planning and the Interim Associate Superintendent of Regional Services through weekly meetings, as well as provide quarterly reports to the Communications Committee of the Board.

EFFECTIVENESS MEASURES:

Excel databases will be used to monitor revenue; variance; forecast

- The office has not begun assisting Administrative Services in servicing clients, thus revenue, forecast, and variance are not currently being tracked, though this information will be included in the office's Excel job log once available.

A project portfolio will be on hand in the Communications Office and available electronically in the Outlook Shared folder and Intranet

- A room will be set up for archiving past publications.

INFORMATION REQUIRED FOR MEASURES:

Administrative Services client list
Job requests and quotes

Eastern Suffolk BOCES
Strategic Action Plan VI.A: Research and Program Improvement

ADDRESSES BOCES GOAL(S):

II: Staff Development
 VII: Strategic Planning
 XII: Research and Development

RESPONSIBLE ADMINISTRATORS:

District Superintendent
 Chief Operating Officer
 Interim Associate Superintendent, Regional Services

ADDRESSES RETREAT REPORT OBJECTIVE(S):

IP #7: Empowering Staff to Participate in Regional Planning
 ASSIST #10: Strategic Planning

COLLABORATOR(S):

Director, Research & Planning
 Cabinet
 Coordinator, Research & Planning

STRATEGIC PLANNING STRATEGY: By July 2009, Eastern Suffolk BOCES will improve its capacity for research and program improvement through: 1) strategic planning; 2) the Middle States Association Accreditation for Growth (AFG) process; 3) the availability of data for data-driven decision making; 4) the capacity to survey stakeholders for program improvement efforts; and 5) grants administration.

DESCRIPTIVE NARRATIVE: To strengthen the quality of data that supports decision-making and documents organizational progress throughout the agency, a Research and Planning Office has been established and staffed. The office coordinates strategic planning activities throughout the agency. Research and Planning personnel act as a liaison to the Middle States Association of Colleges and Schools in order to assure AFG validation activities occur according to scheduled timeline, site accreditation is received, and agency/division accreditation maintained. The office supports the research and evaluation efforts of the agency by assisting central and site administrator in developing methods to benchmark and track organizational progress, including stakeholder surveys, by analyzing and interpreting data, and by preparing written reports. The Research and Planning Office also supports efforts throughout the agency to seek and administer non-district funding sources to implement agency initiatives.

ACTIVITIES	Target Date For Completion	Responsible Person/Group	Status/Outcome
1. Facilitate Accreditation for Growth activities leading to Middle States Association accreditation of all Eastern Suffolk BOCES instructional sites.	Spring 2004	Coord., Research & Planning Dir., Research & Planning	Completed 6/04
2. Facilitate strategic planning activities throughout Eastern Suffolk BOCES.	On-going	Dir., Research & Planning	In Progress
3. Plan and oversee the transition of Research & Planning Management.	6/04	District Superintendent Interim Assoc. Supt., Regional Svc	Completed 6/04
4. Assess the feasibility of establishing an Educational Foundation to Support BOCES programs.	6/04	District Superintendent Assoc. Supt., Mgmt. Services	Completed 12/04

Eastern Suffolk BOCES
Strategic Action Plan VI.A: Research and Program Improvement

ACTIVITIES	Target Date For Completion	Responsible Person/Group	Status/Outcome
5. Establish a consortium of grants administrators.	6/06	Dir., Research & Planning	In Progress
6. Provide regular reports of activities to the BOCES Board and to the BOCES community at large.	On-going	District Superintendent Chief Operating Officer Assoc. Supt., Mgmt. Services Interim Assoc. Supt., Regional Svc Dir., Research & Planning Coord., Research & Planning	On-going

RESOURCES REQUIRED:

Research and Planning Office personnel and operating expenses
 Expenses associated with Middle States Association of Colleges and Schools accreditation and validation activities

POSSIBLE SOURCES OF FUNDING:

Integrated into the administrative and program budgets

CURRENT BASELINE DATA:

Via the Accreditation for Growth self-study and validation process, it was determined that Standard 9: Results/Outcomes was not met. This was suggested by the validation team conducting the Agency accreditation process and confirmed by the validation team conducting the Divisional accreditation process and again by the mid-point reviewer. A district coser service evaluation survey was analyzed in June 2004 and 2005 to provide baseline and comparative data for service delivery evaluation. This will be done annually and results shared with stakeholders.

IMPLEMENTATION MEASURES:

Implementation will be monitored by regular review and updating of the operational action plans associated with this strategic plan. The Research & Planning Office will provide regular reports of its activities to the Associate Superintendent of Regional Services through bi-weekly meetings and quarterly reports.

EFFECTIVENESS MEASURES:

Indication of an increase in research and program improvement capacity within the organization will be indicated by an increase in the number of strategic and operational action plans that rely upon regular collection and analysis of data to measure progress in achieving desired results/outcomes. External validation of this increased capacity will be reflected in the reports of Middle States Association representatives conducting future mid-point and re-accreditation visits by an indication that Standard 9: Results/Outcomes have been met.

Eastern Suffolk BOCES
Strategic Action Plan VI.A: Research and Program Improvement

All action plans now rely on collection and analysis of data effectiveness measures. Last year in 2003-04, only 12 out of 34 action plans had effectiveness measures.

INFORMATION REQUIRED FOR MEASURES: Regular review and annual updates of the strategic and operational action plans must include detailed information about benchmarking and evaluation activities conducted to measure progress toward meeting agency goals.

Eastern Suffolk BOCES
Related Operational Action Plan VI.B: Agency-wide, Divisional and Site Accreditation

ADDRESSES BOCES GOAL(S):

II: Staff Development
 VII: Strategic Planning

RESPONSIBLE ADMINISTRATOR:

District Superintendent
 Chief Operating Officer
 Internal Coordinator, Agency-wide

COLLABORATOR(S):

Cabinet
 Administrative Council

RELATED OPERATIONAL OBJECTIVE: By July 2009, Eastern Suffolk BOCES will be reaccredited by the Middle States Association based on the implementation of the action plans outlined in the current strategic plan as updated through annual reviews and examined by a mid-point on-site visit by a Middle States Association representative, based on demonstration of continued adherence to Middle States standards, and based on the development of a second seven-year strategic plan using an approved planning process.

DESCRIPTIVE NARRATIVE: According to the developed timelines, Eastern Suffolk BOCES will implement the action plans articulated in the Strategic Plan for the agency and the divisions. The Eastern Suffolk BOCES Agency-wide Strategic Planning Council will meet at least annually to review progress and to modify the plans as appropriate. The Board will be regularly informed about the progress of, and recommended changes to, the Strategic Plan. Eastern Suffolk BOCES stakeholders will be regularly informed about strategic planning activities and will contribute to the implementation, evaluation, and revision of strategic planning initiatives as appropriate to their respective responsibilities and interests. A Middle States Association representative will be invited to do an on-site mid-point review of the agency and the divisions. During the fifth year of the cycle, a new seven-year Strategic Plan will be developed and the Middle States Association will be invited to conduct a validation visit to re-accredit the Agency and Divisions.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Annual update of membership of the Agency-wide Strategic Planning Council including the membership of their budget review subcommittees	Annually, July	District Superintendent Chief Operating Officer Agency-wide Steering Committee	Annual membership update occurred 8/00; 8/01; 8/02; 8/03; 8/04; 8/05

Eastern Suffolk BOCES
Related Operational Action Plan VI.B: Agency-wide, Divisional and Site Accreditation

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
2. Annual review of progress and update of Agency strategic plan by Strategic Planning Council	Annually, August	District Superintendent Chief Operating Officer Internal Coordinator – Agency level Assoc. Superintendents Executive Directors Directors	Annual meetings occurred 8/00; 8/01; 8/02; 8/03; 8/04; 8/05
3. Review and approval by Board of revisions to Agency strategic plan	As needed	District Superintendent Chief Operating Officer Cabinet	Periodic update provided during Board reports of Cabinet level administrators
4. Integration of strategic planning initiatives into the annual budget process	Annually, during budget preparation	Cabinet	Occurred during budget planning cycle for the 2001-02; 2002-03; 2003-04; 2004-05 and 2005-06 years
5. Review and approval of Administrative and Divisional strategic initiatives and their budgetary implications by subcommittees of the Strategic Planning Council	Annually, during budget preparation	Budget Review subcommittees	Occurred during the budget planning cycle for the 2002-03; 2003-04; 2004-05 and 2005-06 years
6 a. Facilitate site planning and accreditation activities b. Prepare for site mid point visits for first half of Spring 2006	On-going	Assoc. Supt., Ed. Services Directors, Ed. Services Dir., Research & Planning	Completed 6/04 – Middle States validation visits occurred for 9 sites in Dec. 2003 and for 8 sites in March 2004, on - going
7. On-going implementation, monitoring and evaluation of strategic initiatives	On-going	Responsible Cabinet-level administrator(s) of each action plan	On-going

Eastern Suffolk BOCES
Related Operational Action Plan VI.B: Agency-wide, Divisional and Site Accreditation

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
8. Regular communication to stakeholders re: strategic planning and strategic initiatives	On-going	Cabinet Internal coordinator	On-going as part of regular communications to the Board as well as internal and external stakeholders
9. Invitation to Middle States Association representative to conduct mid-point review of Agency and Divisional plans	During the 2005-06 school year	District Superintendent Chief Operating Officer Internal Coordinator, Agency-wide	In Progress
10. Review of planning process (Plan-to-Plan for agency, divisions and sites) in preparation for development of next Seven-Year Strategic Plan	Spring 2007	Cabinet, Divisional Steering Committees.	Upon recommendation by Middle States Association at conclusion of mid-point review, decision to delay next seven-year validation visit until after sites accredited; agency/divisional accreditation extended until Spring 2009 contingent upon additional mid-point review in Fall 2005 after all sites accredited
11. Development and approval of next seven year strategic plan for the agency and divisions	2007-08 school year	Agency Strategic Planning Council	
12. Validation visits by Middle States Association to reaccredit the Agency and Divisions	No later than Spring 2009	Agency/Divisional Steering Committees Internal Coordinators	

Eastern Suffolk BOCES
Related Operational Action Plan VI.B: Agency-wide, Divisional and Site Accreditation

RESOURCES REQUIRED:

Annual membership fees to Middle States Association
Consultant fees for special activities (i.e., retreats)
Expenses for meetings (annual meetings, retreats) and communication activities
Travel, accommodations, meal expenses: validation teams
Staff time and substitutes for staff engaged in planning retreats, etc.

POSSIBLE SOURCES OF FUNDING:

Integrated into the administrative/program budgets

CURRENT BASELINE DATA:

Eastern Suffolk BOCES was accredited by the Middle States Association of Colleges and Schools (agency level, May 2000; divisional level, October 2001). A successful mid-point review was conducted by a Middle States Association representative in July 2002 (report received November 2002). Seventeen program sites were recommended for accreditation Spring 2004.

IMPLEMENTATION MEASURES:

Target deadlines concerning annual reviews and updates of the agency and divisional plans will be met. Middle States Association will review progress toward achieving strategic initiatives via mid-point reviews for the agency and divisions. Stakeholders will continue to be informed and involved in the planning process. A refined process (Plan to Plan) for developing the second seven-year strategic plan for the agency and divisions will be articulated and implemented.

EFFECTIVENESS MEASURES:

Agency and divisional re-accreditation will be awarded by the Middle States Association based upon (a) documented improvement resulting from implementation of the Action Plans articulated in the first five-year strategic plan and (b) development of a second seven-year strategic plan for the agency and divisions using an approved planning process.

Mid point evaluation will occur in Fall of 2005. Then 2007-08, the agency may begin to work on new analysis for 2009-16.

INFORMATION REQUIRED FOR MEASURES:

Evaluation of the impact of each Action Plan will be gathered via evaluation measures articulated within the action plan and documented in regular newsletters and in annual summary reports for stakeholders. A work product documenting the results of the strategic planning process resulting in a seven-year strategic plan will be produced and disseminated.

Eastern Suffolk BOCES
Related Operational Action Plan VI.C: Establishing a Consortium for Grants Administrators

ADDRESSES BOCES GOAL(S):

- II: Staff Development
- V: Resourcing and Operational Efficiency
- X: Internal Communications

RESPONSIBLE ADMINISTRATOR:

Director, Research & Planning

COLLABORATOR(S):

Associate Superintendent, Management Services
 Interim Associate Superintendent, Regional Services
 Administrators of Grant Funded Programs

RELATED OPERATIONAL OBJECTIVE: By 2006, Eastern Suffolk BOCES will facilitate resource and knowledge sharing between grants administrators for the purpose of enhancing grant development efforts that will increase the amount of special funding which supports service to Eastern Suffolk BOCES students and component districts.

DESCRIPTIVE NARRATIVE: All administrators of grant-funded programs within Eastern Suffolk BOCES will participate in a consortium that promotes sharing of information and resources between these programs. The consortium will promote collaboration that increases the efficiency of the daily operational management of their grant programs and will provide staff development on topics to help them improve their skills as initiators and developers of grant funded projects. If the program proves useful, a recommendation to expand membership to grants administrators from component districts and service agencies will be explored. The focus of the consortium will be to increase the efficiency of grant management and to increase our effectiveness in attracting additional special funding to address unmet needs within our agency and component districts.

ACTIVITIES	Target Date for Completion	Responsible Person /Group	Status/Outcome
1. Review and revise processing procedures for grant submissions, Board approvals; reissue revise grant guidelines	Fall 2003	Dir., Research & Planning Assoc. Supt., Mgmt. Services Interim Assoc. Supt., Regional Svc	Completed 3/04
2. Hire part-time Regional Grants Officer – develop job description – 6/03; advertise vacancy – Fall 2003; Board Appointment 12/03	1/04; Postponed to 6/06	Assoc. Supt., Regional Services	Job description developed – Hiring Postponed – Using consultant to establish regional need.

Eastern Suffolk BOCES
Related Operational Action Plan VI.C: Establishing a Consortium for Grants Administrators

ACTIVITIES	Target Date for Completion	Responsible Person /Group	Status/Outcome
3. Convene regular meetings of Eastern Suffolk BOCES administrators of specially funded programs	Initiated Spring 2004	Dir., Research & Planning	On-going
4. Information sharing about current grant funded programs through expansion of Grants Briefing Book or other jointly developed methods	On-going	Consortium participants Dir., Research & Planning	In Progress
5. Needs assessment: identify knowledge/skill gaps and interests for future agendas (i.e., needs assessments; researching sources of funding; grant development skills; legal/accounting issues in grants management)	On-going	Consortium participants Dir., Research & Planning	In Progress
6. Identify operational problem areas within the agency for grant funded programs (i.e., inefficiencies in business procedures, hiring procedures) for future agendas	On-going	Dir., Research & Planning Consortium participants	In Progress
7. Identify and develop "boilerplate" descriptions, "fact sheets," data bases, etc. that can be shared between grant programs to ease grant writing efforts	On-going	Consortium participants	In Progress
8. Host special programs (staff development for grants administrators) and quality improvement sessions (with other departments) following agenda identified via needs assessments	On-going	Dir., Research & Planning	In Progress
9. Use new technology tools (email; listserv; website; etc.) to promote communication among the group	On-going	Dir., Research & Planning Office of Tech. Integration Communications Office	In Progress
10. Investigate new cross-grant program initiatives and form ad hoc subcommittees as appropriate to facilitate new grant writing initiatives; researches statistical data needed to develop grant proposals including budget development	On-going	Regional Ed. Researcher Dir., Research & Planning Consortium participants	In Progress
11. Provide informational sessions and technical assistance to BOCES staff on development of grant proposals	On-going	Dir., Research & Planning	In Progress

Eastern Suffolk BOCES
Related Operational Action Plan VI.C: Establishing a Consortium for Grants Administrators

ACTIVITIES	Target Date for Completion	Responsible Person /Group	Status/Outcome
12. Develop funding proposals, grant applications, etc.	On-going	Dir., Research & Planning	In Progress
13. Expand Consortium for Grant Funded Programs to include representatives of component school districts	On-going	Dir., Research & Planning	In Progress
14. Provide informational sessions and technical assistance to component school districts on development of grant proposals	On-going	Dir., Research & Planning	In Progress

RESOURCES REQUIRED:

Staff meeting time and time to investigate/implement any initiatives that are an outgrowth of the consortium effort
 Staff of other departments to engage in quality improvement dialogue
 Sufficient additional staff to investigate and develop potential funders of new initiatives; write proposals
 Staff development consultants
 Part-time Regional Grants Officer

POSSIBLE SOURCES OF FUNDING:

Integrated into the administrative and program budgets

CURRENT BASELINE DATA:

Currently, there is no Regional Grants Officer, nor a formal resource or knowledge-sharing system in place. These functions are being addressed by the Director of Research and Planning, who has established a system to facilitate resource and knowledge sharing, despite the lack of required staff.

IMPLEMENTATION MEASURES:

Updating action plans
 Meeting minutes of New York Initiatives Group
 Monthly reports
 Annual report

Eastern Suffolk BOCES
Related Operational Action Plan VI.C: Establishing a Consortium for Grants Administrators

EFFECTIVENESS MEASURES:

An increase in resource and knowledge sharing among grant administrators. Additional funding for the agency will be acquired. In 2003-04, a total of \$19,835,465.77 was reported on our "F" budget lines for grant funded projects.

Quarterly e-newsletters and updates are sent to staff. Grantmanship workshops are being given to interested staff groups.

Through June 2005, approximately \$27,634,014 was reported on our "F" budget lines for grant funded projects.

INFORMATION REQUIRED FOR MEASURES:

Data on all grants and "F" lines - totals of funding acquired, numbers of proposals submitted
Minutes from grant administrators and NYSI meetings

Eastern Suffolk BOCES
Strategic Action Plan VII.A: Enhancing Standard Operating Procedures throughout BOCES

ADDRESSES BOCES GOAL(S):

- II: Staff Development (secondary)
- III: Quality Management (secondary)
- V: Resourcing and Operational Efficiency (primary)
- VI: Technology (secondary)
- X: Internal Communications (secondary)

RESPONSIBLE ADMINISTRATOR(S):

Associate Superintendent, Management Services

ADDRESSES RETREAT REPORT OBJECTIVE(S):

- ASIST #1: Utilizing Emerging Technologies
- ASIST #2: Systems Approach to Quality Service Delivery/
Customer Satisfaction
- ASIST #6: Collaboration with the State Education Department

COLLABORATOR(S):

- Administrative Council members
- Board members
- Attorneys
- Auditors
- Miscellaneous Consultants

STRATEGIC PLANNING STRATEGY: By 2009, Eastern Suffolk BOCES will align its Board Policies, Administrative Regulations, rules, procedures, practices, and forms with federal and state requirements; agency and divisional vision, mission, beliefs, and goals; and best practices. Additionally, the agency will publish, maintain, and make this information available to all staff in a user-friendly format that will enable all staff to know and comply with the standardized operations relevant to their responsibilities.

DESCRIPTIVE NARRATIVE: Over the next several years Eastern Suffolk BOCES will engage in a collaborative process to review, revise, and establish where necessary or desirable its Board Policies, Administrative Regulations, rules, procedures, practices, and forms to: comply with all federal and state requirements; align with the agency and divisional vision, mission, parameter and belief statements; and reflect best practices. In addition, the agency will establish a formal process for the regular review and revision of these Board Policies, Administrative Regulations, rules, procedures, practices, and forms, as well as determine the most effective method(s) of organization and distribution of this information.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Perform initial review and revision of existing Board policies.	2002-03	Exec. Dir., Admin. Services Policy Review Committee Administrative Council Board	Complete
2. Perform initial review and revision of existing Administrative Regulations. (See related operational action plan VII.E)	2003-06	Exec. Dir., Admin. Services Administrative Council	In Progress

Eastern Suffolk BOCES
Strategic Action Plan VII.A: Enhancing Standard Operating Procedures throughout BOCES

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
3. Collect and/or document existing rules, procedures, practices, and forms. Perform initial review and revision.	2003-09	Assoc. Supt., Mgmt. Services Administrative Council	In Progress
4. Establish process for regular review, revision, and establishment of Board Policies, Administrative Regulations, rules, procedures, practices, and forms.	2003-05	Assoc. Supt., Mgmt. Services Administrative Council Board	In Progress
5. Determine effective method(s) of organization and distribution of Board policies, administrative regulations, rules, procedures, practices, and forms.	2003-05	Assoc. Supt., Mgmt. Services Administrative Council	Complete
6. Organize, and distribute or make all Board policies, administrative regulations, rules, procedures, and forms available to all staff.	2005-06	Administrative Services	In Progress
7. Train staff in the existence, location, and use of all Board policies, administrative regulations, rules, procedures, and forms.	2003-09	Administrative Council	In Progress
8. Supervise staff with regard to the use of and adherence to all Board policies, administrative regulations, rules, procedures, and forms.	2003-09	Administrative Council	In Progress
9. Assess the project for effectiveness	2003-09	Administrative Council	Not Started

RESOURCES REQUIRED:

Time

POSSIBLE SOURCES OF FUNDING:

No additional economic resources required

CURRENT BASELINE DATA:

July 2002 Board policies and administrative regulations, rules, procedures, practices, and forms

IMPLEMENTATION MEASURES:

Adherence to established schedule

Eastern Suffolk BOCES
Strategic Action Plan VII.A: Enhancing Standard Operating Procedures throughout BOCES

EFFECTIVENESS MEASURES:

Improvement in staff knowledge of and compliance with standardized operating procedures as reported by staff;
Ease of use and usefulness of information as reported by staff;
Improvement in staff knowledge of and compliance with standardized operating procedures as reported by supervisors, program administrators, and Administrative Council members; and
Level of deviance from federal, state, and agency requirements as reported by federal and state authorities, successful complaints, appeals, and litigation against the agency, as well as the agency's internal and independent auditors.

INFORMATION REQUIRED FOR MEASURES:

Staff survey results;
Administrator survey results;
Federal and state error / audit exception reports;
Successful claims, appeals, and litigation against the agency;
Internal audit reports; and
Independent auditor reports.

Eastern Suffolk BOCES
Related Operational Action Plan VII.B: Review, Revise, Establish, and Publish or Re-Publish
Rules, Procedures, Practices, and Forms

ADDRESSES BOCES GOAL(S):

I: High Standards
V: Resourcing and Operational Efficiency
VI: Technology

RESPONSIBLE ADMINISTRATORS:

Associate Superintendent, Management Services

COLLABORATOR(S):

Associate Superintendents
Administrative Council
Building / Program Administrators

RELATED OPERATIONAL OBJECTIVE: By June 30, 2009, Eastern Suffolk BOCES will, using a phased approach, review, revise where appropriate, establish where appropriate, and publish (re-publish) its rules, procedures, practices, and forms. Phases 1, 2, and 3 will focus on the Management Services Division, the Regional Services Division, and the Educational Services Division respectively.

DESCRIPTIVE NARRATIVE: Working collaboratively with all stakeholders, Administrative Council members will collect and/or document all rules, procedures, practices, and forms in use within their respective areas of responsibility. They will review these rules, procedures, practices, and forms for alignment with federal and state requirements, established Board policies, administrative regulations, agency vision, mission, belief and parameter statements, division mission statement, and best practices. They will revise the existing and/or establish new rules, procedures, practices, and forms as necessary and/or desirable. They will organize and distribute or make this information available to all staff within the agency.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status
PHASE 1 – Management Services Division	6/06		
1. Collect and/or document all rules, procedures, practices, and forms within the Division.	2003-06	Assoc. Supt., Mgmt. Services Exec. Dir., Admin. Services Dir., Business Services Dir., Technology Integration Dir., Regional Info. Center	In Progress
2. Review, revise, and establish the above for alignment with federal and state requirements, established Board policies, administrative regulations, agency vision, mission,	2003-06	Assoc. Supt., Mgmt. Services Exec. Dir., Admin. Services Dir., Business Services	In Progress

Eastern Suffolk BOCES
Related Operational Action Plan VII.B: Review, Revise, Establish, and Publish or Re-Publish
Rules, Procedures, Practices, and Forms

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status
belief and parameter statements, division mission statement, and best practices.		Dir., Technology Integration Dir., Regional Info. Center	
3. Organize and distribute or make the above available to all staff.	2003-06	Assoc. Supt., Mgmt. Services Exec. Dir., Admin. Services Dir., Business Services Dir., Technology Integration Dir., Regional Info. Center	In Progress
PHASE 2 – Regional Services Division	6/07		
1. Collect and/or document all rules, procedures, practices, and forms within the Division.	2003-07	Interim Assoc.Supt., Regional Svc Dir., Research & Planning Grant Program Administrators	In Progress
2. Review, revise, and establish the above for alignment with federal and state requirements, established Board policies, administrative regulations, agency vision, mission, belief and parameter statements, division mission statement, and best practices.	2003-07	Interim Assoc.Supt., Regional Svc Dir., Research & Planning Grant Program Administrators	In Progress
3. Organize and distribute or make the above available to all staff.	2003-07	Interim Assoc.Supt., Regional Svc Dir., Research & Planning Grant Program Administrators	In Progress
PHASE 3 – Educational Services Division	6/09		
1. Collect and/or document all rules, procedures, practices, and forms within the Division.	2003-09	Assoc. Supt., Ed. Services Dir., Special Education Dir., CTE Dir., ESS	In Progress
2. Review, revise, and establish the above for alignment with federal and state requirements, established Board policies, administrative regulations, agency vision, mission, belief and parameter statements, division mission statement, and best practices.	2003-09	Assoc. Supt., Ed. Services Dir., Special Education Dir., CTE Dir., ESS	In Progress

Eastern Suffolk BOCES
Related Operational Action Plan VII.B: Review, Revise, Establish, and Publish or Re-Publish
Rules, Procedures, Practices, and Forms

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status
3. Organize and distribute or make the above available to all staff.	2003-09	Assoc. Supt., Mgmt. Services Dir., Special Education Dir., CTE Dir., ESS	In Progress

RESOURCES REQUIRED:

Time

POSSIBLE SOURCES OF FUNDING:

No additional economic resources required

CURRENT BASELINE DATA:

Loose collection of documented and undocumented rules, procedures, practices, and forms

IMPLEMENTATION MEASURES:

Adherence to schedule

EFFECTIVENESS MEASURES:

Staff knowledge of, understanding of, and adherence to all agency rules, procedures, practices, and forms use

INFORMATION REQUIRED FOR MEASURES:

Staff and administrator survey data
 External auditor's comments

**Eastern Suffolk BOCES
Related Operational Action Plan VII.C: Revamping the Billing System**

ADDRESSES BOCES GOAL(S):
V: Resourcing and Operational Efficiency

RESPONSIBLE ADMINISTRATOR:
Director, Technology Integration
Director, Business Services

COLLABORATOR(S):
Associate Superintendent, Management Services
School District Business Officials
BOCES Program Administrators

RELATED OPERATIONAL OBJECTIVE: By August 2006, Eastern Suffolk BOCES will redesign the agency’s billing business process model and fully implement a comprehensive PeopleSoft billing/accounts receivable module that will provide strategic financial reporting capabilities for administrators, as well as Internet access to contract and billing information for component school districts.

DESCRIPTIVE NARRATIVE: Through the execution of three project phases, BOCES will implement a streamlined billing process designed to eliminate data redundancy and provide standardized, timely financial reporting to BOCES Program Administrators as well as participating school districts.

Phase I will replace the current legacy system and provide summary billing/accounts receivable functionality within the PeopleSoft platform.

Phase II will incorporate electronic transfers of detailed billing data from all BOCES’ program management software systems.

Phase III will provide integral relationships between school district service contracts and BOCES’ program billing data.

Phase IV will provide school districts with ability to access contract and billing information over the Internet.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
PHASE I			
1. Participate in PeopleSoft classroom training to fully understand delivered software functionality.	6/02	Dir., Business Services Dir., Technology Integration	Completed
2. Meet with BOCES program administrators to perform needs assessment.	7/02	Dir., Business Services Dir., Technology Integration	Completed
3. Develop detailed implementation plan that includes programming timeline and specifications for necessary software modifications.	11/03	Dir., Business Services Dir., Technology Integration	Completed

Eastern Suffolk BOCES
Related Operational Action Plan VII.C: Revamping the Billing System

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
4. Meet with representative school district business officials to gain consensus on new billing format.	9/02	Assoc. Supt., Mgmt. Services Dir., Business Services Dir., Technology Integration	Completed
5. Complete implementation of Phase I plan.	10/05	Dir., Business Services Dir., Technology Integration	In Progress
PHASE II			
1. Develop procedure to assign unique student numbers for all students receiving BOCES' services.	9/02	Dir., Business Services Dir., Technology Integration Dir. Goals, Research & Grants Management	Completed
2. Write computer programs to facilitate electronic transfer of billing data from all management software packages into PeopleSoft.	11/04	Dir., Technology Integration	In Progress
a. Special Ed – Convert billing to PeopleSoft database	10/02	Dir., Technology Integration Educational Services Staff	Completed
b. Career Ed - develop interface from eSchool to PeopleSoft	9/03	Dir., Technology Integration Educational Services Staff	Completed
c. Transportation – evaluate interface capabilities with Transportation System	11/04	Dir. Technology Integration Transportation Staff	Completed
d. Evaluate system interface capabilities of other programs	11/04	Dir., Technology Integration Dir., Business Services	Completed
e. Develop direct data entry Billing Panel for remainder of programs	6/04	Dir., Technology Integration	Completed
PHASE III			
1. Convert contracts from stand-alone database to PeopleSoft.	8/02	Dir. Technology Integration Dir. Business Services Administrative Services Staff	Completed
2. Build and define relationships between contracts and services billed working with program administrators.	8/05	Dir., Technology Integration Dir., Business Services Administrative Services Staff	In Progress

Eastern Suffolk BOCES
Related Operational Action Plan VII.C: Revamping the Billing System

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
3. Modify software to ensure compliance with program and contract needs	10/05	Dir., Technology Integration	In Progress
4. Complete Implementation of Phase III	6/05	Dir., Technology Integration Dir., Business Services Administrative Services Staff	In Progress
PHASE IV			
1. Develop web based prototype of school district contract, subscriptions and billing	5/04	Dir., Technology Integration Dir., Business Services	Completed
2. Form a committee of internal and external users of BOCES services to recommend what information should be available via the Web.	8/04	Dir., Technology Integration Dir., Business Services	Completed
3. Develop technical specifications	12/04	Dir., Technology Integration Dir., Business Services	Completed
4. Write Computer programs necessary to create web pages. Review and test new system and process.	6/06	Dir., Technology Integration Dir., Business Services	In Progress
5. Hold training session for Component Districts	8/06	Dir., Technology Integration Dir., Business Services	

RESOURCES REQUIRED:

Staff time

POSSIBLE SOURCES OF FUNDING:

Budget

CURRENT BASELINE DATA:

Current billing system
 Limited summary reports for administrators
 No Internet access to district contract and billing information

IMPLEMENTATION MEASURES:

Staff meetings
 Periodic status reports

Eastern Suffolk BOCES
Related Operational Action Plan VII.C: Revamping the Billing System

EFFECTIVENESS MEASURES:

Every administrator will be trained and be using the redesigned billing process model by June of 2006. By June 2006, districts will be able to subscribe to 2006-07 services through the Internet system. This will be monitored on usage reports.

INFORMATION REQUIRED FOR MEASURES:

Results of usage reports
Notes from meetings
Periodic status reports

Eastern Suffolk BOCES

Related Operational Action Plan VII.D: Review, Revise, Establish and Re-Publish Administrative Regulations

ADDRESSES BOCES GOAL(S):

- I: High Standards
- V: Resourcing and Operational Efficiency
- VI: Technology

RESPONSIBLE ADMINISTRATORS:

Executive Director, Administrative Services

COLLABORATOR(S):

Administrative Council
Building / Program Administrators

RELATED OPERATIONAL OBJECTIVE: By June 30, 2008, Eastern Suffolk BOCES will review, revise where appropriate, establish where appropriate, and re-publish all Administrative Regulations.

DESCRIPTIVE NARRATIVE: Working collaboratively with all stakeholders, Administrative Council members will review all existing administrative regulations for alignment with federal and state requirements, established Board policies, agency vision, mission, belief and parameter statements, division mission statements, and best practices. They will revise the existing and/or establish new administrative regulations as necessary and/or desirable. The Management Services Office will organize and distribute or make this information available to all staff within the agency.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. All current administrative regulations will be converted from paper documents to electronic documents.	12/03	Executive Dir., Admin. Services	In Progress
2. Administrative regulations will be distributed to Administrative Council Members for their review.	1/4	Executive Dir., Admin. Services	Complete
3. Administrative Council Members shall review those administrative regulations related to their respective areas of responsibility, make suggested revisions, and return them to the Administrative Services Office. Administrative Council Members will also submit proposals for new administrative regulations.	12/08	Administrative Council	On Going
4. The Administrative Council will review all submissions, make suggested revisions, and the District Superintendent will approve final versions.	4/04 – 6/08	Administrative Council	In Progress

Eastern Suffolk BOCES

Related Operational Action Plan VII.D: Review, Revise, Establish and Re-Publish Administrative Regulations

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
5. The Management Services Office will organize and distribute or make this information available to all staff within the agency.	6/30/08	Assoc. Supt., Mgmt. Services	In Progress

RESOURCES REQUIRED:

Time

POSSIBLE SOURCES OF FUNDING:

No additional economic resources required

CURRENT BASELINE DATA:

July 2003 administrative regulation manual

IMPLEMENTATION MEASURES:

Adherence to schedule

EFFECTIVENESS MEASURES:

Staff knowledge of, understanding of, and adherence to all administrative regulations

INFORMATION REQUIRED FOR MEASURES:

Staff and administrator survey data

External auditor's comments

Eastern Suffolk BOCES

Related Operational Action Plan VII.E: Using Technology to Improve Office Productivity and Organization

ADDRESSES BOCES GOAL(S):

V: Resourcing and Operational Efficiency

VI: Technology

RESPONSIBLE ADMINISTRATORS:

Associate Superintendent, Management Services

Director, Technology Integration

Director, Regional Information Center

COLLABORATOR(S):

Administrative Council

Building / Program Administrators

RELATED OPERATIONAL OBJECTIVE: By June 30, 2006, Eastern Suffolk BOCES will establish and implement standard procedures and/or methods for using Microsoft® Outlook® and other tools to improve office productivity and organization.

DESCRIPTIVE NARRATIVE: In an effort to increase the level of office productivity and organization achieved through the use of administrative technology, Eastern Suffolk BOCES will engage in the research & development necessary to develop a comprehensive five year plan for administrative technology, revise and expand the standards for use of this technology, and design and implement effective and relevant training for the use of this technology.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Coordinate the August 27, 2003 FranklinCovey training for all administrators. This one-day workshop will focus on time management, planning, and using PlanPlus for Microsoft® Outlook® to improve productivity and organization.	8/27/03	Assoc. Supt., Mgmt. Services Exec. Dir., Human Resources	Complete
2. Conduct research & development activities targeted at developing a comprehensive vision for administrative technology for the next five years	12/31/05	Assoc. Supt., Mgmt. Services Dir., Technology Integration	In Progress
3. Prepare, and submit to Administrative Council for their review and feedback, five year plan for administrative technology within the agency. Include first year requirements in the 2004-05 budget proposal.	1/31/06	Assoc. Supt., Mgmt. Services Dir., Technology Integration	Pending
4. Prepare, and submit to Administrative Council for their review and feedback, revised and expanded standards for the use of administrative technology within the agency.	2/29/06	Dir., Technology Integration	Pending

Eastern Suffolk BOCES

Related Operational Action Plan VII.E: Using Technology to Improve Office Productivity and Organization

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
5. Develop curriculum for a training program on the practical and professional application of Microsoft® Outlook® and other technologies.	4/30/06	Assoc. Supt., Mgmt. Services Dir., Technology Integration Dir., Regional Info Center	Pending
6. Provide the training developed in step 5 to all administrators and their support staff.	6/30/06	Dir., Regional Info Center	Pending

RESOURCES REQUIRED:

Training and learning time
Organizational/planning tools & materials
Software licenses
Consultants

POSSIBLE SOURCES OF FUNDING:

Program and administrative budgets

CURRENT BASELINE DATA:

Observation and anecdotal data

IMPLEMENTATION MEASURES:

Adherence to schedule

EFFECTIVENESS MEASURES:

Staff knowledge, understanding, and use of standard procedures/methods
Office productivity and organization

INFORMATION REQUIRED FOR MEASURES:

Observation and anecdotal data
Staff and administrator survey results

Eastern Suffolk BOCES
**Related Operational Action Plan VII.F: Designing and Deploying an Intranet and Extranet
to Enhance Internal and External Communications**

ADDRESSES BOCES GOAL(S):

III: Quality Management
V: Resourcing and Operational Efficiency
VI: Technology
IX: Public Information
X: Internal Communications

RESPONSIBLE ADMINISTRATORS:

Associate Superintendent, Management Services
Director, Technology Integration
Director, Regional Information Center

COLLABORATOR(S):

Administrative Council
Building / Program Administrators
School District Administrators

RELATED OPERATIONAL OBJECTIVE: By June 30, 2006, Eastern Suffolk BOCES will design and deploy an Intranet and an Extranet to enhance communication and collaboration between the agency and its internal and external stakeholders, while also improving access by these stakeholders to the relevant data they need to achieve their various related missions.

DESCRIPTIVE NARRATIVE: In an effort to enhance communication and collaboration between the agency and its internal and external stakeholders, while also improving access by these stakeholders to the relevant data they need to achieve their various related missions, Eastern Suffolk BOCES will design and deploy an Intranet and an Extranet. The Intranet and Extranet are members-only collections of websites serving internal and external stakeholders, respectively. These systems will employ user-customized active notification of changes, resulting in significantly enhanced user-friendliness and reliability as a communications vehicle; they will serve as document repositories, thereby greatly improving access to relevant, well organized data; and they will enable the use of work spaces [dedicated web sites], greatly enhancing the ability of groups to work efficiently and effectively. These systems will also provide access to many important and useful links to other resources on the Internet.

The technical infrastructure and help desk function for the Intranet will be managed by the Office of Technology Integration, while those same responsibilities will be carried out by the Regional Information Center for the Extranet. The use of these systems will be managed on a distributed basis, using standards and controls established and maintained by the Eastern Suffolk BOCES Cabinet.

Eastern Suffolk BOCES
Related Operational Action Plan VII.F: Designing and Deploying an Intranet and Extranet
to Enhance Internal and External Communications

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Select software best suited to achieving this objective.	7/1/04	Assoc. Supt., Mgmt. Services Dir., Technology Integration	Complete
2. Design global organization and structure of systems.	9/1/04	Assoc. Supt., Mgmt. Services Dir., Technology Integration	Complete
3. Implement and complete pilot testing of both systems. Provide support/assistance to users. Gather feedback.	6/30/05	Assoc. Supt., Mgmt. Services Dir., Technology Integration	Complete
4. Refine initial design and develop agency standards and controls for management of both systems.	8/1/05	Assoc. Supt., Mgmt. Services Dir., Technology Integration Cabinet	Complete
5. Deploy both systems.	8/1/05	Assoc. Supt., Mgmt. Services Dir., Technology Integration Dir., Regional Information Center	Complete
6. Train internal and external users and system managers.	11/30/05	Assoc. Supt., Mgmt. Services Dir., Technology Integration Dir., Regional Information Center	In Progress
7. Migrate support/assistance services for Administrative Council members to the Office of Technology Integration and the Regional Information Center for the Intranet and Extranet, respectively.	12/31/05	Dir., Technology Integration Dir., Regional Information Center	Pending

RESOURCES REQUIRED:

Training and learning time

POSSIBLE SOURCES OF FUNDING:

Program and administrative budgets

CURRENT BASELINE DATA:

Observation and anecdotal data

Eastern Suffolk BOCES
**Related Operational Action Plan VII.F: Designing and Deploying an Intranet and Extranet
to Enhance Internal and External Communications**

IMPLEMENTATION MEASURES:

Adherence to schedule

EFFECTIVENESS MEASURES:

Internal and external stakeholder knowledge, understanding, and use of intranet and extranet
Increase in agency's collaborative competency and improved access to relevant data

INFORMATION REQUIRED FOR MEASURES:

Observation and anecdotal data
Internal and external stakeholder survey results

Eastern Suffolk BOCES
Strategic Action Plan VIII.A: Supporting Educational Opportunities through Technology Services

ADDRESSES BOCES GOAL(S):

- I: High Standards
- II: Staff Development
- VI: Technology

RESPONSIBLE ADMINISTRATOR:

Associate Superintendent, Management Services
 Director, Regional Information Center

ADDRESSES RETREAT REPORT OBJECTIVE(S):

- ASIST #1: Utilizing Emerging Technologies
- ASIST #2: Systems Approach to Quality Service Delivery/
Customer Satisfaction

COLLABORATOR(S):

RIC Administrators
 Director, Research & Planning
 School District Stakeholder Groups

STRATEGIC PLANNING STRATEGY: By the year 2009, Eastern Suffolk BOCES will offer new and enhanced technologies to improve the efficiency and strengthen the quality of the programs and services offered to all members of our educational community.

DESCRIPTIVE NARRATIVE: To strengthen the quality of services, the Regional Information Center (RIC) will offer new and enhanced technologies to improve the effectiveness and efficiency of programs and services that provide significant educational opportunities for various stakeholders in the Eastern Suffolk BOCES community.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Provide leadership and support for users of instructional and administrative technology including the utilization of Internet for access to programs.	Annually	Dir., Regional Info Center	In Progress
a. A handbook of RIC processes and procedures will be developed for use by districts when requesting services.	June 2006	RIC Administrators	In Progress
b. Blackboard technology will be introduced to facilitate remote learning instruction for in-service course offerings.	June 2005	Program Administrator	Completed
c. A website will be developed and expanded upon as information is coordinated for posting.	June 2005	RIC Administrators	Completed
d. Sharepoint sites for internal and external users will be developed, in addition to the website referenced above in 1.c., to provide a more comprehensive communications vehicle for information sharing.	Dec 2005	Dir., Regional Info Center	In Progress

Eastern Suffolk BOCES
Strategic Action Plan VIII.A: Supporting Educational Opportunities through Technology Services

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
e. Cooperative partnerships will be established with higher education institutions to collaborate on research initiatives to benefit AYP and curriculum improvements in regional school districts	Ongoing	Dir., Regional Info Center	Established initiative with Dowling
2. Develop an enhanced LAN/WAN/Internet/Network services for participating school districts. a. Professional services contracts will be developed with all interested local vendors. b. Project Plan for new service offerings and associated tasks will be developed and refined as appropriate. c. Develop Service Level Agreements with school districts relative to these new services. d. Analyze and develop a strategy for addressing long term network/infrastructure needs for supporting school districts connected to the Regional Information Center	June 2006 June 2005 June 2006 June 2006 June 2007	Dir., Regional Info Center Supervisor, Technical Svcs RIC Administrators RIC Administrators Dir., Regional Info Center	In Progress Completed In Progress In Progress In Progress
3. Expand the use of on-line software applications in providing client services. a. Expand Web based student application offerings. b. Host IEP web based product offerings. c. Introduce new Data Warehouse pricing structures and support services.	June 2005 Ongoing Sept 2005 June 2005	Dir., Regional Info Center Program Administrator Coordinator, Student Mgmt Sys Supervisor, Technical Svcs Program Administrator	In Progress In Progress In Progress Completed
4. Maximize connections to State Education Department through Regional Information Center Directors and State Data Analyses group. a. Preparing for new test scoring requirements anticipated in 2005-2006. b. Participation in the development of a statewide Data Warehouse.	Annually June 2006 Ongoing	Dir., Regional Info Center Program Administrator Program Administrator	In Progress Completed In Progress

Eastern Suffolk BOCES
Strategic Action Plan VIII.A: Supporting Educational Opportunities through Technology Services

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
c. Scanning of Regents.	June 2006	Program Administrator	In Progress
5. Create and implement a remote back-up Disaster Recovery service for component districts' financial records.	June 2005	Dir., Regional Info Center Asst. Coordinator, Fin. & District Svcs Supervisor, Technical Svcs	Completed
6. Establish a state-of-the-art multipurpose training center at the Sherwood facility.	June 2006	Dir., Regional Info Center Exec. Dir., Administrative Svcs	In Progress – preliminary drawings have been prepared; funding is under review.
7. Develop and implement a plan to expand internal technical capacity in an effort to reduce dependency on outside vendors.	June 2005	Dir., Regional Info Center	Significant progress has been made to date with the creation of the Technical Services group, and continues to expand

RESOURCES REQUIRED:

- Personnel
 - An anticipated increase of 5 or more FTE's is targeted for 2005-06
- Facilities
 - FTE capacity is anticipated to exceed available physical workspace by January, 2006; contiguous physical workspace is critical to program performance and management of all resources
- Time
 - Timeframes for meeting new state and federal requirements can exceed SRIC and school districts ability to react in order to become compliant
- Equipment
 - Workstations for new personnel, new test scanner to accommodate new grades 3 thru 8 testing, SAN equipment, network expansion to accommodate high-bandwidth internet connections by districts to SRIC NOC

Eastern Suffolk BOCES
Strategic Action Plan VIII.A: Supporting Educational Opportunities through Technology Services

SOURCES OF FUNDING REQUIRED:

Moderate funding required including participation by subscribing districts and grant funding.

CURRENT BASELINE DATA:

- Reports to New York State Education Department
 - Grant project evaluation reports
 - 793 Plan
- Program evaluation forms
 - Follow-up analysis including number of training sessions, numbers of staff participants, participant evaluation of programs, numbers of district participants
- Formative and summative feedback measures
 - Customer surveys
 - Simulations
 - Virtual/real-time coaching
- Letters from district officials regarding services delivered, including district requests for support, technical assistance and referrals.
- Budget Planning Committee and Departmental Advisory Councils
- Measurement of client cost reductions including
 - Longitudinal tracking of district service costs
 - Average cost per workshop for component districts versus the average cost for workshops with other agencies
 - Average cost for one day of training by a BOCES trainer versus the average cost of training by an outside expert.
- Communications including newsletters and brochures

BASELINE DATA TO BE DEVELOPED:

- Current state of district evaluation of RIC support services.

IMPLEMENTATION MEASURES:

- Monitoring the achievement of related operational action plans
- RIC Budget Committee meetings
- Adherence to project timeframes

EFFECTIVENESS MEASURES:

- School district response on VIII.A evaluation tool
- Co-Ser Survey results
- RIC's ability to stay within budget
- Demonstrated program flexibility in meeting school district needs

Eastern Suffolk BOCES
Strategic Action Plan VIII.A: Supporting Educational Opportunities through Technology Services

INFORMATION REQUIRED FOR MEASURES:

- Developmental results of various assessments and evaluation tools

Eastern Suffolk BOCES

Related Operational Action Plan VIII.B: Assess the Services Provided by the Regional Information Center

ADDRESSES BOCES GOAL(S):

V: Resourcing and Operational Efficiency

RESPONSIBLE ADMINISTRATOR:

Associate Superintendent, Management Services
Director, Regional Information Center

COLLABORATOR(S):

RELATED OPERATIONAL OBJECTIVE: By June 30, 2006, Eastern Suffolk BOCES will assess the services being provided by the Regional Information Center and establish a plan for developing new and enhanced services, while also increasing the department's internal technical capacity.

DESCRIPTIVE NARRATIVE: Eastern Suffolk BOCES will, through a collaborative process involving at the very least a representative sample of stakeholders, assess the quality of each individual service being provided, as well as the need for enhancement of existing or addition of new services, offered by the Regional Information Center (RIC). The RIC will establish a plan for developing any appropriate new services, enhancing existing services, and discontinuing any obsolete services. The RIC will include as a part of this plan the increased development of internal technical capacity

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Establish committee of stakeholders.	10/1/05	Dir., Regional Info Center	Completed
2. Develop assessment methodology.	12/1/05	Committee	Completed
3. Perform assessment.	7/1/05	Dir., Regional Info Center	Completed
4. Analyze results and summarize.	8/1/05	Dir., Regional Info Center	In Progress
5. Revise assessment methodology based upon feedback received from assessment results.	6/30/06	Committee	Pending

RESOURCES REQUIRED:

- Time
 - Committee work is not the primary responsibility of all members
- Assessment tool

POSSIBLE SOURCES OF FUNDING:

- SRIC budget

Eastern Suffolk BOCES

Related Operational Action Plan VIII.B: Assess the Services Provided by the Regional Information Center

CURRENT BASELINE DATA:

- Co-Ser Survey results 2003-04
- Anecdotal data from school districts and program administrators
- RIC Services Survey results 2004-05

IMPLEMENTATION MEASURES:

- Monitoring the implementation of the action plan versus timeframes stated for delivery

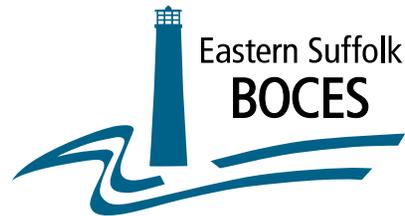
EFFECTIVENESS MEASURES:

- Results recorded through the use of the assessment tool
 - Quality of services delivered
 - Responsiveness to requests/issues
 - Adherence to stated project timeframes
- Improved RIC capacity

INFORMATION REQUIRED FOR MEASURES:

Criteria for the assessment tool

- School district responses to survey questions
- Other Eastern Suffolk BOCES responses relative to services offered / delivered
- NYSED responses to fulfillment of requests



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