
Eastern Suffolk BOCES

Strategic Plan

2007 - 2008



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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 2007 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 seventeen instructional program sites were recommended for accreditation. The agency and the fourteen existing program service sites had their successful Middle States Mid-Point Review visits in 2005-06 and 2006-07. We are now preparing for our reaccreditation, on an agency basis, for the period 2009-2016.

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 2007

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.

Human Resources Department Mission Statement

The Eastern Suffolk BOCES Human Resources Department advances the region's pursuit of excellence by fostering expertise and best practices in development of the agency's most valuable resources – high-performing people and quality programs. Through a collaborative effort, the Department provides a range of services that promote staff development, outreach, communications, research, grants management, and strategic planning that capitalize on the diverse backgrounds and experiences of the agency's staff. Together, these efforts allow the Department to support the growth of services and programs that build capacity for teaching and learning throughout the region. *(Revised May 2007)*

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 number of secondary students earning diplomas. 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 and the indicators of the State Performance Plan and P-16.	Lutz	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.	Lutz/ Becker	In Progress
I.C. Implementing a New Computerized Student Management System	V. Resourcing and Operational Efficiency VI. Technology	7/02	By July 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 July 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 Becker/ Savarese	Phase 1 Completed 6/05 Phase 2 In Progress

Title	Addresses Agency Goal(s)	Start Date	Strategy Statement	Responsible Administrator	Status
I.D (new) Implementation of New High School Level Math Courses and Regents Exams	I. High Standards II. Staff Development	9/05	By June 2010, the implementation of three new high school level math courses and three corresponding Regents exams will be completed. This implementation will include the realignment of the curriculum, purchase of instructional materials, and professional development for instructional staff.	Skelly	In Progress
I.E (new) Collaborative Plan for Merger of the Brookhaven and Jefferson Academic Centers	I. High Standards II. Staff Development III. Quality Management IV. Program Availability	7/07	During 2007-2008, committees of professionals from the Brookhaven Academic Center and the Jefferson Academic Center will be convened/ developed for the purpose of outlining each program's parameters, and working collaboratively on a program design that will merge the current Brookhaven Academic Center and Jefferson Academic Center into one middle school center. The task will be to assimilate New York State Curriculum requirements, as well as, academic, social and management needs of our students into a highly effective program. It is expected that the outcome of these planning meetings will be a program design that incorporates stakeholder experience and expertise, best practices in the field of special education and optimum facility use of the Jefferson Academic Center, the site of the merged program.	Becker	In Progress
I.F Career, Technical and Adult Education Program Relocation, Student Data Analysis and Program Effectiveness Measures	I. High Standards II. Staff Development III. Quality Management VII. Strategic Planning	7/06	By July 2007, the Career, Technical and Adult Education Programs clearly developed and redefined a plan for continuous student and program improvement, as well as student access to secondary Career and Special Career Education programs. This process has and will continue to emphasize the role of Career and Technical Education and also highlight its presence within the region through 2009. The process will include a continuous review of student data collection and the analysis of this data to increase program effectiveness as well as improve student outcomes.	Alexander-Davis	In Progress
I.G Staff Development in Cultural Competence for Agency Staff	I. High Standards II. Staff Development	3/06	By June 2008, there will be a measurable increase in professional development activities in the area of cultural competence available to agency staff. Workshops will include professional development in adult to adult interactions, adult to student interactions (including instruction) and student to student interactions.	Skelly	In Progress
I.H Student Programs in Cultural Competence for BOCES Students	I. High Standards	7/06	By September 2008, standardized curriculum and instructional expectations in the area of cultural competence will be identified and shared with Educational Services staff. By September 2007 there will be a measurable increase in student programs in the area of cultural competence in BOCES classes.	Skelly	In Progress

Title	Addresses Agency Goal(s)	Start Date	Strategy Statement	Responsible Administrator	Status
I.I (new) Transition of Director of Career, Technical and Adult Education Programs	I. High Standards II. Staff Development III. Quality Management VII. Strategic Planning	7/07	By July 2008, the Director of Career, Technical and Adult Education will have been replaced in an orderly, organizationally sound manner. In addition to the recruitment of a replacement, the process will include a review and evaluation of the structure and responsibilities amongst central office administrators in this department.	Lutz/ Alexander-Davis	In Progress

STRATEGIC ACTION PLANS FOR IMPROVED STUDENT PERFORMANCE AND ORGANIZATIONAL GROWTH

Title	Addresses Agency Goal(s)	Start Date	Strategy Statement	Responsible Administrator	Status
<p>II.A Assuring Equitable Facilities for All BOCES Students and Staff</p> <p><i>(New/Revised 2006-07)</i></p>	<p>I. High Standards</p> <p>III. Quality Management</p> <p>IV. Program Availability</p> <p>VI. Technology</p> <p>VII. Strategic Planning</p> <p>VIII. Space and Safety</p> <p>X. Internal Communications</p>	<p>3/01</p>	<p>By July 2009, all BOCES students and staff shall be educated and work in facilities that meet agency-wide standards established by the BOCES to effectively and efficiently; assure the health, safety, and reasonable comfort of all occupants; enhance the learning and working potential of students and staff; and meet all regulatory requirements.</p>	<p>Hamilton</p>	<p>In Progress</p>

RELATED OPERATIONAL ACTION PLANS

Title	Addresses Agency Goal(s)	Start Date	Strategy Statement	Responsible Administrator	Status
<p>II.B Space Utilization</p>	<p>IV. Program Availability</p> <p>V. Resourcing and Operational Efficiency</p> <p>VI. Technology</p> <p>VII. Strategic Planning</p> <p>VIII. Space and Safety</p> <p>X. Internal Communications</p>	<p>7/06</p>	<p>By December 2006, the Administrative Services Department shall have created, populated, and published on the Administrative Council segment of the agency Intranet an agency-wide facilities space utilization database. Periodic updates will continue through 2009.</p>	<p>Hamilton</p>	<p>In Progress</p>

Title	Addresses Agency Goal(s)	Start Date	Strategy Statement	Responsible Administrator	Status
II.C (revised) Agency-wide Facilities Assessment	I. High Standards III. Quality Management VIII. Space and Safety	7/07	By July 2008, the Administrative Services Department shall have conducted an agency-wide assessment of all BOCES facilities. Facilities will be evaluated to ensure they meet the needs of the program and enhance the learning and working potential of students and staff.	Hamilton	Pending
II.D (new) Operations and Maintenance Project Management	I. High Standards II. Quality Management	10/07	By July 2008, the Administrative Services Department shall have developed a project management and reporting system for use by the Operations and Maintenance Unit to monitor and report the status and progress of all internal building related projects and Capital projects.	Hamilton	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 State 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 Regional Staff Development and Student Programs in Cultural Competence for Eastern Suffolk BOCES Component School Districts	II. Staff Development IV. Program Availability VIII. Space and Safety	6/06	By June 2008, there will be a measurable increase in professional development activities and student programs in the area of cultural competence offered to the component school districts of Eastern Suffolk BOCES. Workshops will include professional development in adult to adult interactions, adult to student interactions (including instruction) and student to student interactions.	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 (revised) Human Resources Administration	II. Staff Development III. Quality Management V. Resourcing and Operational Efficiency VI. Technology XI. Staff Recruitment and Retention	7/02	By the year 2009, Eastern Suffolk BOCES Department of Human Resources will: 1) develop initiatives to recruit, hire and track a culturally and racially diverse workforce; 2) assure that all Eastern Suffolk BOCES employees participate in professional development so that they meet annual certification standards and have the opportunity for career advancement; 3) develop and implement systems for evaluating staff; and 4) develop and implement systems for tracking staff.	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 2008, 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 (revised) Recruitment and Retention of a Culturally and Racially Diverse Workforce	XI. Staff Recruitment and Retention VIII. Space and Safety	9/02	By June 2008, the Department of Human Resources will assess the methods and practices of the agency that are used to target, recruit, and retain a diverse workforce. Where necessary, improvements to the system will be implemented. ESBOCES component school districts have also expressed a need for support in recruiting a diverse teacher workforce that is reflective of the region's student population, as well as support in recruiting teacher candidates with diverse skills and backgrounds, particularly those holding certification in difficult to fill subject areas. The department will work with these school districts to develop a larger pool of teacher candidates to address immediate workforce needs in the ESBOCES region.	Locantore/ Grooms	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 2008, 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/ Locantore/ Grooms	In Progress

RELATED OPERATIONAL ACTION PLANS

Title	Addresses Agency Goal(s)	Start Date	Strategy Statement	Responsible Administrator	Status
V.B Develop Cross-functional Team <i>(Revised 2006-07)</i>	II. Staff Development V. Resourcing and Operational Efficiency VI. Technology	7/04	By July 2008, the Office of Communications and the agency will establish internal procedures and embedded controls to streamline print production and ensure quality control. <i>(Previous to 2006-07 was: By July 2006, the Office of Communications and the agency will demonstrate noticeable improvement in working together on graphics related projects.)</i>	Bixhorn/ Locantore/ Grooms	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 V. Resourcing and Operational Efficiency VII. Strategic Planning X. Internal Communications 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 (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.	Bixhorn/ Locantore/ White-Ciraco/ Grooms	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 2008, 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	In Progress

Title	Addresses Agency Goal(s)	Start Date	Strategy Statement	Responsible Administrator	Status
VI.D (new) Research Performance and Capacity	II. Staff Development V. Resourcing and Operational Efficiency VII. Strategic Planning X. Internal Communications XII. Research and Development	1/07	By 2009, Eastern Suffolk BOCES will establish the Office of Research as a provider of high-quality educational, evaluation, and policy research that is of statewide standing and aligned with the informational needs of the ESBOCES programs and staff, component school districts, and other government and non-government entities influencing public education on Long Island.	Bixhorn/ Locantore/ Grooms/ White-Ciraco	In Progress

STRATEGIC ACTION PLANS FOR IMPROVED STUDENT PERFORMANCE AND ORGANIZATIONAL GROWTH

Title	Addresses Agency Goal(s)	Start Date	Strategy Statement	Responsible Administrator	Status
<p>VII.A Management Services Division Mission Achievement</p> <p><i>(New/Revised 2006-07)</i></p>	<p>II. Staff Development</p> <p>III. Quality Management</p> <p>IV. Program Availability</p> <p>V. Resourcing and Operational Efficiency</p> <p>VI. Technology</p> <p>VII. Strategic Planning</p> <p>VIII. Space and Safety</p> <p>X. Internal Communications</p> <p>XI. Staff Recruitment and Retention</p> <p>XII. Research and Development</p>	<p>9/02</p>	<p>By July 2009, the Management Services Division will increase its capacity to achieve, and the achievement of, its mission by: providing effective needs-based staff development to divisional and agency staff; continuing to improve internal controls agency-wide; continuing to improve internal divisional systems and processes; continuing to improve existing and/or creating new services to both external and internal customers; and increasing the internal and external leadership / resource / support role of all administrators and other appropriate staff within the division.</p>	<p>Salatto</p>	<p>In Progress</p>
<p>VII.B Review, Revise, Establish, and Publish or Re-Publish Rules, Procedures, Practices, and Forms</p>	<p>I. High Standards</p> <p>II. Staff Development</p> <p>III. Quality Management</p> <p><i>(goals continued on next page)</i></p>	<p>7/03</p>	<p>By July 2009, Eastern Suffolk BOCES will, using a phased approach, review, revise where appropriate, establish where appropriate, and publish (re-publish) its Board policies, administrative regulations, rules, procedures, practices, and forms. Phases 1 and 2 will focus on the Management Services Division and the Educational Services Division respectively.</p>	<p>Salatto</p>	<p>In Progress</p>

RELATED OPERATIONAL ACTION PLANS

Title	Addresses Agency Goal(s)	Start Date	Strategy Statement	Responsible Administrator	Status
	V. Resourcing and Operational Efficiency VI. Technology X. Internal Communications				
VII.C Revamping the Billing System	V. Resourcing and Operational Efficiency	6/02	By August 2008, Eastern Suffolk BOCES will redesign the agency's billing and contract business processes and fully implement a comprehensive PeopleSoft billing/accounts receivable/contract module that will provide strategic financial reporting capabilities for administrators, as well as electronic files for contract and billing information for component school districts.	Kaelin/ Savarese/ Hamilton	In Progress Phase I + II Complete
VII.D Creating 5 Year Technology Plan to Improve Productivity	V. Resourcing and Operational Efficiency VI. Technology	7/06	By February 2008, Eastern Suffolk BOCES will establish and begin implementation of a five-year technology plan designed to position the agency to leverage its existing technology in achieving increased productivity and to identify and implement new technologies that will further enhance productivity in the future.	Savarese	In Progress
VII.E Expand Extranet	V. Resourcing and Operational Efficiency VI. Technology	7/06	By July 2009, the Management Services Division will have expanded the agency Extranet to include sites for the BOCES Board, component superintendents, district clerks, and technology administrators. These sites will be created, deployed, and supported with appropriate user training and help desk services.	Salatto/ Weber	In Progress
VII.F Enhance Division's Leadership Position in School Finance, Business Management, Operations, and Information Technology	II. Staff Development IV. Program Availability VI. Technology	7/06	By July 2009, there will be a measurable enhancement of the Management Services Division's stature as a regional leader in the areas of school finance, business management, operations, and information technology.	Salatto/ Weber/ Hamilton	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.	Salatto/ 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 July 2009, 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.	Salatto/ Weber	In Progress
VIII.C Review of RIC Pricing Structures and Service Offerings	IV. Program Availability V. Resourcing and Operational Efficiency	7/06	By July 2009, the pricing structures and service offerings for all services will be reviewed so as to maximize school district participation and expansion / repackaging of services to assure cost effectiveness for participants.	Weber	In Progress
VIII.D RIC Research and Development of Expanded Network Solutions	IV. Program Availability VI. Technology VII. Strategic Planning XII. Research and Development	7/06	By June 2009, the feasibility and demand potential from school districts for expanding networked solutions through Eastern Suffolk BOCES will be researched.	Weber	In Progress

Title	Addresses Agency Goal(s)	Start Date	Strategy Statement	Responsible Administrator	Status
VIII.E RIC Project Management Tracking Procedure	II. Staff Development III. Quality Management V. Resourcing and Operational Efficiency	7/06	By June 2009, a standardized process for project management tracking and reporting for all RIC facilitated technology initiatives for school districts will be developed and implemented.	Weber	In Progress
VIII.F RIC Research and Development Procedures	II. Staff Development III. Quality Management VI. Technology VII. Strategic Planning XII. Research and Development	7/06	By December 2008, a standardized process for conducting needs based assessments facilitating the ability for the RIC to conduct research and development activities will be developed and implemented.	Weber	In Progress
VIII.G RIC Contract Management Procedures	III. Quality Management V. Resourcing and Operational Efficiency	7/06	By June 2008, a standardized process for collecting and managing all of the contractual information utilized by the RIC in support of service deliveries and school district participation will be developed and implemented.	Weber	In Progress
VIII.H RIC Disaster Recovery Plan Development	III. Quality Management V. Resourcing and Operational Efficiency VI. Technology VII. Strategic Planning	7/06	By June 2008, a comprehensive Disaster Recovery Plan will be developed for all RIC supported applications and data stores.	Weber	In Progress

ACTION PLANS – COMPLETED

Title	Addresses Agency Goal(s)	Strategy Statement	Responsible Administrator	Status
Standardized Parameters for Instructional Materials	I. High Standards II. Staff Development V. Resourcing and Operational Efficiency	By June 2007, 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.	Skelly	Completed 6/07
Annual Student Profile Goal Development	I. High Standards II. Staff Development III. Quality Management VI. Technology	During the school year 2006-2007, a committee of professionals from each of the special education disciplines will be developed for the purpose of studying our current Instructional Goal Bank in relation to new federal and state requirements for measurability and objectivity. Our task will be to discuss new requirements for student educational and related service goals and objectives, as well as, the steps to be taken to achieve compliance. It is expected that the outcome of these meetings will be a process that will amend our existing goal bank to insure compliance with federal and state regulations, provide staff development to our professional staff in the use of these goals, and incorporate this amended goal bank during the 2006-2007 Annual Student Profile (ASP) Development Process.	Becker	Completed 6/07
Forms Management	II. Staff Development III. Quality Management V. Resourcing and Operational Efficiency VI. Technology	By June 30, 2007 the Management Services Division shall develop and begin implementation of a process for managing all the agency's blank forms that will assure that these forms: are standardized to the degree desirable; exist in the appropriate format(s); exist in their current version only; and are accessible by all who need to use them.	Salatto	Completed 6/07
Re-establishment of Special Education Task Force	I. High Standards IV. Program Availability VI. Technology	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	Completed 6/06

Title	Addresses Agency Goal(s)	Strategy Statement	Responsible Administrator	Status
Career Technical and Adult Education Program Realignment, Relocation and Restructuring	I. High Standards II. Staff Development III. Quality Management VII. Strategic Planning	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	Completed 6/06
Staff Development	I. High Standards II. Staff Development III. Quality Management VIII. Space and Safety X. Internal Communications XI. Staff Recruitment and Retention	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.	Krizel/ Becker/ Alexander-Davis	Completed 6/06
Comprehensive Facility Needs/ Improvement Plan	I. High Standards V. Resourcing and Operational Efficiency VIII. Space and Safety	By September 1, 2004, a comprehensive review of all BOCES owned and leased facilities will be completed.	Packman	Completed 6/06
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	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/ Adsitt	Completed 6/06

Title	Addresses Agency Goal(s)	Strategy Statement	Responsible Administrator	Status
Standardize Clerical Assignments	II. Staff Development V. Resourcing and Operational Efficiency	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.	Locantore	Completed 1/06
Develop Website Content Management and Graphic Arts Support Services in Partnership with Administrative Council	V. Resourcing and Operational Efficiency	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.	Packman/ Weber/ Grooms	Effective 2006-07, the RIC supervises Website development and support for districts and will, therefore, incorporate required activities into their strategic/related operational action plans.
Review, Revise, Establish and Re-Publish Administrative Regulations	I. High Standards V. Resourcing and Operational Efficiency VI. Technology	By June 30, 2008, Eastern Suffolk BOCES will review, revise where appropriate, establish where appropriate, and re-publish all Administrative Regulations.	Packman	Completed 6/06
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	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	Completed 6/06

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
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

Title	Addresses Agency Goal(s)	Strategy Statement	Responsible Administrator	Status
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
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

Title	Addresses Agency Goal(s)	Strategy Statement	Responsible Administrator	Status
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 VI. Technology	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 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.	Higuera/ Perry	Completed 6/04

Title	Addresses Agency Goal(s)	Strategy Statement	Responsible Administrator	Status
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
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

Title	Addresses Agency Goal(s)	Strategy Statement	Responsible Administrator	Status
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
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

Title	Addresses Agency Goal(s)	Strategy Statement	Responsible Administrator	Status
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
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>	
Agency-wide, Divisional and Site Accreditation	A 2007-2008 plan was designed as a planning framework for the 2009-2016 Middle States reaccreditation period.	6/07
Career, Technical and Adult Education Program Relocation, Student Data Analysis and Effectiveness Measures	A process was developed to identify and collect standardized statistical student data for the purpose of developing benchmarks that are utilized to measure program effectiveness at an acceptable level of 85% or greater.	6/07
Career, Technical and Adult Education Program Relocation, Student Data Analysis and Effectiveness Measures	A plan was developed and implemented to introduce and integrate new CTE administrators to the agency and department fundamental goals, procedures and practices of CTE Career and Tech Ed.	6/07
BOCES Communications Initiatives	Regulations and Policies included in the Office of Communications Guidelines Manual were written and approved by the Board and Administrative Council. The manual will serve to provide information on standardizing the look and content of agency wide materials used primarily for marketing and Public Relations purposes.	6/07
Establishing a Consortium for Grants Administrators	Expanded professional resources for grant services to assist the agency and its component districts were researched and made available.	6/07
Recruitment and Retention of a Culturally and Racially Diverse Workforce	An online Intranet website for the Office of Recruitment and Retention was established to streamline and centralize the applicant screening process and provide hiring administrators with up-to-date and easily accessible Teaching and Administrative candidate information.	5/07
Human Resources Administration	The structure of the Career Fair for Culturally and Ethnically Diverse Educators was re-organized and implemented.	3/07
Evaluation Reassurance Phase II	The Civil Service Evaluation committee was formed. The committee reviewed and revised the current Performance Report utilized to evaluate Civil Service employees. The revised form was piloted and will be further revised based on input emerging from the field test.	2/07
Recruitment and Retention of a Culturally and Racially Diverse Workforce	The Office of Communications, Research and Recruitment was established and a Director was promoted to oversee outreach and Public Relations, regional research, and recruitment and retention efforts in order to address the strategies and objectives outlined in Plans I.V A-C, V.A-B and VI. D	1/07
Agency-wide, Divisional and Site Accreditation	The remaining seven educational services instructional sites had successful mid-point reviews from Middle States.	12/06

Action Plan	Milestone	Date Completed
BOCES Communications Initiatives	Publications requiring Spanish Language translation were identified. A bilingual Communications Program Assistant was hired to oversee the translation service.	12/06
Agency-wide Facilities Standards	A Facilities Standards Committee was formed to study and establish facilities standards. After the committee met and reviewed standards, it was recommended that this committee broaden its focus and perform an assessment of BOCES facilities.	11/06
Establishing a Consortium for Grants Administrators	A staff member was assigned to do Regional Grant Services program administration.	11/06
Improving the Educational Outcomes of BOCES Students	Regional Space Plan Update and a Special Education Space Plans Needs Assessment were completed.	6/06
Improving the Educational Outcomes of BOCES Students	READ 180 program was piloted in agency middle school programs.	6/06
Improving the Educational Outcomes of BOCES Students	Transition services to special education students were expanded.	6/06
Implementing a New Computerized Student Management System	Phase I and II are nearly completed. Support continues to be given to manage and implement the system.	6/06
Standardized Parameters for Instructional Materials	The first cycle of this was completed, to be monitored and evaluated next year.	6/06
<p>Staff Development in Cultural Competence for Agency Staff</p> <p>Student Programs in Cultural Competence for BOCES Students</p> <p>Regional Staff Development and Student Programs on Cultural Competence for Eastern Suffolk BOCES Component School Districts.</p> <p>Recruitment and Retention of a Culturally and Racially Diverse Workforce</p>	Action plans were added and revised to the strategic plan to focus on cultural competence and to improve staff recruitment and retention.	3/06

Action Plan	Milestone	Date Completed
Evaluation Assurance Phase II	A new employee evaluation form was piloted.	6/06
Recruitment and Retention of a Culturally and Racially Diverse Workforce	The Hiring Practices Manual was completed and employees were trained in its use.	6/06
Agency-wide, Divisional and Site Accreditation	The agency had a successful mid-point review from Middle States.	11/05
Agency-wide, Divisional and Site Accreditation	Seven educational services instructional sites had successful mid-point reviews from Middle States.	5/06
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

Action Plan	Milestone	Date Completed
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
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 the 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

Action Plan	Milestone	Date Completed
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
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

Action Plan	Milestone	Date Completed
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
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

COLLABORATOR(S):

- Director, Special Education
- Director, Career, Technical and Adult Education
- Director, Communications, Research and Recruitment
- Director, Educational Support Services
- Director, Planning and Program Improvement
- 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 number of secondary students earning diplomas. 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 and the indicators of the State Performance Plan and P-16.

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., Educational Services Dir., Administrative Services Dir., Comm., Research & Recruitment Dir., Special Education	Baseline report finished, 8/01 •Special Education: Expanded the

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ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
		Dir., Career & Technical Education Dir., Planning & Program Imprvmnt.	computerized PeopleSoft Enrollment Management System. Buildings used it for projections and in conjunction with the yearly ASP process. Special Education Task Force reviewed facilities needs, graduation requirements and enrollment trends to determine space needs in center based and included sites as well as program relocation needs. Report completed Spring 2007. •Career & Technical Education: Analyzed enrollment trends for 2007-08. Six courses were successfully relocated for the Fall of 2006 to meet enrollment needs across the region.
2. Develop and update instructional facilities and program relocation plan.	Annually	Assoc. Supt., Educational Services Dir., Administrative Services	2004-2009 Regional Special Education Space Plan completed. An agreement to extend the lease at the Jefferson Academic Center with major building revisions has been finalized. Discussions have begun with effected parties for a

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ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
			long term plan to accommodate the loss of the NCLC in June 2008.
3. Determine program redesign planning and implementation needs – based on physical relocations	Annually	Assoc. Supt., Educational Services Dir., Special Education Dir., Career & Technical Education Building/Program Administrators	Ongoing Update of the Special Education Continuum of Services Guide 2007-08. CTE Task Force Committee developed a five year plan for program relocation.
4. Modify Special Education curricula to align with New York State Learning Standards.	On-going	Dir., Special Education Dir., Career & Technical Education Dir., Ed. Support Services Building/Program Administrators Curriculum Specialists Instructional Staff	K-12 Curriculum Committees in each academic and career and technical areas have completed a review of curriculum changes and materials/supplies needs for coming school year. Read 180 program expanded to agency high school programs 2006-2007.
5. Begin the CTE course recertification process for 8 courses.	On-going	Dir., Career & Technical Education Building/Program Administrators Instructional Staff	In Progress As of 6/06 – 35 CTE courses were certified by NYS. 8 CTE courses received recertification in September 2006. Application for Recertification for 8 more has been completed.

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ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
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 Asst. Supt., 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 periodic administrative seminars for all Departments. Agency Staff development topics were reviewed and expanded 6/07. A Leadership Development Program was started. Administrative Coaches were offered to new staff and workshops pertinent to administration were offered. A mentoring program for new teaching staff was implemented
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., Educational Services Dir., Special Education Dir, Career & Technical Education Building/Program Administrators	On-going •Special Education Department: Worked with area higher education leaders and the Directors of Special Education in the area

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ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
			<p>through the CASE group to identify skills needed in special education teachers.</p> <p>Utilized the opportunity presented in the Regional Space Planning Committee to expand on a Contract Award from several years ago to train staff to work with low functioning developmental students. Grant was obtained to continue this work.</p> <p>Special Education Space Plan survey regarding the success of Inclusion was completed. Spring 2007.</p> <ul style="list-style-type: none"> •Career & Technical Education: 3 new CTE course offerings for the 2006-07 school year. <p>Two course offerings Continued CTE Advisory Council comprised of Business and Industry representatives to determine employment trends.</p> <p>Working with SED to add academic credit for courses in SCE.</p> <p>Initiatives in process to</p>

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
			investigate the implementation of Career Academies in conjunction with ESBOCES CTE programs, component districts and institutes of higher education.
8. Expand delivery of transition services to special education students within ESB	On-going	Dir., Special Education Div. Admin., Special Education Building Administrators	In Progress <ul style="list-style-type: none"> • Work Activity Center Committee formed to investigate the regionalization of the BOCES pre-vocational training program. Instituted a Regional Coordinator position for this program. •Career & Technical Education: 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. •Programs were implemented in 2006-07.
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 Admin.Coord., Student Mgmt Systems Dir., Special Education Dir., Career & Technical Education	All NYS Student Assessment results now available in E-School. PeopleSoft Reporting Capabilities revised and developed as needed. Evaluating and planning

Eastern Suffolk BOCES
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ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
			action steps developed for reports in the area of Transition and Exit Outcome data
10. Incorporate character development curriculum across the K-12 grades.	January 2008	Director of Educational Support Services Director of Special Education	In Progress

RESOURCES REQUIRED:

Personnel, staff development, equipment and technology, classroom space, collaboration with higher education

POSSIBLE SOURCES OF FUNDING:

Instructional programs budget
 Administrative services budget (instructional space)
 Grants

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 Included settings, baseline year – 2000-01
 11.4% in 2001-2002
 15% in 2002-2003
 18.3 % in 2003-2004
 22.2 % in 2004-2005
 22.1% in 2005-2006
 22.1% in 2006-2007

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 BOCES Special Education classes located in included sites, baseline year – 2000-01
 28 in 2002-2002
 42 in 2002-2003

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51 in 2003-2004
48 in 2004-2005
45 in 2005-2006

8 BOCES Special Education Included Sites, baseline year – 2001-02
17 in 2002-2003
20 in 2003-2004
20 in 2004-2005
19 in 2005-2006

11 BOCES Special Education integrated sites in baseline year 2001-2002
19 in 2002-2003
20 in 2003-2004
33 in 2004-2005
33 in 2005-2006

Program Redesign Data

252 Special Education students participating in community/extracurricular/work integration experiences, baseline year – 2000-2001
236 in 2001-2002
305 in 2002-2003
293 in 2003-2004
254 in 2004-2005

Student Assessment Data

18% of Special Education Students performing at a proficient or better level on NYS Grade 4 Math Assessment, baseline year 2004-2005
3% of Special Education Students performing at a proficient or better level on NYS Grade 8 Math Assessment, baseline year 2004-2005
15% of Special Education Students performing at a proficient or better level on NYS Grade 4 ELA Assessment, baseline year 2004-2005
6% of Special Education Students performing at a proficient or better level on NYS Grade 8 ELA Assessments, baseline year 2004-2005
33% of Special Education Students performing at a proficient or better level on NYS Grade 4 Science Assessment, baseline year 2004-2005

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22% of Special Education Students performing at a proficient or better level on NYS Intermediate Science Assessment, baseline year 2004-2005

13% of Special Education Students performing at a proficient or better level on NYS Intermediate Social Studies Assessment, baseline year 2004-2005

15% of Special Education Students tested, passed RCT Global Studies in baseline year, 2004-2005

36% of Special Education Students tested, passed RCT Math in baseline year, 2004-2005

45% of Special Education Students tested, passed RCT Reading in baseline year, 2004-2005

49% of Special Education Students tested, passed RCT in Science in baseline year, 2004-2005

41% of Special Education Students tested, passed RCT in Spanish in baseline year, 2004-2005

40% of Special Education Students tested, passed RCT in US History and Government in baseline year, 2004-2005

63% of Special Education Students tested, passed RCT in Writing in baseline year, 2004-2005

35% of Special Education Students tested, passed Regents in Earth Science, baseline year 2004-2005

43% of Special Education Students tested, passed Regents in English, baseline year 2004-2005

29% of Special Education Students tested, passed Regents in Global History, baseline year, 2004-2005

64% of Special Education Students tested, passed Regents in Living Environment, baseline year, 2004-2005

40% of Special Education Students tested, passed Regents in Math A, baseline year, 2004-2005

36% of Special Education Students tested, passed Regents in Math B, baseline year, 2004-2005

100% of Special Education Students tested, passed the Regents in Chemistry, baseline year, 2004-2005

100% of Special Education Students tested, passed the Regents in Physics, baseline year, 2004-2005

100% of Special Education Students tested, passed the Regents in Spanish, baseline year 2004-2005

39% of Special Education Students tested, passed the Regents in US History and Govt. , baseline year, 2004-2005

19% of Special Education Students performing at a proficient or better level on NYS Grade 3 ELA 2005-2006

18% of Special Education Students performing at a proficient or better level on NYS Grade 4 ELA 2005-2006

37% of Special Education Students performing at a proficient or better level on NYS Grade 5 ELA 2005-2006

37% of Special Education Students performing at a proficient or better level on NYS Grade 6 ELA 2005-2006

52% of Special Education Students performing at a proficient or better level on NYS Grade 7 ELA 2005-2006

47% of Special Education Students performing at a proficient or better level on NYS Grade 8 ELA 2005-2006

48% of Special Education Students performing at a proficient or better level on NYS Grade 3 Math 2005-2006

15% of Special Education Students performing at a proficient or better level on NYS Grade 4 Math 2005-2006

23% of Special Education Students performing at a proficient or better level on NYS Grade 5 Math 2005-2006

12% of Special Education Students performing at a proficient or better level on NYS Grade 6 Math 2005-2006

27% of Special Education Students performing at a proficient or better level on NYS Grade 7 Math 2005-2006

24% of Special Education Students performing at a proficient or better level on NYS Grade 8 Math 2005-2006

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

Student Transition Outcome Data

201 BOCES School aged students with disabilities returned to district in baseline year 2001-2002

186 in 2002-2003
171 in 2003-2004
130 in 2004-2005
187 in 2005-2006

Graduation rates:

81% of BOCES Special Education High School students graduated in 2003-2004
74% of BOCES Special Education High School students graduated in 2004-2005

Diploma Rates

93% of CTE students earned a Regents or Local diploma in baseline year 2004-2005
7% of CTE students earned an IEP diploma in baseline year 2004-2005
80 BOCES Special Education Students earned a Regents or Local diploma in 2001-2002
49 BOCES Special Education Students earned an IEP diploma in 2001-2002
88 BOCES Special Education Students earned a Regents or Local diploma in 2002-2003
6 BOCES Special Education Students earned a High School Equivalency diploma in 2002-2003
75 BOCES Special Education Students earned an IEP diploma in 2002-2003
81 BOCES Special Education Students earned a Regents or Local diploma in 2003-2004
15 BOCES Special Education Students earned a High School Equivalency diploma in 2003-2004
51 BOCES Special Education Students earned an IEP diploma in 2003-2004
67 BOCES Special Education Students earned a Regents of Local diploma in 2005-2006
53 BOCES Special Education Students earned an IEP Diploma in 2005-2006
3 BOCES Special Education Students earned a High School Equivalency Diploma in 2005-2006

IMPLEMENTATION MEASURES:

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

RESULTS:

See Outcome Data Above

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., Educational Services Dir., Special Education Dir., Comm., Research & Recruitment Dir., Planning & Program Imprvmnt.	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., Educational Services Dir., Administrative Services	On-going – Regional Special Education Space Plan updated Spring 2007 Investigating potential program space in Islip/Brookhaven.
3. Determine adequacy of the physical space to meet the needs of the BOCES population.	On-going	Dir., Special Education Divisional Admin., Special Education	4/03 Reviewed Annually Reviewed facilities needs during spring enrollment process to determine space needs in center-based and included sites for 2007-2008 school year. 6/07
4. Develop an Integrated Programs Handbook for BOCES administrators and district administrators of host districts/programs.	January, 2005	Dir., Special Education. Divisional Admin., Special Education BOCES Administrators	Student Services Delivery Continuum completed 2003 and updated annually.
5. Provide staff development opportunities for administrators, classroom teachers, related service personnel, special subject teachers, paraprofessionals, and support staff.	Annually	Dir., Educational 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	Dir., Special Education Divisional Admin., Special Education	Completed the final year of a Contract Award regarding delivering staff development in local districts. Application has been made for a grant to extend this initiative.. Offered staff development opportunities to local districts through our Educational Support Services Department.
7. 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	Dir., Special Education Divisional Admin., Special Education 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 2/07 and updated annually in Spring.

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

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

BASELINE DATA:

Program Relocation Data

Percentage of BOCES Special Education students educated in Included settings, baseline year – 2000-01

- 8% in 2000-2001
- 11.4% in 2001-2002
- 15% in 2002-2003
- 18.3 % in 2003-2004
- 22.2 % in 2004-2005

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

Percentage of BOCES Special Education classes located in included sites

- 24 in 2000-2001
- 28 in 2001-2002
- 42 in 2002-2003
- 51 in 2003-2004
- 48 in 2004-2005

Number of BOCES Special Education Included Sites

- 8 in 2001-2002
- 17 in 2002-2003
- 20 in 2003-2004
- 20 in 2004-2005

Number of BOCES Special Education integrated sites in baseline year 2001-2002

- 11 in 2001-2002
- 19 in 2002-2003
- 20 in 2003-2004
- 33 in 2004-2005

Program Redesign Data

Special Education students participating in community/extracurricular/work integration experiences, baseline year – 2000-2001

- 252 in 2000-2001
- 236 in 2001-2002
- 305 in 2002-2003
- 293 in 2003-2004
- 254 in 2004-2005

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

9 of Career Education courses approved for Academic credit, baseline year – 2001-02
20 Career Education courses articulated for college credit, baseline year – 2000-01
34 Career Education courses articulated for college credit in 2004-2005

Student Transition Outcome Data

201 BOCES School aged students with disabilities returned to district in baseline year 2001-2002

186 in 2002-2003
171 in 2003-2004
130 in 2004-2005

Graduation rates:

81% of BOCES Special Education High School students graduated in 2003-2004
74% of BOCES Special Education High School students graduated in 2004-2005

Student Outcome Data

Industry Assessment Results for Career and Tech Ed.

67% of students passing Industry Assessments, baseline year 2002-2003
83% in 2003-2004
90% in 2004-2005

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.

RESULTS:

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:

Director, Special Education
 Director, Technology Integration

COLLABORATOR(S):

Administrative Coordinator, Student Management Services

RELATED OPERATIONAL OBJECTIVE: By July 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 July 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., Educational Services Dir., Technology Integration Collaborators	Completed
2. Identification of consultant technology firm(s) to produce required systems	September 2002	Assoc. Supt., Educational Services Dir., Technology Integration	Completed
3. Recommendation to Board for appointment of consultant firm(s)	April 2003	Assoc. Supt., Educational Services	Completed
4. Development of implementation plan.	July 2003	Dir., Technology Integration Co-Directors of Special Education	Completed
5. Identified BOCES required software modifications completed by vendor.	August 2003	C.C.S.I. (Consultant)	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
6. Data conversion from existing student software - Pentamation and Access Data Base	August 2003	Office of Technology Integration C.C.S.I.	Completed
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., Educational Services Dir., Technology Integration Dir., Special Education Administrative, Instructional and Support staff	Ongoing
PHASE 2			
1. Restructure student management support staff with clear definitions of roles and responsibilities.	November 2006	Dir., Special Education Dir., Technology Integration Educational Services Directors Administrative Coordinator, Student Management Svcs.	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
2. Establish Administrative, Instructional and Clerical User Groups to facilitate effective communication and to assist in the identification of additional system requirements.	September 2006	Dir., Technology Integration Educational Services Directors Admin. Coordinator, Student Management Svcs.	Completed
3. Define and document procedures relating to the maintenance of timely and accurate student data.	January 2007	Instructional Directors Admin. Coordinator, Student Management Svcs.	On-Going
4. Develop system capacity to electronically prepare required state and federal reports such as VADIR and CTEDS.	June 2008	Dir., Special Education Dir., Technology Integration Educational Services Directors C.C.S.I. Admin. Coordinator, Student Management Svcs.	In Process
5. Identify and develop enhanced reporting capabilities to assist in agency wide data driven decisions.	On-Going	Dir., Special Education Dir., Technology Integration Educational Services Directors Admin. Coordinator, Student Management Svcs. Administrative, Instructional and Support staff	On-Going

RESOURCES REQUIRED:

Consultant fees; software licensing fees; staff time

POSSIBLE SOURCES OF FUNDING:

Budget

BASELINE DATA:

Fall of 2005, the Access and Pentamation databases had been replaced. Career and Tech programs had the e School data system in place and five (5) Special Ed sites had also been distributed the system.

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

September of 2006, all Career and Tech programs continue to use e School. The Special Education Department Central Office maintains admissions/demographic/related services information in e School. All elementary and secondary center based special education programs utilize the system for attendance and discipline, and report cards. The integrated sites have started using the system with minor exceptions. (These gaps are currently being addressed). The scheduling module has been implemented in the secondary buildings.

Additionally, we are utilizing Clear Track, a web based application, for managing the Annual Student Profile preparation process.

PeopleSoft is being used for student reporting and student enrollment management.

The current focus of the Student Management Systems Office is on addressing ongoing training issues towards our goal of consistency between buildings and maintaining accurate data which can be used to improve instruction and inform decision making.

IMPLEMENTATION MEASURES:

Monthly management team meeting, staff meetings, user meetings.

RESULTS:

By the end of June 2007, every site will be effectively and accurately using the e School student data system for the functions of student attendance, scheduling, performance reporting and student discipline. This data will be readily available for analysis through a streamlined reporting system. This reporting system will be aligned with required New York State Education Department reports. The Annual Student Profile preparation process will be fully implemented on line.

Progress will be measured by Central Office (Office of Student Management Systems) monitoring.

INFORMATION REQUIRED FOR MEASURES:

Results of Central Office monitoring.

Eastern Suffolk BOCES
NEW Related Operational Action Plan I.D: Implementation of New High School Level Math Courses and Regents Exams

ADDRESSES BOCES GOAL(S):

- I. High Standards
- II. Staff Development

RESPONSIBLE ADMINISTRATOR:

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

COLLABORATOR(S):

Math Curriculum Committee

RELATED OPERATIONAL OBJECTIVE: By June 2010, the implementation of three new high school level math courses and three corresponding Regents exams will be completed. This implementation will include the realignment of the curriculum, purchase of instructional materials, and professional development for instructional staff.

DESCRIPTIVE NARRATIVE: Based on the Board of Regents approval of new math standards for high school that provide for three new high school math courses and three corresponding Regents exams, ESS, in collaboration with the Math Curriculum Committee will realign the math curriculum, purchase instructional materials for BOCES high school programs, and provide professional development for instructional staff relative to the new curriculum and exams.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Provide training to Math Curriculum Committee members and Curriculum Teachers on changes to the math standards	December 2005	Program Administrator, C.I.A. Math Curriculum Committee Co-Chairs	Complete 12/05
2. Establish a plan for phase-in of Algebra courses	March 2006	Program Administrator, C.I.A. Math Curriculum Committee Co-Chairs	Complete 3/06
3. Research textbooks for pre-Algebra course to be implemented during the 06-07 school year	April 2006	Program Administrator, C.I.A. Math Curriculum Committee Co-Chairs	Complete 4/06
4. Math Curriculum Committee prepares recommendations and purchase requisitions for pre-Algebra instructional materials order	April 2006	Math Curriculum Committee Co-Chairs	Complete 4/06
5. Research textbooks and instructional materials for Algebra courses	February 2007	Program Administrator, C.I.A. Math Curriculum Committee Co-Chairs	Complete 2/07
6. Math Curriculum committee prepares recommendations and purchase requisitions for Algebra instructional materials order	April 2007	Math Curriculum Committee Co-Chairs	Complete 4/07

Eastern Suffolk BOCES
NEW Related Operational Action Plan I.D: Implementation of New High School Level Math Courses
and Regents Exams

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
7. Establish scope and sequence for Algebra courses	August 2007	Program Administrator, C.I.A. Math Curriculum Committee Co-Chairs	
8. Distribute Algebra instructional materials	September 2007	Program Administrator, C.I.A. Math Curriculum Committee Co-Chairs	
9. Math Curriculum Committee distributes needs assessment survey to determine need for additional professional development training and/or instructional materials	October 2007	Program Administrator, C.I.A. Math Curriculum Committee Co-Chairs	

RESOURCES REQUIRED:

Release time for Math Committee members
Meeting space
Central funds for the purchase of instructional materials

POSSIBLE SOURCES OF FUNDING:

Budget allocation

BASELINE DATA:

Current Curriculum
Current instructional materials

IMPLEMENTATION MEASURES:

Meetings with Math Curriculum Co-chairs
Surveys
Workshop Deliveries

RESULTS:

Needs assessment survey results to be determined.

INFORMATION REQUIRED FOR MEASURES:

Information from NYS Education department regarding course and Regents exam implementation
Purchasing cycle information

**Eastern Suffolk BOCES
NEW Related Operational Action Plan I.E: Collaborative Plan for Merger of the Brookhaven and
Jefferson Academic Centers**

ADDRESSES BOCES GOAL(S):

- I. High Standards
- II. Staff Development
- III. Quality Management
- IV. Program Availability

RESPONSIBLE ADMINISTRATOR:

Director, Special Education

COLLABORATOR(S):

Associate Superintendent, Educational Services
 Director, Administrative Services
 Director, Instructional Technology
 Director, Educational Services
 Divisional Administrators, Special Education
 Building Principals
 Instructional Program Staff

RELATED OPERATIONAL OBJECTIVE: During 2007-2008, committees of professionals from the Brookhaven Academic Center and the Jefferson Academic Center will be convened/developed for the purpose of outlining each program's parameters, and working collaboratively on a program design that will merge the current Brookhaven Academic Center and Jefferson Academic Center into one middle school center. The task will be to assimilate New York State Curriculum requirements, as well as, academic, social and management needs of our students into a highly effective program. It is expected that the outcome of these planning meetings will be a program design that incorporates stakeholder experience and expertise, best practices in the field of special education and optimum facility use of the Jefferson Academic Center, the site of the merged program.

DESCRIPTIVE NARRATIVE: The Director of Special Education will contact representatives of various stakeholder groups in both the Brookhaven Academic Center and the Jefferson Academic Center, who will identify areas of student and program need, and collaborate on the development of a plan to merge the current Brookhaven Academic Center and Jefferson Academic Center at the Jefferson Academic Center location, effective July 1, 2008. The Middle School Planning Committee will meet regularly to consider timelines, review curricular requirements and consider staff development needs relative to this initiative.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Convene Shared Decision Making (SDM) Committees of each program, and develop a plan for each SDM to work with the overall program staff to outline specific student and program needs.	September, 2007	Dir., Special Education Building Principals Site Shared Decision Making Committees Program Staff	In Progress

Eastern Suffolk BOCES
NEW Related Operational Action Plan I.E: Collaborative Plan for Merger of the Brookhaven and Jefferson Academic Centers

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
2. Each site SDM Committee will choose representatives to place on a Middle School Planning Committee.	September, 2007	Dir., Special Education Building Principals Site Shared Decision Making Committees	In Progress
3. The Middle School Planning Committee will develop a meeting schedule, and begin to research curricular requirements for middle school programs. Review specific program needs to begin to outline joint program parameters.	November, 2007	Dir., Special Education Divisional Admins., Special Education Building Principals Middle School Planning Committee	Pending
4. The Middle School Planning Committee will develop a review process for central administration and staff of each program to review and give input on a recommended program design.	November, 2007	Dir., Special Education Divisional Admins., Special Education Building Principals Middle School Planning Committee	Pending
5. The Middle School Planning Committee will develop a recommended program design and implementation plan, including timeline. This plan will be reviewed by central administration and program staff, as outlined in Activity #4.	February, 2007	Dir., Special Education Divisional Admins., Special Education Building Principals Middle School Planning Committee Central Admin. Program Staff	Pending
6. The Middle School Planning Committee will meet to review central administration and program staff input regarding the program design plan, and make appropriate adjustments, thereby finalizing the plan for merger.	March, 2007	Dir., Special Education Divisional Admins., Special Education Building Principals Middle School Planning Committee	Pending
7. The Middle School Planning Committee will meet to review progress/constraints on various initiatives associated with the impending merger, and make any necessary adjustments to the plan. Any necessary adjustments will be communicated to central administration and program staff.	June, 2007	Dir., Special Education Divisional Admins., Special Education Building Principals Middle School Planning Committee	Pending

Eastern Suffolk BOCES
NEW Related Operational Action Plan I.E: Collaborative Plan for Merger of the Brookhaven and Jefferson Academic Centers

RESOURCES REQUIRED: Personnel, Meeting Space, AFG Plan Data, SED Curriculum Requirements, Facilities Plan for the Jefferson Academic Center.

POSSIBLE SOURCES OF FUNDING: Special Education Department Budget

BASELINE DATA: Existing Program designs and information.

IMPLEMENTATION MEASURES: As outlined in action steps.

RESULTS: To be determined

Expected: Consensus on the proposed program design among all stakeholders. Completion of the Brookhaven Academic Center program relocation within the timeline parameters. The merged program will be operational, effective by September, 2008.

INFORMATION REQUIRED FOR MEASURES: State and federal regulations and curricular requirements, Accreditation for Growth Plans for each site, Student enrollment and staffing patterns for each program, Jefferson Academic Center facility schematic, other data and information to be identified through the planning process.

Eastern Suffolk BOCES
Related Operational Action Plan I.F: Career, Technical and Adult Education Program
Program Relocation, Student Data Analysis and Program Effectiveness Measures

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 2007, the Career, Technical and Adult Education Programs clearly developed and redefined a plan for continuous student and program improvement, as well as student access to secondary Career and Special Career Education programs. This process has and will continue to emphasize the role of Career and Technical Education and also highlights its presence within the region through June 2009. The process will include a continuous review of student data collection and the analysis of this data to increase program effectiveness as well as improve student outcomes.

DESCRIPTIVE NARRATIVE: The Educational Services Division will research, develop and implement a plan for program relocation, student data collection and analysis, as well as program effectiveness measures. 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. Continue to 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 2009	Assoc. Supt., Educational Services Dir., Career, Technical & Adult Ed. CTE/SCE Building Principals	On-going
2. Modify building level AFG goals, objectives, timelines to integrate Career and Technical program initiatives.	May 2008	Dir., Career, Technical & Adult Ed.	In Progress

Eastern Suffolk BOCES
Related Operational Action Plan I.F: Career, Technical and Adult Education Program
Program Relocation, Student Data Analysis and Program Effectiveness Measures

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
3. Review, assess and modify program curricula to develop seamless transitions from SCE to CTE programs.	December 2009	Assoc. Supt., Educational Services Dir., Career, Technical & Adult Ed. CTE/SCE Admin. Coord	In Progress
4. Review and modify SCE program curricula to integrate academic credit and develop course content to expand from semester to one-year curricula.	August 2010	Dir., Career, Technical & Adult Ed. Building Principals CTE Program Administrators CTE Administrative Coordinator	In Progress
5. Review and evaluate campus/facility goals, practices, procedures and time schedules to achieve standardization.	June 2008	Building Principals Dir., Career, Technical & Adult Ed. CTE Program Administrators	In Progress
6. Develop a process utilizing e-school and component District Step data to compile student statistical data for SED CTED I & II Reporting. Review and analyze data to assess and enhance student outcomes.	June 2008	Assoc. Supt., Educational Services Dir., Career, Technical & Adult Ed. Dir., Technology Integration Dir., Comm., Research & Recruitment Admin. Coord., Student Mgmt Svcs.	In Progress
7. To determine the quality of each program offering, develop a process to create evaluative effectiveness measures.	May 2009	Dir., Career, Technical & Adult Ed. Building Principals CTE Program Administrators Dir., Comm., Research & Recruitment	In Progress
8. Develop, cultivate and provide diversity and cultural competency training and practices for students and staff.	June 2009	Assoc. Supt., Educational Services CTE Director Dir., Educational Support Services Building Principals	In Progress
9. Expand student work based learning opportunities to include a minimum of 80% of the students enrolled by 2009.	May 2009	CTE Director CTE Principals CTE Program Administrators CTE Teachers	In Progress

RESOURCES REQUIRED:

Planning and Meeting Time
Facilities space and office supplies

Eastern Suffolk BOCES
Related Operational Action Plan I.F: Career, Technical and Adult Education Program
Program Relocation, Student Data Analysis and Program Effectiveness Measures

POSSIBLE SOURCES OF FUNDING:

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

BASELINE DATA:

2005-06 CTE Enrollment is 2,353.

2005-06 SCE Enrollment is 640.

Thirty-one SCE students were transitioned to CTE programs during the 2005-06 school year.

E-School Student Management Program undergoing development to produce CTEDs data.

There are no SCE programs approved for academic credit as of June 2006.

As of 2005-06, the following CTE procedures require standardization: Bell Schedule, Teacher Substitute, Driving/Walking Pass, Bus Regulations, Emergency Pickup, Program Application, Work Experience, Attendance, etc.

Percentage of CTE completers: 80% as of June 2006.

2244 students enrolled as of October 2005, 1794 certificates of completion issued in June 2006

Percentage of CTE students in National Technical Honor Society: 5% as of June 2006.

2244 students enrolled as of October 2005, 117 inductees as of June 2006.

Percentage of CTE students who are members of SkillsUSA: 65% as of June 2006

2244 students enrolled as of October 2005, 1456 members as of June 2006.

Percentage of CTE students receiving tech endorsement: 48% as of June 2006.

1794 certificates of completion issued in June 2006, 864 technical endorsements granted in June 2006.

Average number of Articulation Agreements for each CTE program: 88 with 29 colleges and/or trade schools as of June 2006.

Percentage of CTE students in work based activities: As of June 2006 we presently do not have the data to report.

Second year returning students – no baseline 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.

Eastern Suffolk BOCES
Related Operational Action Plan I.F: Career, Technical and Adult Education Program
Program Relocation, Student Data Analysis and Program Effectiveness Measures

RESULTS:

	Baseline 2005-06	2006-07
CTE Enrollment will increase by a minimum of 5% over the next two years.	2353	2351 (0.08%%)
SCE Enrollment will increase by a minimum of 5% over the next two years (June 2008).	640	548 (-14%)
Students transitioned from SCE to CTE will occur at a minimum rate of 5% each year.	31	22 (-29%)
E-school Student Management System will compile CTEDs I & II student data.	In process	In process
SCE programs approved for academic credit will increase by 5% per year.	0	3
Standardization of student processes/procedures will be completed at the rate of 50% per year and shall be completed by June 2008.	In process	In process
CTE completers will increase by 5% of total enrollment annually to 85%.	1794	1724 (-4%)
CTE students inducted into the national Technical Honor Society will increase by 5%.	117	149 (+27%)
CTE student SkillsUSA membership will increase by 5%.	1456	1401 (+3%)
CTE students receiving technical endorsement will increase yearly until 70% have achieved this goal by May 2009.	864	782 (-10%)
Each CTE program will obtain an average of four articulation agreements by May 2009.	88 agreements with 29 colleges* 88/34 = 2.6	94 agreements with 29 colleges** 94/35 = 2.7
Year Two CTE students will increase by 5% each year to reach an 80% return rate by June 2009.	No data	728 Baseline Number
CTE students participating in work based activities will increase by 10% yearly until a minimum threshold of 80% is achieved by June 2009.	No data	To be determined

*We have two colleges that have agreed to grant us blanket agreements for all of our programs that are not reflected in this number.

*We have three colleges that have agreed to grant us blanket agreements for all of our programs that are not reflected in this number.

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 in Cultural Competence for Agency Staff

ADDRESSES BOCES GOAL(S):

- I. High Standards
- II. Staff Development

RESPONSIBLE ADMINISTRATOR:

Director, Educational Support Services

COLLABORATOR(S):

Director, Planning and Program Improvement
 Assistant Superintendent, Human Resources
 Divisional Administrator, Educational Support Services

RELATED OPERATIONAL OBJECTIVE: By June 2008, there will be a measurable increase in professional development activities in the area of cultural competence available to agency staff. Workshops will include professional development in adult to adult interactions, adult to student interactions (including instruction) and student to student interactions.

DESCRIPTIVE NARRATIVE: The Department of Educational Support Services will collaborate with Human Resources, Planning and Program Improvement and agency stakeholders to identify, implement and evaluate professional development programs focused on increasing and reinforcing cultural competence. Cultural Competence is defined* as interacting with other cultural groups using the five essential elements of cultural proficiency as the standard for individual behavior and school (workplace) practices:

- Assess culture
- Value diversity
- Manage the dynamics of diversity
- Adapt to diversity
- Institutionalize cultural knowledge

* from: Cultural Proficiency: A Manual for School Leaders Second Edition; Randall B. Lindsey, Kikanza Nuri Robins, Raymond D. Terrell

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Identify Eastern Suffolk BOCES staff to form a Steering Committee to provide input on agency-wide training.	March 2006	Chief Operating Officer Cabinet	Complete March 8, 2006
2. Meet with the Steering Committee to review action plans and to identify training clusters and stakeholder groups for each cluster.	April 2006	Dir., Ed. Support Services	Complete April 25, 2006

Eastern Suffolk BOCES
Related Operational Action Plan I.G: Staff Development in Cultural Competence for Agency Staff

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
3. Make contact with local, regional and national organizations to review services and potential partnerships.	2006- 2007	Dir., Ed. Support Services Asst. Supt., Human Resources Dir., Planning & Program Imprvmnt.	Ongoing
4. Identify existing resources for cultural competence and anti-bias training for staff.	2006-2007	Dir., Ed. Support Services	Ongoing
5. Plan and offer BiasHelp LI - Anti Bias workshop for Admin Council, ES Principals.	April 2006	Dir., Ed. Support Services	Complete April 19, 2006
6. Plan and offer BiasHelp LI Anti Bias workshop for Assistant Principals and Agency administrators not included in above workshop.	July 30, 2006	Dir., Ed. Support Services	Complete July 18, 2006
7. Meet with Steering Committee to review resources, programs and timelines for training implementation.	August 2007	Dir., Ed. Support Services	In Progress
8. Develop, plan, train facilitators to present an agency-wide cultural competence awareness workshop for Superintendent's Conference Day.	November 7, 2006	Dir., Ed. Support Services	Complete
9. Anti Bias Training and group facilitation training for Superintendent's Conference Day Facilitators.	September 29, 2006	Dir., Ed. Support Services	Complete
10. Provide professional development to new and current employees through workshops, coaching and job-embedded staff development.	2006-2007	Dir., Ed. Support Services Div. Admin., Ed. Support Svcs.	Ongoing
11. Maintain attendance records and evaluate the effectiveness of the staff development activities.	2007	Dir., Ed. Support Services	Ongoing
12. Meet annually with identified internal and external stakeholders to review action plans I.G, I.H, III.B and IV.C at the Strategic Planning Meeting each August.	Annually in August	Dir., Ed. Support Services Asst. Supt., Human Resources	Ongoing
13. Identify core professional development activities in cultural competence for all BOCES staff and develop an implementation plan which will include goals, content and outcomes for each cultural competence activity.	August 2008	Dir., Ed. Support Services	Ongoing

Eastern Suffolk BOCES
Related Operational Action Plan I.G: Staff Development in Cultural Competence for Agency Staff

RESOURCES REQUIRED:

Budget Allocation

Access to and collaboration with individuals and agencies able to support issues of cultural competence

POSSIBLE SOURCES OF FUNDING:

Budget Allocation

BASELINE DATA:

2005-2006 – Number of professional development activities dealing directly with cultural competence and bias: 6

2005-2006 – Number of professional development activities focusing on character education or topics indirectly related to cultural competence and bias: 5

IMPLEMENTATION MEASURES:

Implementation will be monitored by regular updating of this operational action plan. Professional Development databases, evaluations, attendance lists and BEES Article 7 Staff Development course offerings will be periodically reviewed.

RESULTS:

Number of staff development/training opportunities offered/implemented by June, 2007

Number of staff members completing training by June, 2007

- Superintendent's Conference Day: 1 workshop offered to All Eastern Suffolk BOCES staff/2187 participants
- Article 7 Staff Development – Cultural Competence: 36 workshops offered/262 participants
- Article 7 Staff Development – Related Topics: 21 workshops offered/296 participants
- Regional Workshops/Professional Days: 26 workshops offered/149 participants
- Conferences: 7 conferences/15 participants
- Para/Teacher Mentor Training – Cultural Competence: 2 workshops offered/68 participants
- Training for 19 Staff Developers in Cultural Competence: 5 workshops offered
- Superintendent's Conference Day Cultural Competence Train the Trainers Workshop: 1 workshop offered/57 participants

INFORMATION REQUIRED FOR MEASURES:

- Conference Request forms
- Professional Day Request forms
- Sign-in sheets
- Evaluation forms

Eastern Suffolk BOCES
Related Operational Action Plan I.H: Student Programs in Cultural Competence for BOCES Students

ADDRESSES BOCES GOAL(S):

I. High Standards

RESPONSIBLE ADMINISTRATOR:

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

COLLABORATOR(S):

K-12 Curriculum Committee Co-Chairs
 Instructional Staff Work Groups

RELATED OPERATIONAL OBJECTIVE: By September 2008, standardized curriculum and instructional expectations in the area of cultural competence will be identified and shared with Educational Services staff. By September 2007 there will be a measurable increase in student programs in the area of cultural competence in BOCES classes.

DESCRIPTIVE NARRATIVE: The Department of Educational Support Services will collaborate with the Educational Services staff to develop standardized parameters for student programs in cultural competence. Programs of high quality will be identified and shared with administrators and teachers to ensure appropriate, meaningful and timely experiences for students. Cultural competence is defined* as interacting with other cultural groups using the five essential elements of cultural proficiency as the standard for individual behavior and school (workplace) practices:

- Assess culture
- Value diversity
- Manage the dynamics of diversity
- Adapt to diversity
- Institutionalize cultural knowledge

* from: Cultural Proficiency: A Manual for School Leaders Second Edition; Randall B. Lindsey, Kikanza Nuri Robins, Raymond D. Terrell

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Meet with representatives from World of Difference to review student programs.	August 2006	Dir., Ed. Support Services Asst. Admin. Coord., Ed. Support Services	Complete
2. Schedule and implement Cultural Competence/ Anti-Bias workshops for secondary programs for the 2006-07 school year.	June 2007	Dir., Ed. Support Services	Complete

Eastern Suffolk BOCES
Related Operational Action Plan I.H: Student Programs in Cultural Competence for BOCES Students

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
3. Research and acquire instructional materials and resources to be piloted during the 2007-2008 school year.	July 2007	Dir., Ed. Support Services	Complete
4. Identify interdisciplinary workgroup to review curriculum resources for instruction in cultural competence. Group will include members of the K-12 Curriculum Committees, CTE Lead Teachers, TSP Coordinator and Administrative Coordinator for CTE.	September 2007	Dir., Ed. Support Services Program Admin., Curriculum, Instruction and Assessment	In Progress
5. Pilot identified resources for instruction in Cultural Competence appropriate to program, age and cognitive development.	2007-2008	Dir., Ed. Support Services Program Admin., Curriculum, Instruction and Assessment	In Progress
6. Review Cultural Competence instructional materials, provide feedback and recommendations for continued use and/or new purchases.	March 2008	Dir., Ed. Support Services Program Admin., Curriculum, Instruction and Assessment	
7. Work with identified internal and external stakeholders to review Action Plans I.G, I.H and III.B at the annual Strategic Planning meeting in August.	Annually in August	Dir., Ed. Support Services	Ongoing
8. Identify core curriculum in cultural competence for all BOCES students relative to age, program and cognitive development. Core curriculum will include a scope, sequence and sample lessons.	August 2008	Dir., Ed. Support Services	Ongoing

RESOURCES REQUIRED:

Budget Allocation

Access to and collaboration with individuals and agencies able to support issues of cultural competence

POSSIBLE SOURCES OF FUNDING:

Budget Allocation

BASELINE DATA:

Curriculum: June 2006 – inconsistent use of division-wide materials for instruction in cultural competence

Programs/Presentations: June 2006 – no data collected

Eastern Suffolk BOCES
Related Operational Action Plan I.H: Student Programs in Cultural Competence for BOCES Students

IMPLEMENTATION MEASURES: Implementation will be monitored by regular updating of this operational action plan. Scheduling of presentations and anecdotal evaluations by school staff will be reviewed. Cultural Competence materials will be ordered and piloted.

RESULTS:

Curriculum guidelines and expectations for all Special Education, CTE/SCE programs - September 2008

Increase presentations for secondary students - June 2007

Identify curriculum materials for pilot - September 2007

- Teaching Tolerance materials K-12 ordered for all Special Education, CTE/SCE programs appropriate to grade level

For Educators:

Responding to Hate at School (English or Spanish)

Starting Small Kit (VHS only)

All Grades:

One World Poster Set

Early Grades:

I Will Be Your Friend (Grades 2-5)

Mighty Times: The Legacy of Rosa Parks (VHS only) (Grades 5 and up)

Middle and Upper Grades:

Mighty Times: The Legacy of Rosa Parks (VHS only)

Mighty Times: The Children's March (VHS or DVD)

America's Civil Rights Movement (VHS only)

A Place at the Table (VHS only) (Grades 8 and up)

One Survivor Remembers (VHS or DVD) (Grades 8 and up)

Shadow of Hate (Grades 8 and up)

- World of Difference/Classroom of Difference Curriculum

- Secondary elective developed:

Societal Issues and Tolerance

- o Module 1: Race
- o Module 2: Gender
- o Module 3: Ethnicity and Religion
- o Module 4: Human Rights

- Secondary English Language Arts material for diverse high school populations (CAC and IAC)

Eastern Suffolk BOCES
Related Operational Action Plan I.H: Student Programs in Cultural Competence for BOCES Students

2006-2007 Cultural Competence Anti-Bias Presentations (hours assigned by program):

BAC: 4 hours
BCC: 13.5 hours
SAC: 6 hours
CAC: 16 hours
MTC: 30.5 hours
IAC and IAC @ ICC: 12 hours
IAC @ Islip HS: 4 hours
ICC: 18 hours
WTAC: 18.5 hours

2006-2007 Suffolk County PAL Anti-Bully/Anti-Gang Program:

JAC: 2 programs for 72 students
WHB: 1 program for 30 students
SLC: 1 program for 40 students

INFORMATION REQUIRED FOR MEASURES:

- Inventory of instructional materials in cultural competence as of September 2007 and September 2008
- Schedule of secondary presentations
- Anecdotal evaluations from program staff
- Orders/purchases or curriculum material

Eastern Suffolk BOCES

NEW Related Operational Action Plan I.I: Transition of Director of Career, Technical and Adult Education Programs

ADDRESSES BOCES GOAL(S):

- I. High Standards
- II. Staff Development
- III. Quality Management
- IV. Strategic Planning

RESPONSIBLE ADMINISTRATOR:

Associate Superintendent, Educational Services

COLLABORATOR(S):

Director, Career Technical and Adult Programs
 Divisional Administrator, Career, Technical and Adult Programs
 Program Administrators, Career, Technical and Adult Programs

RELATED OPERATIONAL OBJECTIVE: By July 2008, the Director of Career, Technical and Adult Education will have been replaced in an orderly, organizationally sound manner. In addition to the recruitment of a replacement, the process will include a review and evaluation of the structure and responsibilities amongst central office administrators in this department.

DESCRIPTIVE NARRATIVE: The Associate Superintendent for Educational Services will work with the Director of Career, Technical and Adult programs and other Central Office Administration in this department to review and evaluate the department's administrative structure. Following a review of the job responsibilities and department structure a transition plan will be developed to ensure the smooth transition of a Director into this program effective July 2008.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Review existing job responsibilities of the Director, Divisional Administrator and Program Administrators	August 2007	Dir., Career, Tech & Adult Ed. Divisional Admin., CTE & Adult Program Admins. CTE & Adult	
2. Develop a plan for restructuring job responsibilities if needed	October, 2007	Assoc. Supt., Educational Services Dir., Career, Tech & Adult Ed. Divisional Admin., CTE & Adult Program Admins., CTE & Adult	
3. Develop a plan for transition of a new Director of CTE and Adult programs	December, 2007	Dir., Career, Tech & Adult Ed.	
4. Advertise, Interview and recommend to the Board a candidate for the position of Director of CTE and Adult Programs	January-February, 2007	Assoc. Supt., Educational Services	

Eastern Suffolk BOCES

NEW Related Operational Action Plan I.I: Transition of Director of Career, Technical and Adult Education Programs

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
5. Transition a new Director of CTE and Adult Programs	March-June, 2007	Assoc. Supt., Educational Services Dir., Career, Tech & Adult Ed.	

RESOURCES REQUIRED: Personnel, Strategic Plan, Meeting time

POSSIBLE SOURCES OF FUNDING: Career Technical and Adult Education Budget

BASELINE DATA: Existing Administrative Structure and Responsibilities

IMPLEMENTATION MEASURES: As Outlined in Activities

RESULTS: To be determined

Expected: Completion of the transition following the time frames indicated above.

INFORMATION REQUIRED FOR MEASURES: Results of planning and follow-up meetings during the transition.

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
- VI. Technology
- VII. Strategic Planning
- VIII. Space and Safety
- X. Internal Communication

RESPONSIBLE ADMINISTRATOR:

Director, Administrative Services

COLLABORATOR(S):

Administrative Council
 Program Administrators
 Operations & Maintenance
 Health & Safety

STRATEGIC PLANNING STRATEGY: By July 2009, all BOCES students and staff shall be educated and work in facilities that meet agency-wide standards established by the BOCES to effectively and efficiently: assure the health, safety, and reasonable comfort of all occupants; enhance the learning and working potential of students and staff; and meet all regulatory requirements.

DESCRIPTIVE NARRATIVE: By July 2009, BOCES shall establish agency-wide standards for all of its facilities that will effectively and efficiently: assure the health, safety, and reasonable comfort of all occupants; enhance the learning and working potential of students and staff; and meet all regulatory requirements. Additionally, BOCES shall effect any necessary modifications to its facilities to meet the established standards.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. ESB will revise the design, functionality, and internal availability of its database regarding facilities space utilization.	11/30/06	Dir., Administrative Services	Complete
2. ESB will establish agency-wide standards for its facilities that support the strategic planning strategy delineated above.	6/30/07	Dir., Administrative Services	In Progress
3. ESB will identify and establish plan to implement modifications to its facilities necessary to comply with its standards established in activity 2.	9/30/07	Dir., Administrative Services	Pending
4. ESB will complete modifications.	6/30/09	Dir., Administrative Services	Pending

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

RESOURCES REQUIRED:

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

POSSIBLE SOURCES OF FUNDING:

Capital and Program Budgets
Local/State/Federal Grants

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
- ◆ Energy efficiency
- ◆ Other environmental issues
- ◆ Fire/safety/security
- ◆ Maintenance standards
- ◆ Parking
- ◆ Gym/playground facilities
- ◆ Appropriate space for teachers and support personnel

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

IMPLEMENTATION MEASURES:

ESB will accelerate planning process using current baseline information

1. What Do We Have?

CUSTODIAL

ESB Custodial Handbook

MAINTENANCE

Maintenance Supervisors Standard Manual

Maintenance Procedures Manual

Videos

GENERAL

Manual of Planning Standards (Educational Facilities)

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

RESULTS:

TBD

INFORMATION REQUIRED FOR MEASURES:

TBD

**Eastern Suffolk BOCES
Related Operational Action Plan II.B: Space Utilization**

ADDRESSES BOCES GOAL(S):

- IV. Program Availability
- V. Resourcing and Operational Efficiency
- VI. Technology
- VII. Strategic Planning
- VIII. Space and Safety
- X. Internal Communications

RESPONSIBLE ADMINISTRATOR:

Director, Administrative Services

COLLABORATOR(S):

Administrative Council

RELATED OPERATIONAL OBJECTIVE: By December 2006, the Administrative Services Department shall have created, populated, and published on the Administrative Council segment of the agency Intranet an agency-wide facilities space utilization database. Periodic updates will continue through 2009.

DESCRIPTIVE NARRATIVE: By December 2006, the Administrative Services Department shall create and populate a user-friendly database of facilities space utilization for the use of Administrative Council members and their staffs. This database shall reside on the Administrative Council segment of the agency Intranet.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Create draft database template for Administrative Council review and feedback	8/15/06	Dir., Administrative Services	Complete
2. Present draft database template to Administrative Council and obtain feedback for improvement	9/1/06	Dir., Administrative Services	Complete
3. Integrate suggestions, recommendations, statements of need received from Administrative Council into database template design and resubmit to Administrative Council for final approval	10/1/06	Dir., Administrative Services	Complete
4. Populate approved database template with current information and post to a secure segment of the Administrative Services Intranet site. Update as needed.	11/30/06	Dir., Administrative Services	Ongoing ESBOCES Facilities Planning work space includes: Leases,

**Eastern Suffolk BOCES
Related Operational Action Plan II.B: Space Utilization**

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
			Floor/site plans, Emergency Management information, Health & safety information and general facilities information.

RESOURCES REQUIRED:

Time

POSSIBLE SOURCES OF FUNDING:

Not applicable

BASELINE DATA:

No current data in compiled form

IMPLEMENTATION MEASURES:

Existence of online database

RESULTS:

TBD

INFORMATION REQUIRED FOR MEASURES:

Observed existence of online database

Eastern Suffolk BOCES
REVISED Related Operational Action Plan II.C: Agency-wide Facilities Assessment

ADDRESSES BOCES GOAL(S):

- I. High Standards
- III. Quality Management
- VIII. Space and Safety

RESPONSIBLE ADMINISTRATOR:

Director, Administrative Services

COLLABORATOR(S):

Administrative Council

RELATED OPERATIONAL OBJECTIVE: By July 2008, the Administrative Services Department shall have conducted an agency-wide assessment of all BOCES facilities. Facilities will be evaluated to ensure they meet the needs of the program and enhance the learning and working potential of students and staff.

DESCRIPTIVE NARRATIVE: By July 2008, the Administrative Services Department shall have convened committees of stakeholders that have studied and established recommendations for review and approval by the Administrative Council regarding agency-wide facility needs designed to achieve the objective stated above.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Establish committee to study instructional and administrative space requirements.	9/28/07	Dir., Administrative Services	Pending
2. Work with the Office of Communications to administer a revised ESBOCES Facilities Survey.	10/5/07	Dir., Administrative Services	Pending
3. Charge and convene committees to begin their work.	10/31/07	Dir., Administrative Services	Pending
4. Review 2007-08 ESBOCES Facilities Survey results, compare to earlier survey results and incorporate results into agency-wide assessment.	12/7/07	Dir., Administrative Services	Pending
5. Present draft recommendations of Facilities Assessment Committee to Administrative Council for review and feedback.	3/14/08	Dir., Administrative Services	Pending
6. Reconvene committees to evaluate and integrate feedback from Administrative Council and develop final recommendations for agency-wide facility assessment.	5/16/08	Dir., Administrative Services	Pending

Eastern Suffolk BOCES
REVISED Related Operational Action Plan II.C: Agency-wide Facilities Assessment

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
7. Submit final recommendation for agency-wide facilities assessment committee to Administrative Council for approval.	6/6/08	Dir., Administrative Services	Pending

RESOURCES REQUIRED:

Time

POSSIBLE SOURCES OF FUNDING:

Not applicable

BASELINE DATA:

Regulatory requirements
 2007-2008 ESBOCES Facilities Survey results
Industry facilities benchmark data

IMPLEMENTATION MEASURES:

Consensus of stakeholder opinion regarding adequacy of facilities

RESULTS:

TBD

INFORMATION REQUIRED FOR MEASURES:

Stakeholder opinion

Eastern Suffolk BOCES
NEW Related Operational Action Plan II.D: Operations and Maintenance Project Management

ADDRESSES BOCES GOAL(S):

- I. High Standards
- III. Quality Management

RESPONSIBLE ADMINISTRATOR:

Director, Administrative Services
 School Maintenance Crew Leader
 Plant Facilities Manager

COLLABORATOR(S):

Associate Superintendent, Management Services
 Associate Superintendent, Educational Services
 Director, Special Education
 Director, Career, Technical and Adult Education

RELATED OPERATIONAL OBJECTIVE: By July 2008, the Administrative Services Department shall have developed a project management and reporting system for use by the Operations and Maintenance unit to monitor and report the status and progress of all internal building related projects and Capital projects.

DESCRIPTIVE NARRATIVE: By July 2008, the Administrative Services Department shall have collaborated with the Educational Services Department to insure that building projects including capital projects are appropriately developed, coordinated, scheduled and supervised. Through the development of a project management toolset capable of providing stakeholders with key information on the status of Operations and Maintenance related projects.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Present existing Building and Capital Project reporting template for review.	10/19/07	Dir., Administrative Services	In Progress
2. Receive input from Educational Services regarding the information required to successfully report project status	11/15/07	Dir., Administrative Services	Pending
3. Prepare a draft reporting template for building and capital projects to include procedures and appropriate work flow chart. Present template to Educational Services team.	1/18/08	Dir., Administrative Services	Pending
4. Incorporate stakeholder feedback and present modified project reporting template	3/31/08	Dir., Administrative Services	Pending
5. Present final project template for review and feedback	4/30/08	Dir., Administrative Services	Pending

Eastern Suffolk BOCES
NEW Related Operational Action Plan II.D: Operations and Maintenance Project Management

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
6. Implement approved project management methodologies and template	6/20/08	Dir., Administrative Services	Pending

RESOURCES REQUIRED:

Time

POSSIBLE SOURCES OF FUNDING:

Not applicable

BASELINE DATA:

2007-08 Capital Projects
 2007-08 Internal Construction Projects
 2008-09 Internal Construction Projects

IMPLEMENTATION MEASURES:

Consensus of stakeholder opinion regarding adequacy of project management and reporting efforts
 Comparison of projected vs. actual project milestone dates

RESULTS:

Evaluation of Summer 2008 projects

INFORMATION REQUIRED FOR MEASURES:

Stakeholder opinion
 Resource allocation

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

COLLABORATOR(S):

Administrative Coordinator, School Library System
 Administrative Coordinator, Arts-in-Education
 Administrative Coordinator, Curriculum and Assessment Services
 Asst. Administrative Coordinator, Curriculum, Instruction and Assessment
 Asst. Administrative Coordinator, Educational Support Services
 Asst. Administrative Coordinator, Model Schools

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 State 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. Annually identify program goals that support improved student outcomes: <ul style="list-style-type: none"> ➤ School Library System ➤ Arts-in-Education ➤ Curriculum and Assessment ➤ Professional Development ➤ Model Schools 	Annually beginning 10/15/03	Educational Support Services Administrators	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 up to three operational action plans to support the identified goals: <ul style="list-style-type: none"> ➤ School Library System ➤ Arts-in-Education ➤ Curriculum and Assessment ➤ Professional Development ➤ Model Schools 	Annually beginning 10/15/03	Educational Support Services Administrators	Action plans submitted, revised and re-submitted annually beginning 2003
3. Conduct mid-year review with immediate supervisor	Annually beginning 10/15/03	Educational Support Services Administrators	Completed annually beginning 2003
4. Conduct year end review with ESS team	Annually beginning 6/04 at ESS Planning Day	Educational Support Services Administrators	Completed annually beginning 2004

RESOURCES REQUIRED:

Planning time
 Funding through Program Budgets

POSSIBLE SOURCES OF FUNDING:

District subscriptions to programs

BASELINE DATA:

Co-Ser survey results 2003-2004

IMPLEMENTATION MEASURES:

Periodic staff meetings and strategic plan reviews, network meetings

RESULTS:

Co-Ser Survey results 2004-2005

INFORMATION REQUIRED FOR MEASURES:

ESS Programs Database
 Data from school districts

Eastern Suffolk BOCES
Related Operational Action Plan III.B: Regional Staff Development and Student Programs in Cultural Competence for Eastern Suffolk BOCES Component School Districts

ADDRESSES BOCES GOAL(S):

- II. Staff Development
- IV. Program Availability
- VIII. Space and Safety

RESPONSIBLE ADMINISTRATOR:

Director, Educational Support Services

COLLABORATOR(S):

Divisional Administrator, Educational Support Services
 Assistant Coordinator, Educational Support Services
 Administrative Coordinator, Curriculum and Assessment Services
 Administrative Coordinator, School Library System
 Administrative Coordinator, Arts-in-Education

RELATED OPERATIONAL OBJECTIVE: By June 2008, there will be a measurable increase in professional development activities and student programs in the area of cultural competence offered to the component school districts of Eastern Suffolk BOCES. Workshops will include professional development in adult to adult interactions, adult to student interactions (including instruction) and student to student interactions.

DESCRIPTIVE NARRATIVE: The Department of Educational Support Services will collaborate with Eastern Suffolk BOCES component school districts, higher education and community organizations to identify, plan, implement and evaluate professional development and student programs in cultural competence. Cultural competence is defined* as interacting with other cultural groups using the five essential elements of cultural proficiency as the standard for individual behavior and school (workplace) practices:

- Assess culture
- Value diversity
- Manage the dynamics of diversity
- Adapt to diversity
- Institutionalize cultural knowledge

* from: Cultural Proficiency: A Manual for School Leaders Second Edition; Randall B. Lindsey, Kikanza Nuri Robins, Raymond D. Terrell

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Review current ESS offerings in professional development and student programs in the area of cultural competence.	July 30, 2006	Asst. Coord., Ed. Support Services Admin. Coord., Curriculum and Assessment Services Admin. Coord., School Library System Admin. Coord., Arts-in-Education	Complete

Eastern Suffolk BOCES
Related Operational Action Plan III.B: Regional Staff Development and Student Programs in Cultural Competence for Eastern Suffolk BOCES Component School Districts

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
2. Conduct a Needs Assessment of component districts to determine focus for professional development and student services in the area of cultural competence.	July 2006	Div. Admin., Ed. Support Services	Complete
3. Contact all individuals and agencies who responded to Eastern Suffolk BOCES as a result of the bias incident at HB Ward.	June 30, 2006	Dir., Ed. Support Services	Complete
4. Expand resources and programs offered by Educational Support Services to increase diversity in programs, consultants and volunteers.	August 2006	Dir., Ed. Support Services	In Progress
5. Individuals, groups and programs reviewed, selected and included in program offerings for the 2006-2007 school year.	September 2006	Div. Admin., Ed. Support Services Asst. Coord., Ed. Support Services	Complete
6. Meet with organizations experienced in offering training in cultural competence.	June 30, 2008	Asst. Coord., Ed. Support Services	2006-2007 collaboration with Bias Help, World of Difference and Erase Racism
7. Initiate discussions regarding professional development opportunities with district representatives.	June 30, 2008	Div. Admin., Ed. Support Services Asst. Coord., Ed. Support Services	Ongoing
8. Evaluate all regional workshops on cultural competence.	2006-2008	Div. Admin., Ed. Support Services	Ongoing
9. Increase the diversity of professionals engaged in the coaching network.	2006-2008	Div. Admin., Ed. Support Services	Ongoing
10. Work with identified internal and external stakeholders to review action plans I.G, I.H and III.B at the annual Strategic Planning meeting in August.	Annually in August	Dir., Ed. Support Services	Annually in August

RESOURCES REQUIRED:

Budget Allocation

Access to and collaboration with individuals and agencies able to support issues of cultural competence

Eastern Suffolk BOCES
Related Operational Action Plan III.B: Regional Staff Development and Student Programs in Cultural Competence for Eastern Suffolk BOCES Component School Districts

POSSIBLE SOURCES OF FUNDING:

District subscription to programs

BASELINE DATA:

2005-2006: Programs directly addressing cultural competence

- Regional Workshops: 3
- In-district Initiatives: 2

2005-2006: Diversity related workshops

- Regional Workshops: 1
- In-district Initiatives: 8

IMPLEMENTATION MEASURES:

- Needs assessment
- Tracking initiatives in cultural competence
- Periodically review data

RESULTS:

2006-2007:

- Regional workshops directly addressing cultural competence: 16
- In-district initiatives directly addressing cultural competence: 5
- Regional workshops related to cultural competence: 10
- In-district initiatives related to cultural competence: 13

INFORMATION REQUIRED FOR MEASURES:

Database and tracking system

Evaluations

Eastern Suffolk BOCES
REVISED 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
- XI. Staff Recruitment and Retention

RESPONSIBLE ADMINISTRATOR:

Assistant Superintendent, Human Resources

COLLABORATOR(S):

Administrative Council
 Bargaining Units
 Office of Technology Integration
 Recruitment/Retention Committee

STRATEGIC PLANNING STRATEGY: By the year 2009, Eastern Suffolk BOCES Department of Human Resources will: 1) develop initiatives to recruit, hire and track a culturally and racially diverse workforce; 2) assure that all Eastern Suffolk BOCES employees participate in professional development so that they meet annual certification standards and have the opportunity for career advancement; 3) develop and implement systems for evaluating staff; and 4) develop and implement systems for tracking staff.

DESCRIPTIVE NARRATIVE: Over the next three 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.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Human Resources will coordinate a broad based agency-wide system of staff development for all employees.	2003-2007	Dir., Ed. Support Services	System complete Process ongoing
2. Human Resources will develop a succession plan that provides opportunities for agency employees to advance professionally.	2009	Asst. Supt., Human Resources HR Committee	To begin July 2007
3. Human Resources will utilize the agency's management information system to track professional advancement activities.	2003-2009	Human Resources Office of Tech. Integration	System complete Process ongoing
4. Human Resources will coordinate the input of data for tracking purposes.	2003-2008	Human Resources	Ongoing

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

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.

IMPLEMENTATION 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.

BASELINE DATA AND RESULTS:

Tracking Teacher Professional Development

A paper tracking system was set in place in the 2003/04 year to determine the number of teachers enhancing their skills by taking additional coursework as per contract.

- An average of 109 teachers received an increment on September 1, 2003. Another 48 increments were granted February 1, 2004. These 157 increments represent 21.19% of the bargaining unit.
- In 2005-06, 144 teachers acquired their professional development hours by taking additional coursework. Salary increments were provided for those teachers fulfilling the requirement.
- In 2006-07, 133 teachers acquired their professional development hours by taking additional coursework. Salary increments were provided for those teachers fulfilling the requirement.

Tracking Teaching Assistant Certification/Professional Development

Due to new certification requirements for Teaching Assistants, tracking will take place for staff completing Level 3 Teaching Assistant requirements at a later date.

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

Tracking for Substitute Services

An automated substitute service system was developed to enhance tracking of types of absences, expand daily recruitment parameters, and provide accurate and current reporting:

In 2003/04, the sub service calling and record keeping was done manually. No baseline data was available. In September 2004, we implemented an automated system. Any of these reports can be viewed daily by each facility and data can be reviewed currently or retroactively as needed. The following types of reports can now be generated: Daily reports of who's in/out by building, absence reconciliation checklist, unfilled absences, absence summary, notification time of reported absences, call history by employee or substitute, day of week absence analysis, absence reason percentages, absence reasons, absence interactive customized by employee, by school, by agency, substitute sign-in, register by building, fulfillment skills, multi-school employees, substitute assignment, substitute assignment summary, substitute history by date, most called substitutes, preferred schools of each substitute, skills/qualifications of substitutes, excluded substitutes by building and additional customized reports. In 2005-06, these reports were enhanced by a report writer feature which allowed more specific filtering of data in each of these various reports. In addition, a new import/export feature allowed us to customize substitute payroll reports by district.

Tracking and Evaluating Administrator Professional Development

Information from the Administrators Leadership Academy and Agency Sponsored Mentoring programs has been gathered:

Year	No. of New Administrators	No. of New Administrators Mentored
2003-04	-	14
2004-05	-	15
2005-06	-	28

Data is being collected for the first column and will be entered at a later date.

Agency Sponsored Mentoring Program Outcomes 2005-06

2005-06 # of Survey Participants (by group)	Total Program Of High Quality	Program Content Will Be Useful To Me	Time Was Used Effectively	Activities Based Interests Of The Group	Questions and Concerns Were Sufficiently Addressed	Program helped me to become more acculturated to ESBOCES	Meetings Effectively Facilitated	Instructional Materials Provided Were Helpful
Administrators (5)	4.0	4.0	3.8	3.8	4.0	3.8	4.0	3.6
Principals (2)	4.0	4.0	4.0	4.0	3.5	3.0	4.0	4.0
Assistant Principals (22)	3.4	3.3	3.6	3.2	3.5	3.2	3.5	3.2

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

Agency Sponsored Mentoring Program Outcomes 2004-05

2004-05 # of Survey Participants (by group)	Total Program Of High Quality	Program Content Will Be Useful To Me	Time Was Used Effectively	Activities Based Interests Of The Group	Questions and Concerns Were Sufficiently Addressed	Program helped me to become more acculturated to ESBOCES	Meetings Effectively Facilitated	Instructional Materials Provided Were Helpful
Administrators (10)	2.8	3.0	3.2	3.6	3.2	2.8	3.8	2.8
Principals (10)	3.4	3.6	3.8	3.8	3.6	3.3	3.8	3.3
Assistant Principals (16)	3.6	3.8	3.8	3.8	3.6	3.6	3.8	3.6

Superintendent conference day activities were organized and evaluated; data will be included in developing next year's offerings.

- In 2006-07 a Superintendent's Conference Day related to cultural competence was offered to all employees.

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

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

RESPONSIBLE ADMINISTRATOR:
Chief Operating Officer
Assistant Superintendent, Human Resources
Executive Administrator, Human Resources

COLLABORATOR(S):
Administrative Council
Agency Bargaining Units

RELATED OPERATIONAL OBJECTIVE: By June 2008, 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 a work plan to investigate the possibility of a new evaluation form in cooperation with all bargaining unit representatives.	2003-04	Exec. Dir., Human Resources (responsible for initial work)	Civil Service – Completed
	2007-08	Asst. Supt., Human Resources	Other bargaining units ongoing
2. Form a committee to review present contractual forms for the annual observations/evaluations of all BOCES employees with respective bargaining unit representatives.	2003-04 Civil Service	Exec. Admin., Human Resources Evaluation Revision Committee	Civil Service – Completed
	2007-08	Asst. Supt., Human Resources Dir., Recruitment and Retention Evaluation Committee	BEES bargaining units ongoing
	2007-08	Asst. Supt., Human Resources Dir., Recruitment and Retention Evaluation Committee	Administrative bargaining units ongoing
3. Conduct a field test of the new instrument with a select number of employees from each participating bargaining group	2005-2006- Civil Service	Exec. Admin., Human Resources Evaluation Revision Committee	Field test ongoing for Civil Service.
		Asst. Supt., Human Resources	Field test for other

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

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
		Dir., Recruitment and Retention Evaluation Committee	bargaining units dependent upon the outcome of activity #2.
		Asst. Supt., Human Resources Dir., Recruitment and Retention Evaluation Committee	Field test for other bargaining units dependent upon the outcome of activity #2.
4. Make recommendations to bargaining unit representatives, Cabinet and Administrative Council	2004-05- Civil Service	Exec. Admin., Human Resources Evaluation Revision Committee	Civil Service – Completed
		Asst. Supt., Human Resources	Dependent upon the outcome of activities #2 and #3.
		Asst. Supt., Human Resources	Dependent upon the outcome of activities #2 and #3.
5. Implement new evaluation process using new form.	2007-08- Civil Service	Exec. Admin., Human Resources	Dependent upon the outcome of activity #4.
		Asst. Supt., Human Resources	Dependent upon the outcome of activities #2, #3, and #4.
		Asst. Supt., Human Resources	Dependent upon the outcome of activities #2, #3 and #4.

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.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

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.

We are now able to generate reports on the number of staff receiving annual evaluations:

IMPLEMENTATION MEASURES:

Biweekly meetings of the Evaluation Revision Committee represented by Human Resources, UPSEU, CSEA 8768-01, and DPMM.

Minutes of the committee meetings.

Monitor the evaluation/observation report

Sample group survey to determine whether there is a need for a new evaluation process and/or form.

Sample group survey to determine effectiveness of new form and process

RESULTS: To be determined

Expected: By June 2008, 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.

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

ADDRESSES BOCES GOAL(S):

XI. Staff Recruitment and Retention

RESPONSIBLE ADMINISTRATORS:

Assistant Superintendent, Human Resources
 Director, Communications, Research and Recruitment

COLLABORATOR(S):

Communications Program Assistant
 Administrative Council
 Bargaining Units

RELATED OPERATIONAL OBJECTIVE: By June 2008, the Department of Human Resources will assess the methods and practices of the agency that are used to target, recruit, and retain a diverse workforce. Where necessary, improvements to the system will be implemented. ESBOCES component school districts have also expressed a need for support in recruiting a diverse teacher workforce that is reflective of the region's student population, as well as support in recruiting teacher candidates with diverse skills and backgrounds, particularly those holding certification in difficult to fill subject areas. The department will work with these school districts to develop a larger pool of teacher candidates to address immediate workforce needs in the ESBOCES region.

DESCRIPTIVE NARRATIVE: There are inconsistencies within the agency's recruitment and hiring practices 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 ESBOCES recruit, hire and retain new staff. The Department will then work with divisional leaders to create a unified system that will successfully recruit, hire and retain a diverse staff in a timely fashion.

In supporting the recruitment efforts of component school districts, the department will assess the need for a service providing assistance in improving the quality of teacher candidates available to the region.

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.	Ongoing	Asst. Supt., Human Resources Dir., Comm., Research & Recruitment	Ongoing
2. Conduct and implement a thorough screening of the recruitment, hiring and retention processes.	2007	Asst. Supt., Human Resources Dir., Comm., Research & Recruitment Divisional Representatives	Complete

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

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
3. Assess the effectiveness of the recruitment and hiring processes.	2008	Asst. Supt., Human Resources Dir., Comm., Research & Recruitment	Ongoing
4. Identify areas impacting the Agency's ability to recruit and retain new employees with a particular focus on maintaining a diverse workforce (using an external reviewer).	2006-2007	Asst. Supt., Human Resources Dir., Comm., Research & Recruitment Divisions	TBD
5. Analyze and implement external reviewer's report, findings and recommendations.	June 2008	Asst. Supt., Human Resources Dir., Comm., Research & Recruitment Communications Program Assistant	TBD
6. Implement, maintain and evaluate mentoring support to employees of all categories (see IV.A).	June 2008	Asst. Supt., Human Resources Dir., Comm., Research & Recruitment	Ongoing
7. Revise, plan and implement New Employee Orientations that address diversity training and agency expectations.	June 2008	Asst. Supt., Human Resources Dir., Comm., Research & Recruitment	Complete/Ongoing
8. Investigate the need for a recruitment consortium serving the region. a. Needs-assessment survey administered to component school districts b. Based on survey outcomes, develop service addressing the recruitment needs of the school districts.	2007	Dir., Comm., Research & Recruitment Communications Program Assistant	

RESOURCES REQUIRED:

- Cooperation of bargaining units
- Time to meet
- Involvement of stakeholders
- Involvement of external groups (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, higher education institutions; i.e., Dowling, Adelphi, St. Josephs, Stony Brook University, Hofstra University and Suffolk County Community College.)

POSSIBLE SOURCES OF FUNDING:

- Administrative and Divisional budgets

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

BASELINE DATA:

	2001-02		2002-03		2003-04		2004-05		2005-06	
ESBOCES CTE Teacher										
American Indian/Alaskan Native										
Asian/Pacific Islander										
Black									1	0.9%
Hispanic	5	3.6%	3	2.3%	3	2.4%	3	2.6%	3	2.6%
White	126	90.0%	122	93.8%	118	95.9%	113	97.4%	111	94.9%
Not Available	9	6.4%	5	3.8%	2	1.6%			2	1.7%
Total Staff/ % Minority	140	3.6%	130	2.3%	123	2.4%	116	2.6%	117	3.4%
Cert. Support Staff (incl Couns, Psych, and Other)										
American Indian/Alaskan Native										
Asian/Pacific Islander										
Black	6	4.3%	5	3.6%	5	3.8%	5	4.3%	6	5.0%
Hispanic	4	2.8%	4	2.9%	4	3.0%	4	3.5%	5	4.1%
White	125	88.7%	124	89.2%	120	90.2%	103	89.6%	107	88.4%
Not Available	6	4.3%	6	4.3%	4	3.0%	3	2.6%	3	2.5%
Total Staff/ % Minority	141	7.1%	139	6.5%	133	6.8%	115	7.8%	121	9.1%
Teachers (Special Ed and Other)										
American Indian/Alaskan Native	6	1.1%	6	1.1%	6	1.2%	6	1.3%	6	1.3%
Asian/Pacific Islander	1	0.2%	1	0.2%						
Black	5	0.9%	4	0.7%	4	0.8%	3	0.6%	2	0.4%
Hispanic	9	1.6%	10	1.8%	11	2.2%	11	2.4%	12	2.6%
White	493	89.3%	492	89.8%	450	90.7%	422	91.1%	417	91.2%
Not Available	38	6.9%	35	6.4%	25	5.0%	21	4.5%	20	4.4%
Total Staff/ % Minority	552	3.8%	548	3.8%	496	4.2%	463	4.3%	457	4.4%
School Teacher Aide										
American Indian/Alaskan Native	11	1.8%	11	1.9%	11	2.1%	11	2.0%	12	2.1%
Asian/Pacific Islander							1	0.2%	2	0.3%
Black	16	2.6%	16	2.7%	15	2.9%	14	2.5%	17	2.9%
Hispanic	22	3.6%	24	4.1%	22	4.2%	26	4.7%	27	4.7%
White	531	87.5%	516	88.2%	459	88.6%	499	89.4%	512	88.4%
Not Available	27	4.4%	18	3.1%	11	2.1%	7	1.3%	9	1.6%
Total Staff/ % Minority	607	8.1%	585	8.7%	518	9.3%	558	9.3%	579	10.0%

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

	2001-02		2002-03		2003-04		2004-05		2005-06	
Teaching Assistant (incl Sign Lang Int)										
American Indian/Alaskan Native	1	0.3%	1	0.3%	1	0.4%	1	0.4%	1	0.4%
Asian/Pacific Islander	1	0.3%	2	0.7%	2	0.8%	3	1.1%	2	0.7%
Black	9	3.0%	10	3.4%	8	3.0%	10	3.7%	8	2.9%
Hispanic	12	4.0%	14	4.8%	17	6.5%	19	7.1%	19	6.8%
White	252	84.0%	246	84.0%	222	84.4%	225	84.0%	240	85.7%
Not Available	25	8.3%	20	6.8%	13	4.9%	10	3.7%	10	3.6%
Total Staff/ % Minority	300	7.7%	293	9.2%	263	10.6%	268	12.3%	280	10.7%
Health Personnel										
American Indian/Alaskan Native	1	1.3%	1	1.2%	1	1.3%	1	1.3%	1	1.2%
Asian/Pacific Islander	1	1.3%	1	1.2%	1	1.3%	1	1.3%	1	1.2%
Black	2	2.5%	2	2.5%	2	2.6%	2	2.5%	2	2.4%
Hispanic	1	1.3%	1	1.2%	1	1.3%	2	2.5%	2	2.4%
White	71	89.9%	73	90.1%	69	89.6%	70	88.6%	73	89.0%
Not Available	3	3.8%	3	3.7%	3	3.9%	3	3.8%	3	3.7%
Total Staff/ % Minority	79	6.3%	81	6.2%	77	6.5%	79	7.6%	82	7.3%
Custodial Personnel (incl Maint and Drivers)										
American Indian/Alaskan Native	4	3.3%	4	3.4%	4	3.6%	4	3.7%	4	3.7%
Asian/Pacific Islander										
Black	13	10.7%	13	11.2%	13	11.8%	13	12.1%	14	13.0%
Hispanic	3	2.5%	3	2.6%	3	2.7%	3	2.8%	4	3.7%
White	96	79.3%	92	79.3%	86	78.2%	83	77.6%	82	75.9%
Not Available	5	4.1%	4	3.4%	4	3.6%	4	3.7%	4	3.7%
Total Staff/ % Minority	121	16.5%	116	17.2%	110	18.2%	107	18.7%	108	20.4%
Clerical Support Staff										
American Indian/Alaskan Native	4	1.4%	4	1.4%	4	1.4%	5	1.8%	3	1.0%
Asian/Pacific Islander	2	0.7%	1	0.3%	1	0.3%	1	0.4%	1	0.3%
Black	2	0.7%	2	0.7%	2	0.7%	2	0.7%	1	0.3%
Hispanic	12	4.1%	14	4.8%	14	4.9%	13	4.6%	13	4.5%
White	258	88.1%	256	88.6%	257	89.9%	259	90.9%	265	92.3%
Not Available	15	5.1%	12	4.2%	8	2.8%	5	1.8%	4	1.4%
Total Staff/ % Minority	293	6.8%	289	7.3%	286	7.3%	285	7.4%	287	6.3%

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

	2001-02		2002-03		2003-04		2004-05		2005-06	
Administrator (incl Princ, Asst Princ, Other)										
American Indian/Alaskan Native										
Asian/Pacific Islander	1	1.4%	1	1.4%	1	1.5%	1	1.6%	1	1.4%
Black	2	2.8%	2	2.9%	2	3.0%			3	4.3%
Hispanic	3	4.2%	3	4.3%	3	4.5%	4	6.5%	5	7.2%
White	59	83.1%	60	87.0%	60	90.9%	57	91.9%	60	87.0%
Not Available	6	8.5%	3	4.3%						
Total Staff/ % Minority	71	8.5%	69	8.7%	66	9.1%	62	8.1%	69	13.0%
Other (incl Non-Rep and Other)										
American Indian/Alaskan Native	1	0.7%	1	0.6%	2	1.2%	2	1.1%	1	0.6%
Asian/Pacific Islander	1	0.7%	1	0.6%	1	0.6%	2	1.1%	2	1.2%
Black	2	1.5%	3	1.9%	2	1.2%	4	2.3%	4	2.4%
Hispanic	2	1.5%	1	0.6%	2	1.2%	2	1.1%	1	0.6%
White	125	91.2%	146	92.4%	154	92.2%	160	91.4%	152	91.6%
Not Available	6	4.4%	6	3.8%	6	3.6%	5	2.9%	6	3.6%
Total Staff/ % Minority	137	4.4%	158	3.8%	167	4.2%	175	5.7%	166	4.8%
Administrative Council										
American Indian/Alaskan Native										
Asian/Pacific Islander										
Black							1	6.7%	2	13.3%
Hispanic										
White	10	83.3%	11	78.6%	13	86.7%	13	86.7%	13	86.7%
Not Available	2	16.7%	3	21.4%	2	13.3%	1	6.7%		
Total Staff/ % Minority	12	0.0%	14	0.0%	15	0.0%	15	6.7%	15	13.3%
Agencywide- Total Staff/ % Minority	2,453	6.7%	2,422	7.0%	2,254	7.5%	2,243	8.0%	2,281	8.2%

IMPLEMENTATION MEASURES:

- Meetings of the Human Resource Committee
- Collect mentoring data (see Strategic Action Plan IVA)
- Review of Agency and HR policies, regulations, and procedures, Hiring Practices Manual
- Survey of needs-assessments, evaluations, survey of Agency climate and attitudes

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

- Collect ethnicity data and Career Fair for Culturally and Ethnically Diverse Educators data
- Informational orientation meetings with administrative staff

RESULTS:

Data reflecting the number of employees by cultural/ethnic background was collected for the 2001-02 service year. During this year, 6.7% of all employees identified themselves as non-white. As of the 2005-06 service year 8.2% of the total employee population considered themselves non-white.

The total number of candidates participating in the Career Fair for Culturally and Ethnically Diverse Educators increased by 59.0% in the 2006-07 service-year (compared to the 2005-06 service year).

ESBOCES Career Fair for Culturally and Ethnically Diverse Educators Candidate Certification by Subject Area* <i>(candidates not certified at the time of the screening were not counted in this section)</i>																					
Year	Total No. of Candidates	Total No. of ESBOCES Candidates	No. of participating School Districts	Elem/ Early Child-hood	Sp Ed	Art	Science	Tech Ed.	Library	Deaf/Hearing	Speech/Lang.	PE	SS	Counseling	ESL/ TESOL/ Bilingual Ed.	SAS/ SDA	Adult Ed.	Business	Nursing	T Asst.	Reading Specialist
2003	230	na	21	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2004	528	na	15	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2005	427	na	20	21	20	13		4	1	1	1	3	1	12	4	1				1	10
2006	387	na	21	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na
2007	615	89	19	11	9	2	1						4	30	4	3	1	1	1		

Data was not collected for certification areas in 2003 and 2004. Data for 2006 is currently being organized.

INFORMATION REQUIRED FOR MEASURES:

- Ethnicity of staff
- Baseline survey
- New survey information

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

ADDRESSES BOCES GOAL(S):

- VI. Technology
- VII. Strategic Planning
- IX. Public Information
- X. Internal Communications

RESPONSIBLE ADMINISTRATOR:

Chief Operating Officer
Assistant Superintendent, Human Resources
Director, Communications, Research, and Recruitment

COLLABORATOR(S):

Public Relations and Graphics Supervisor
Graphics Supervisor
Web Manager
Communications Program Assistant (Neighborhood Aide)

STRATEGIC PLANNING STRATEGY: 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 2008, 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.

DESCRIPTIVE NARRATIVE: The Office of Communications will manage and coordinate the public information functions of the agency by: coordinating the standardization of all printed materials, managing ESBOCES-sponsored special events, and developing targeted outreach programs to create awareness of instructional program opportunities among the English speaking Long Island population, as well as among the growing Spanish speaking population on Long Island. The Office of Communications will promote improved internal communication by establishing a common knowledge base of ESBOCES information for internal and external stakeholders, identifying and reinforcing the use of key ESBOCES messages (mission, beliefs, goals, etc.) and providing opportunities for ESBOCES staff to learn about and influence the annual legislative program. The Office of Communications will implement a program to facilitate regional sharing of school district public information/communication expertise supporting action plans.

ACTIVITIES	Target Date for Completion	Responsible Person/ Group	Status/Outcome
1. Implement a program to coordinate development and production of printed materials and establish consistent agency messaging a. Develop and distribute annually an Office of Communications Guidelines Manual indicating policies and regulations for visual identity, public	9/06 10/07	Public Relations and Graphics Supvr. Graphics Supervisor	In Progress

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

ACTIVITIES	Target Date for Completion	Responsible Person/ Group	Status/Outcome
relations and print publications.			
b. Establish ties with 30+ program/services to ensure compliance with agency policies and regulations related to the Office of Communications.	On-going	Public Relations and Graphics Supvr. Graphics Supervisor Web Manager	On-going
<p>2. 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.</p> <p>a. Collect data on the general public awareness and knowledge of ESBOCES mission and programs.</p> <p>b. Build student to student awareness, establishing ties with component school districts to report student success stories to students' home school districts (i.e. Chambers of Commerce, Kiwanis Clubs, Rotary Clubs, Social Services agencies).</p> <p>c. Distribute ESBOCES media material at community venues.</p> <p>d. Implement a program ensuring all major agency print media items are translated to Spanish and distributed to the Spanish speaking population in Eastern Suffolk County.</p>	<p>On-going</p> <p>7/08</p> <p>On-going</p> <p>On-going</p>	<p>Dir., Comm., Research & Recruitment</p> <p>Public Relations and Graphics Supvr.</p> <p>Public Relations and Graphics Supvr.</p> <p>Public Relations and Graphics Supvr.</p> <p>Dir., Comm., Research & Recruitment Communications Program Assistant</p>	<p>In Progress</p> <p>On-going</p> <p>On-going</p> <p>On-going</p>
<p>3. Develop and implement Public Relations and marketing outreach initiatives</p> <p>a. Maintain external media contact lists</p> <p>b. Maintain weekly communication with external Public Relations firm.</p>	<p>On-going</p> <p>On-going</p> <p>On-going</p>	<p>Public Relations and Graphics Supvr.</p> <p>Senior Stenographer</p> <p>Public Relations and Graphics Supvr.</p>	<p>On-going</p> <p>On-going</p> <p>On-going</p>
<p>4. Implement a plan for improving upon website communication initiatives and measure its effectiveness.</p> <p>a. Develop a committee to review website functionality.</p>	<p>10/08</p> <p>1/07</p>	<p>Dir., Comm., Research & Recruitment</p> <p>Dir., Comm., Research & Recruitment Web Manager</p>	<p>On-going</p> <p>On-going</p>

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

ACTIVITIES	Target Date for Completion	Responsible Person/ Group	Status/Outcome
b. Add functionality to esboces.org e.g., website calendar, opt in e-mail, photo gallery, online surveys, search engine.	10/08	Web Manager Public Relations and Graphics Supvr.	On-going
c. Web Manager to report and analyze traffic to esboces.org website on a monthly basis.	On-going	Web Manager	On-going
d. Ensure linkages between ESBOCES website and component school district websites. Whenever possible, ESBOCES should appear as a link on component school district websites.	On-going	Web Manager	
5. Develop quarterly reporting on implementation of action plans a. Graphic Supervisors and Web Manager to submit monthly reports to the Director, Communications, Research, and Recruitment on progress of all department initiatives	On-going	Public Relations and Graphics Supvr. Graphic Supervisor Web Manager	On-going
6. Evaluate the effectiveness of the agency's primary internal and external communication tools: a. Evaluate Dialogue b. Evaluate Highlights	On-going 10/08 6/08	Dir., Comm., Research & Recruitment Public Relations and Graphics Supvr. Public Relations and Graphics Supvr.	On-going
7. Implement a plan for increasing awareness and use of the Office of Communications intranet site to promote agencywide communication and information sharing.	On-going	Dir., Comm., Research & Recruitment Public Relations and Graphics Supvr.	On-going

RESOURCES REQUIRED:

Continued funding
Previous evaluation reports
Policy and regulation documents

POSSIBLE SOURCES OF FUNDING:

Administrative and program budgets will support the Office of Communications budget.

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

BASELINE DATA AND RESULTS:

Great strides were made towards quantifying the office’s general production and on-time performance with the development of a new job tracking application in 2005-06. A database has been created for each staff member in the Office of Communications to track 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. Statistics will be collected to measure the increase quantitative increase of communications activities.

Service Year	No. of articles appearing in external newspapers	No. of external TV programs featuring ESBOCES	No. of articles published on the ESBOCES website	No. of articles published in Highlights	No. of articles published in Dialogue	Average no. of monthly external Web Site visitors	No. of print media items produced (i.e. catalogs, calendars, brochures, etc.)
2004-05	55	NA	119	NA	NA	NA	NA
2005-06	81	29	135	149	27	54,763	210**
2006-07	210*	12*	100*	202*	21*	66,920*	256**

**These figures do not reflect a full year. Figures marked with an asterisk (*) and appearing in rows for service-years before 2006-07 will remain incomplete as data for those years was not collected until after the start of the service-year.*

*** These figures do not reflect a full year and include visual identity compliance reviews for print media.*

Due to the Web Trends software upgrade and system compatibility issues, the 2004-05 average number of monthly external website visits cannot be reported at this time.

IMPLEMENTATION MEASURES:

Measures will be documented and published at least annually.

Increasing Awareness

- 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 2007-2008 service-year the surveys will be administered again.
- ESBOCES component school district internal newspapers and the Editors of these newspapers were identified during the 2006-07 service-year. Beginning in the 2007-08 service-year, the Office of Communications will begin sending press releases featuring student success stories to the school newspaper within the school districts the students reside. In increasing communication with school districts, it is expected the school districts will feature more articles in their internal newspapers about students enrolled in ESBOCES programs which in turn will increase student, parental and administrations’ awareness of ESBOCES programs.

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

- During the 2006-07 service-year publications requiring Spanish Language translation were identified. Additionally, a bilingual Communications Program Assistant was hired to oversee the translation service.

INFORMATION REQUIRED FOR MEASURES:

Survey data

Web traffic statistics

News Archive

Electronic databases

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
 Assistant Superintendent, Human Resources
 Director of Communications, Research, and Recruitment

COLLABORATOR(S):

Public Relations and Graphics Supervisor
 Graphics Supervisor
 Web Manager
 Senior Stenographer

RELATED OPERATIONAL OBJECTIVE: By July 2008, the Office of Communications and the agency will establish internal procedures and embedded controls to streamline print production and ensure quality control.

DESCRIPTIVE NARRATIVE: Agency-wide requests and need for graphic design and public relations services have grown significantly since the office was created. It is now pertinent that staff members specializing in one of the two primary service areas also be knowledgeable of, and involved in, the work of both service areas. The establishment of standard procedures, agencywide communication policies, and embedded controls will streamline the flow of office information and increase productivity. This action will enable the office to better gauge its human resources and capacity to quantitatively determine whether there is a need to further expand the office's services and staff.

ACTIVITIES	Target Date for Completion	Responsible Person/ Group	Status/Outcome
1. Develop training objectives for office and department designated communications liaisons. a. Develop a system for tracking contributions by web contacts.	10/07	Dir., Comm., Research & Recruitment Public Relations and Graphics Supvr. Web Manager	On-going <i>This was researched and it was determined that technically, tracking this information is not doable.</i>
2. Implement a system to identify needs of contributors and train them. a. Increase the number of web contacts trained.	11/07 1/07	Public Relations and Graphics Supvr. Web Manager Public Relations and Graphics Supvr.	On-going Completed- <i>no longer required as all web updates are now done by the Office of Communications</i>
3. Develop and publish Standard Operating Procedures annually. a. Review current procedures b. Develop new procedures	10/07 8/06 9/06	Dir., Comm., Research & Recruitment Public Relations and Graphics Supvr. Graphics Supervisor Web Manager	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
4. Develop a photo archiving system that categorizes photos by year, program, and subject	7/06	Graphics Supervisor	Completed
a. Identify deficient photo categories and establish criteria and guidelines for submitting photos to each category	8/06	Graphics Supervisor	Completed
b. Determine whether there is a need to hire a professional photographer to supply quality photos for special graphic design projects	8/06	Public Relations and Graphics Supvr. Graphics Supervisor	Completed
c. Identify resources for photos from internal stakeholders.		Public Relations and Graphics Supvr	On-going
5. Collect baseline data on Eastern Suffolk BOCES public image and communications vehicles used within the divisions and departments of Eastern Suffolk BOCES to date to ensure visual identity compliance. <i>(moved from V.A)</i>	On-going	Public Relations and Graphics Supvr. Graphics Supervisor	On-going
6. Identify and utilize Central Support Services for news clipping support.	On-going	Public Relations and Graphics Supvr. Senior Stenographer	Completed

RESOURCES REQUIRED:

Continued funding/staffing
Continued support from Central Support Services
Database
Web training locations

POSSIBLE SOURCES OF FUNDING:

Administrative and program budgets support the Office of Communications budget.

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

BASELINE DATA AND RESULTS:

2004-05

- Approximately 23 web liaisons were trained during the 2004-05 service year.

2005-06

- About 68 web liaisons were trained, representing a 200% increase.

2006-07

Standard Operating Procedures

- These procedures have been in development over the course of the 2006-07 service year.

IMPLEMENTATION MEASURES:

Measures of training and on time performance will be tracked and documented at least monthly. The Office of Communications will provide regular reports of its activities, as well as provide quarterly reports to the Communications Committee of the Board.

INFORMATION REQUIRED FOR MEASURES:

Previous Standard operating procedures

Web Contact Names

Communication Liaison Names

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

ADDRESSES BOCES GOAL(S):

- II. Staff Development
- V. Resourcing and Operational Efficiency
- VII. Strategic Planning
- X. Internal Communications
- XII. Research and Development

RESPONSIBLE ADMINISTRATORS:

Chief Operating Officer
 Assistant Superintendent, Human Resources

COLLABORATOR(S):

Director, Planning and Program Improvement
 Director, Communications, Research and Recruitment
 Administrative Council

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 Planning and Program Improvement Office has been established and staffed. The office coordinates strategic planning activities throughout the agency. Planning and Program Improvement 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 administrators in developing methods to benchmark and track organizational progress, including stakeholder surveys, by analyzing and interpreting data, and by preparing written reports. The Planning and Program Improvement 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., Planning & Program Improvement	In Progress
3. Plan and oversee the transition of Research & Planning Management.	6/04	District Superintendent Interim Assoc. Supt., Regional Svcs.	Completed 6/04

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

ACTIVITIES	Target Date For Completion	Responsible Person/Group	Status/Outcome
4. Assess the feasibility of establishing an Educational Foundation to Support BOCES programs.	6/04	District Superintendent Assoc. Supt., Management Services	Completed 12/04
5. Establish a consortium of grants administrators.	6/08	Dir., Planning & Program Improvement	On-going
6. Provide regular reports of activities to the BOCES Board and to the BOCES community at large.	On-going	Chief Operating Officer Assoc. Supt., Management Services Asst. Supt., Human Resources Dir., Planning & Program Improvement Dir., Comm., Research & Recruitment	On-going

RESOURCES REQUIRED:

Planning and Program Improvement 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

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 semi-annually and results shared with stakeholders. (Reference CoSer Evaluation Summary Reports – 2003-2004; 2004-2005.) In 2003-04 only 12 out of 34 strategic/related operational action plans had baseline or result measures.

IMPLEMENTATION MEASURES:

Implementation will be monitored by regular review and updating of the operational action plans associated with this strategic plan. The Planning and Program Improvement Office will provide regular reports of its activities to the Assistant Superintendent for Human Resources through monthly meetings and reports.

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

RESULTS:

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.

The 2005-06 Agency Mid-Point Review cited that the agency successfully provided satisfactory and exceptional evidence on its planning process content of its strategic plan, and its organizational growth. Middle States recommended that Eastern Suffolk BOCES accreditation be extended for the remainder of the term to 2009. It also requested the agency to continue its efforts in collecting, measuring and using data. All action plans now rely on collection and analysis of data, measuring results, and adapting our activities to obtain or surpass the results desired.

Procedures and activities are being planned for the agency reaccreditation period 2009-2016. All educational site accreditation activities will be integrated into the one agency reaccreditation. Work for the Fall 2008 validation visit began in Spring 2007.

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:

Chief Operating Officer
 Internal Coordinator, Agency-wide

COLLABORATOR(S):

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. A new seven-year Strategic Plan will be developed in 2007-08 and the Middle States Association will be invited to conduct a validation visit in Fall 2008 to re-accredit the Agency for 2009-2016.

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	Chief Operating Officer Agency-wide Steering Committee	Annual membership update occurred 8/00; 8/01; 8/02; 8/03; 8/04; 8/05; 8/06; 8/07

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	Chief Operating Officer Internal Coordinator – Agency level Assoc. Superintendents Directors	Annual meetings occurred 8/00; 8/01; 8/02; 8/03; 8/04; 8/05; 8/06; 8/07
3. Review and approval by Board of revisions to Agency strategic plan	As needed	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; 2005-06; 2006-07; and 2007-08 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; 2005-06; 2006-07; and 2007-08 years
6.a. Facilitate site planning and accreditation activities b. Prepare for site mid point visits for first half of Spring 2006 c. Prepare for site mid-point review for second half of sites in Fall 2006.	Completed	Assoc. Supt., Ed. Services Directors, Ed. Services Dir., Research & Planning	a. Completed 6/04 – Middle States validation visits occurred for 9 sites in Dec. 2003 and for 8 sites in March 2004, on – going b. Completed - Mid-Point Review completed for 7 of 14 sites in spring 2006 and 7 remaining sites in fall 2006

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
7. On-going implementation, monitoring and evaluation of strategic initiatives	On-going	Responsible Cabinet-level administrator(s) of each action plan	On-going
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	Chief Operating Officer Internal Coordinator, Agency-wide	Completed successful agency review November 2005.
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, Administrative Council	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	On-going: All sites have been accredited and have had successful mid-point reviews. Their work will be integrated into one agency-wide accreditation process for 2009-2016.
12. Validation visits by Middle States Association to reaccredit the Agency and Divisions	No later than Spring 2009	Agency/Planning Committee 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

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.

RESULTS:

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 strategic plan and (b) development of a second seven-year strategic plan for the agency and divisions using an approved planning process.

The agency received a successful second mid-point review in November 2005; 7 of the 14 Educational Services instructional program sites received successful mid-point reviews in the spring of 2006 with the remaining 7 instructional program sites receiving successful mid-point reviews in the fall of 2006. A new plan-to-plan for the reaccreditation process is being developed.

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, Planning and Program Improvement

COLLABORATOR(S):

District Superintendent
 Associate Superintendent, Management Services
 Director, Business Services
 Assistant Superintendent, Human Resources
 Program Administrator, Regional Grant Services
 Administrators of Grant Funded Programs

RELATED OPERATIONAL OBJECTIVE: By 2008, 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 revised grant guidelines	Fall 2003	Dir., Research & Planning Assoc. Supt., Mgmt. Services Interim Assoc. Supt., Regional Svc	Completed 3/04. Procedures updated 6/06, 6/07
2. Hire part-time Regional Grants Officer – develop job description – 6/03; advertise vacancy – Fall 2003; Board Appointment 12/03	1/04; Postponed	Assoc. Supt., Regional Services	Job description developed – Hiring Postponed 1/04 – Using consultant and internal staff 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
A staff member will be reassigned to the Office of Research and Planning in the fall to do grants officer work.	12/06	Dir., Research & Planning	In Fall 2006 a staff member was assigned to do Grants Officer work.
3. Convene regular meetings of Eastern Suffolk BOCES administrators of specially funded programs	Initiated Spring 2004	Dir., Planning & Program Imprvmt. Prog Admin., Regional Grant Svcs.	On-going
4. Information sharing about current grant funded programs through expansion various methods	On-going	Consortium participants Dir., Planning & Program Imprvmt. Prog Admin., Regional Grant Svcs.	On-going
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., Planning & Program Imprvmt. Prog Admin., Regional Grant Svcs.	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., Planning & Program Imprvmt. Consortium participants Prog Admin., Regional Grant Svcs.	On-going
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 Prog Admin., Regional Grant Svcs.	On-going
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., Planning & Program Imprvmt. Prog Admin., Regional Grant Svcs.	On-going
9. Use new technology tools (email; listserv; website; etc.) to promote communication among the group	On-going	Dir., Planning & Program Imprvmt. Office of Tech. Integration Communications Office Prog Admin., Regional Grant Svcs.	On-going
10. Investigate new cross-grant program initiatives and form ad hoc subcommittees as appropriate to facilitate new grant writing initiatives; research statistical data needed to develop grant proposals including budget development	On-going	Dir., Planning & Program Imprvmt. Consortium participants Prog Admin., Regional Grant Svcs.	On-going

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
11. Provide informational sessions and technical assistance to BOCES staff on development of grant proposals	On-going	Dir., Planning & Program Imprvmt. Prog Admin., Regional Grant Svcs.	On-going
12. Develop funding proposals, grant applications, etc.	On-going	Dir., Planning & Program Imprvmt. Prog Admin., Regional Grant Svcs.	On-going
13. Expand Consortium for Grant Funded Programs to include representatives of component school districts	On-going	Dir., Planning & Program Imprvmt. Prog Admin., Regional Grant Svcs.	In Progress
14. Provide informational sessions and technical assistance to component school districts on development of grant proposals	On-going	Dir., Planning & Program Imprvmt. Prog Admin., Regional Grant Svcs.	On-going

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

BASELINE DATA:

The decision to hire a Regional Grants Officer was postponed in 2004. These functions are being addressed by the Director of Planning and Program Improvement, who has established a system to facilitate resource and knowledge sharing, until the required staff are approved and hired. In 2006, a staff member was reassigned to do grants officer work.

In 2003-04, a total of \$19,835,465.77 was reported on our "F" budget lines for grant funded projects.
 In 2004-05, approximately \$27,634,014 was reported on our "F" budget lines for grant specially funded projects.
 In 2004-05 there were approximately 43 major grants and specially funded projects.
 In 2004-05, three districts and Eastern Suffolk BOCES participated in the grant writing/building capacity coser.
 In 2005-06 approximately \$26,644,878 was reported on the F budget lines. Several funding sources were closed (Even Start Central Islip and ReRout; and Homeless Children and Youth).

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

In 2005-06 there were approximately 47 major grants and specially funded projects.

In 2005-06, seven districts and Eastern Suffolk BOCES participated in the grant writing/building capacity coser.

IMPLEMENTATION MEASURES:

Updating action plans

Meeting minutes of New York Initiatives/Specially Funded Projects Group

Monthly reports

Annual report

RESULTS:

An increase in resource and knowledge sharing among grant administrators will occur. Additional funding sources for the agency will be acquired.

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

In 2006-07 approximately \$27,289,893 was reported on the F budget lines.

In 2006-07, there were approximately 62 major grants and specially funded projects.

In 2006-07, three districts and Eastern Suffolk BOCES participated in the CoSer/shared service. An RFP was developed to encourage more providers to serve the agency and districts are now able to use a variety of professionals to meet their needs through the 531 CoSer. These new providers offer an array of related services with a range of prices, making the services more affordable to all districts.

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
NEW Related Operational Action Plan VI.D: Research Performance and Capacity

ADDRESSES BOCES GOAL(S):

- II. Staff Development
- V. Resourcing and Operational Efficiency
- VII. Strategic Planning
- X. Internal Communications
- XII. Research and Development

RESPONSIBLE ADMINISTRATOR:

Chief Operating Officer
 Director, Communications, Research, and Recruitment

COLLABORATOR(S):

Director, Planning and Program Improvement
 Research Analyst
 Web Manager
 Assistant Superintendent, Human Resources

RELATED OPERATIONAL OBJECTIVE: By 2009, Eastern Suffolk BOCES will establish the Office of Research as a provider of high-quality educational, evaluation, and policy research that is of statewide standing and aligned with the informational needs of the ESBOCES programs and staff, component school districts, and other government and non-government entities influencing public education on Long Island.

DESCRIPTIVE NARRATIVE: The Research Office provides program and policy research support for the region. Assisting constituents in defining issues influencing public education, selecting research designs, obtaining information and interpreting results, the office helps meet present regional challenges and develop strategies for improving regional educational initiatives. Projects include regional analyses of statewide school funding, student outcome data analyses, etc. Strategies to achieve this priority include: a) promoting engagement/partnerships with regional agencies/ organizations, b) diversifying and expanding the office's access to data resources, c) building upon the knowledge base of existing staff and exploring emerging research methodologies, d) conducting an ongoing research program of regional analysis, program evaluation, and organizational improvement to facilitate the use of management information in key agency and regional decision-making processes, and e) utilizing the Web to greater extents to articulate to the region the ESBOCES as a resource for research and evaluation.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Maximize sharing of data a. Evaluate current internal (ESBOCES) structures for sharing and maintaining data, and modify structures based on needs of departments/offices affected. b. Encourage the regional sharing of data.	On-going 2009 On-going	Dir., Comm., Research & Recruitment Research Analyst Web Manager	In Progress

Eastern Suffolk BOCES
NEW Related Operational Action Plan VI.D: Research Performance and Capacity

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
2. Establish new (and reevaluate current) timelines and systems for obtaining data required for regional research and evaluation reports.	2008	Dir., Comm., Research & Recruitment	Pending
3. Establish timelines for conducting internal program evaluations and internal staff surveys now being requested on an annual basis.	2008	Research Analyst	Pending
4. Assess and categorize current research activities. a. Determine whether the research takes advantage of the agency's internal resources. b. Determine whether the research accurately aligns with the agency's mission and goals.	2008	Dir., Comm., Research & Recruitment Research Analyst	Pending
5. Increase expenditure on research-oriented electronic library holdings and resource databases.	2009	Dir., Comm., Research & Recruitment Dir., Planning and Program Imprvmnt. Asst. Supt., Human Resources	Pending
6. Support collaborative research opportunities with regional partners. a. Foster and formalize linkages with regional agencies and organizations engaging in research affecting public education.	On-going	Dir., Comm., Research & Recruitment	In Progress
7. Establish research and evaluation focused forums around common themes to promote discussion and documentation of research priorities and issues of measurement. a. Facilitate this through "cluster" groups. b. Encourage participation among university staff, school district personnel responsible for program evaluation, and other staff within other like agencies/organizations.	2011	Dir., Comm., Research & Recruitment	Pending

Eastern Suffolk BOCES
NEW Related Operational Action Plan VI.D: Research Performance and Capacity

RESOURCES REQUIRED:

Communications, Research, and Recruitment office personnel and operating expenses.

POSSIBLE SOURCES OF FUNDING:

Administrative budget.

BASELINE DATA:

Unavailable at this time.

IMPLEMENTATION MEASURES:

Implementation will be monitored thru the benchmarking of performance indicators to be determined within the first year of carrying out the plan.

RESULTS: To be determined

Expected: Effectiveness will be measured in the increased access to resources, as well as through survey data used to determine whether the office is moving towards fulfilling its related operational objective.

INFORMATION REQUIRED FOR MEASURES:

Available internal and external databases.

Contacts for agencies/organizations involved in public education.

Eastern Suffolk BOCES
Strategic Action Plan VII.A: Management Services Division Mission Achievement

ADDRESSES BOCES GOAL(S):

- II. Staff Development
- III. Quality Management
- IV. Program Availability
- V. Resourcing and Operational Efficiency
- VI. Technology
- VII. Strategic Planning
- VIII. Space and Safety
- X. Internal Communications
- XI. Staff Recruitment and Retention
- XII. Research and Development

RESPONSIBLE ADMINISTRATOR:

Associate Superintendent, Management Services

COLLABORATOR(S):

Administrative Council Members

STRATEGIC PLANNING STRATEGY: By July 2009, the Management Services Division will increase its capacity to achieve, and the achievement of, its mission by: providing effective needs-based staff development to divisional and agency staff; continuing to improve internal controls agency-wide; continuing to improve internal divisional systems and processes; continuing to improve existing and/or creating new services to both external and internal customers; and increasing the internal and external leadership / resource / support role of all administrators and other appropriate staff within the division.

DESCRIPTIVE NARRATIVE: By July 2009, the Management Services Division will increase its capacity to achieve, and the achievement of, its mission by:

- Providing effective needs-based professional development to divisional and agency staff. This professional development will be in the areas of supervisory skills, leadership skills, management skills, administrative technology, data collection and analysis, risk assessment, development and implementation of cost effective internal controls, etc. as may be necessary.
- Continuing to improve internal controls agency-wide through the use of risk assessment, documentation, communication, and professional development.
- Continuing to improve internal divisional systems and processes through a collaborative process that engages system users and system operators.
- Continuing to improve existing and/or creating new services to both external and internal customers through research and engagement with both internal and external customers.
- Increasing the internal and external leadership / resource / support role of all administrators and other appropriate staff within the division through enhancement of research skills, development of professional development opportunities, and increased and improved documentation and communication.

Eastern Suffolk BOCES
Strategic Action Plan VII.A: Management Services Division Mission Achievement

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Provide effective needs-based staff development to both divisional and agency staff members	6/30/2009	Assoc. Supt., Management Services Divisional Directors	In Progress
2. Continue to improve internal controls agency-wide	6/30/2009	Assoc. Supt., Management Services Directors	In Progress
3. Continue to improve divisional internal systems and processes	6/30/2009	Assoc. Supt., Management Services Divisional Directors	In Progress
4. Continue to improve existing and/or create new services to both external and internal customers	6/30/2009	Assoc. Supt., Management Services Divisional Directors	In Progress
5. Increase internal and external leadership / resource / support role of all administrators and other appropriate staff within the division	6/30/2009	Assoc. Supt., Management Services Divisional Directors	In Progress

RESOURCES REQUIRED:

Time

POSSIBLE SOURCES OF FUNDING:

Administrative and Program Budgets

BASELINE DATA:

Observational, undocumented assessment of staff development needs

Internal audit findings

Co-Ser survey of external customers

Eastern Suffolk BOCES
Strategic Action Plan VII.A: Management Services Division Mission Achievement

IMPLEMENTATION MEASURES:

- Assessment of staff development needs – establish baseline and then develop annual targets for improvement
- Internal audit findings – timely corrective action for each finding with no repeated findings after implementation of corrective action
- Assessment of customer satisfaction – establish and apply assessment tool for internal and external customers and then develop annual targets for improvement
- Assessment of leadership posture – establish and apply assessment tool and then develop annual targets for improvement

RESULTS: To be determined

INFORMATION REQUIRED FOR MEASURES:

See above

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
- II. Staff Development
- III. Quality Management
- V. Resourcing and Operational Efficiency
- VI. Technology
- X. Internal Communications

RESPONSIBLE ADMINISTRATORS:

Associate Superintendent, Management Services

COLLABORATOR(S):

Associate Superintendents
 Administrative Council
 Building / Program Administrators

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

DESCRIPTIVE NARRATIVE: Working collaboratively with all stakeholders, Administrative Council members will collect and/or document all Board policies, administrative regulations, 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/Outcome
PHASE 1 - Agency			
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.	2003-06	Exec. Dir., Admin. Services Administrative Council	Complete

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/Outcome
3. Collect and/or document existing rules, procedures, practices, and forms. Perform initial review and revision.	2003-09	Assoc. Supt., Management Services Administrative Council	In Progress
4. Perform initial review and revision of existing Administrative Regulations. (See related operational action plan VII.E)	2003-06	Exec. Dir., Admin. Services Administrative Council	Complete
5. Establish process for regular review, revision, and establishment of Board Policies, Administrative Regulations, rules, procedures, practices, and forms.	2003-05	Assoc. Supt., Management Services Administrative Council Board	Complete
6. Determine effective method(s) of organization and distribution of Board policies, administrative regulations, rules, procedures, practices, and forms.	2003-05	Assoc. Supt., Management Services Administrative Council	Complete
7. Organize, and distribute or make all Board policies, administrative regulations, rules, procedures, and forms available to all staff.	2005-06	Administrative Services	Complete
8. Train staff in the existence, location, and use of all Board policies, administrative regulations, rules, procedures, and forms.	2003-09	Administrative Council	In Progress
9. 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
10. Perform a follow-up review and revision of existing Board policies to address compliance with new State laws, regulations or requirements.	6/30/08	Assoc. Supt., Management Services Administrative Council	In Progress
11. Perform a follow-up review and revision of existing Administrative Regulations to address updates of Board policies.	6/30/08	Assoc. Supt., Management Services Administrative Council	In Progress
12. Perform annual review of all existing Board policies.	Ongoing	Assoc. Supt. Management 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/Outcome
PHASE 2 – Management Services Division	6/08		
1. Collect and/or document all rules, procedures, practices, and forms within the Division.	6/30/08	Assoc. Supt., Management Services Dir., Administrative Services Dir., Business Services Dir., Technology Integration Dir., Regional Information 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, belief and parameter statements, division mission statement, and best practices. The areas of inventory, purchasing, professional services, expenditures and revenues will be addressed initially.	6/30/08	Assoc. Supt., Management Services Dir., Administrative Services Dir., Business Services Dir., Technology Integration Dir., Regional Information Center	In Progress
3. Review, revise, and establish procedures, practices and forms for addressing Audit findings. Audits include annual independent audit, internal audit, and federal, state or local government audits.	6/30/08	Assoc. Supt., Management Services Dir., Administrative Services Dir., Business Services	
4. Organize and distribute or make the above available to all staff.	6/30/08	Assoc. Supt., Management Services Dir., Administrative Services Dir., Business Services Dir., Technology Integration Dir., Regional Information Center	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., Educational Services Dir., Special Education Dir., Career & Technical Education Dir., Ed. Support Services	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., Educational Services Dir., Special Education Dir., Career & Technical Education Dir., Ed. Support 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/Outcome
3. Organize and distribute or make the above available to all staff.	2003-09	Assoc. Supt., Management Services Dir., Special Education Dir., Career & Technical Education Dir., Ed. Support Services	In Progress

RESOURCES REQUIRED:

Time

POSSIBLE SOURCES OF FUNDING:

No additional economic resources required

BASELINE DATA:

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

IMPLEMENTATION MEASURES:

Adherence to schedule

RESULTS:

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
Director, Administrative Services

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

RELATED OPERATIONAL OBJECTIVE: By August 2008, Eastern Suffolk BOCES will redesign the agency’s billing and contract business processes and fully implement a comprehensive PeopleSoft billing/accounts receivable/contract module that will provide strategic financial reporting capabilities for administrators, as well as electronic files for contract and billing information for component school districts.

DESCRIPTIVE NARRATIVE: Through the execution of four 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 distribute the school district contract data, reporting and maintenance to the programs that produce the data, eliminating some redundant databases and data entry.

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., Management Services Dir., Business Services Dir., Technology Integration	Completed
5. Complete implementation of Phase I plan.	07/07	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	Completed
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.	8/06	Dir., Technology Integration Dir., Business Services Administrative Services Staff	Complete
3. Modify software to ensure compliance with program and contract needs	10/06	Dir., Technology Integration	Complete

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

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
4. Complete Implementation of Phase III	6/07	Dir., Technology Integration Dir., Business Services Administrative Services Staff	Complete
PHASE IV			
1. Develop detailed implementation plan that includes programming timeline and specifications for necessary software modifications	3/07	Dir., Administrative Services Dir., Business Services Dir., Technology Integration	Completed
2. Meet with BOCES program administrators to perform needs assessment	9/07	Dir., Administrative Services Dir., Business Services Dir., Technology Integration	In Progress
3. Develop process for adding new services and modifying existing services using an electronic approval process	10/07	Dir., Administrative Services Dir., Business Services Dir., Technology Integration	In Progress
4. Train program staff to update and add services directly in PeopleSoft	010/07	Dir., Administrative Services Dir., Business Services Dir., Technology Integration	Pending
5. Program staff to review, update and add services directly in PeopleSoft which will be used as part of the Shared Services Guide	11/07	Divisional Directors Dir., Administrative Services Dir., Business Services Dir., Technology Integration	Pending
6. Produce the preliminary request for services for school districts from PeopleSoft	12/07	Dir., Administrative Services Dir., Business Services Dir., Technology Integration	Pending
7. Define and develop the contract modification process for services through PeopleSoft	03/08	Dir., Administrative Services Dir., Business Services Dir., Technology Integration	Pending
8. Train program staff on contract modification process	04/08	Dir., Administrative Services Dir., Business Services Dir., Technology Integration	Pending
9. Produce final contract for school districts from PeopleSoft	05/08	Dir., Administrative Services Dir., Business Services Dir., Technology Integration	Pending

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

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
10. Begin billing solely from contract data	07/08	Dir., Administrative Services Dir., Business Services Dir., Technology Integration	Pending

RESOURCES REQUIRED:

Staff time

POSSIBLE SOURCES OF FUNDING:

Budget

BASELINE DATA:

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

IMPLEMENTATION MEASURES:

Staff meetings
Periodic status reports

RESULTS: To be determined

Every applicable division will be trained and be using the redesigned billing/contract process model by August of 2008. By June 2007, Program Administrators will be able to monitor district subscriptions to services. 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: Creating 5-Year Technology Plan to Improve Productivity

ADDRESSES BOCES GOAL(S):

- V. Resourcing and Operational Efficiency
- VI. Technology

RESPONSIBLE ADMINISTRATORS:

Director, Technology Integration

COLLABORATOR(S):

Asst. Director, Technology Integration
 Administrative Council
 Building / Program Administrators

RELATED OPERATIONAL OBJECTIVE: By February 2008, Eastern Suffolk BOCES will establish and begin implementation of a five-year technology plan designed to position the agency to leverage its existing technology in achieving increased productivity and to identify and implement new technologies that will further enhance productivity in the future.

DESCRIPTIVE NARRATIVE: By February 2008, the Office of Technology Integration will create and publish on the agency's Intranet a five year technology plan. This plan will consist of various sections that document: the existing infrastructure; the inventory of hardware and software; the standards for acquisition of new hardware and software; the standards for use of the hardware, software and network; research and development; visions of the future; Implementation schedules and projected costs; and other assorted sections that will serve to advance the objective of increased productivity.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Establish a preliminary plan outline	9/1/06	Dir., Technology Integration	Completed
2. Document existing infrastructure and inventories	9/1/06	Asst. Dir., Technology Integration	Completed
3. Create/revise written standards for hardware and software acquisition	9/1/07	Dir., Technology Integration Asst. Dir., Technology Integration	Completed
4. Create/revise written standards for hardware / software / network use	9/1/07	Dir., Technology Integration Asst. Dir., Technology Integration	Completed
5. Create a written process for research and development	11/1/07	Dir., Technology Integration	In Progress
6. Document potential / probable vision for the future including implications	11/1/07	Dir., Technology Integration	In Progress
7. Document implementation schedules and projected costs in detail for year 1 and in summary for years 2 through 5	12/1/07	Dir., Technology Integration	Pending

Eastern Suffolk BOCES
Related Operational Action Plan VII.D: Creating 5-Year Technology Plan to Improve Productivity

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
8. Submit draft plan to Administrative Council for review, feedback, and agreement	12/15/07	Dir., Technology Integration	Pending
9. Begin Implementation of the approved plan	02/01/08	Dir., Technology Integration	Pending

RESOURCES REQUIRED:

Time

POSSIBLE SOURCES OF FUNDING:

Office of Technology Integration Program Budget

BASELINE DATA:

Hardware inventory embedded within the agency Capital Asset Management System
 Policy 4590 – Administrative Computer Network Security and Disaster Recovery
 Policy 5112 – Staff Use of Electronic Communications
 Regulation 5112R – Staff Use of Electronic Communications
 Policy 6216 – Student Use of Electronic Communications
 Regulation 6216R – Student Use of Electronic Communications
 Policy 7151 – Internet Content Filtering
 Policy 7152 – Misuse/Abuse of Software and/or Electronic Communications Systems
 Policy 7231 – Computer Software Copyright
 Regulation 7240R.5 – Guidelines for Computer Software

IMPLEMENTATION MEASURES:

Staff perception of increased productivity levels as measured through qualitative surveys

RESULTS: To be determined

INFORMATION REQUIRED FOR MEASURES:

Staff and administrator survey results

**Eastern Suffolk BOCES
Related Operational Action Plan VII.E: Expand Extranet**

ADDRESSES BOCES GOAL(S):

- V. Resourcing and Operational Efficiency
- VI. Technology

RESPONSIBLE ADMINISTRATOR:

Associate Superintendent, Management Services
Director, Regional Information Center

COLLABORATOR(S):

Assistant Coordinator, District & Financial Services

RELATED OPERATIONAL OBJECTIVE: By July 2009, the Management Services Division will have expanded the agency Extranet to include sites for the BOCES Board, component superintendents, district clerks, and technology administrators. These sites will be created, deployed, and supported with appropriate user training and help desk services.

DESCRIPTIVE NARRATIVE: By July 2009, the Management Services Division will have expanded the agency Extranet to include sites for the BOCES Board, component superintendents, district clerks, and technology administrators. These sites will be created, deployed, and supported with appropriate user training and help desk services.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Create/Publish BOCES Board site, and provide user training as appropriate	8/30/08	Assoc. Supt., Management Services Dir., Regional Information Center	In Progress
2. Create/Publish School Superintendents' site, and provide user training as appropriate	9/1/08	Assoc. Supt., Management Services Dir., Regional Information Center	In Progress
3. Create/Publish District Clerks' site, and provide user training as appropriate	10/1/08	Admin. Coordinator, District & Financial Services	Pending
4. Create/Publish Technology Administrators' site, and provide user training as appropriate	10/1/07	Dir., Regional Information Center	In Progress
5. Assure help desk services are available within the RIC to support these new sites	7/1/07	Dir., Regional Information Center	Completed

RESOURCES REQUIRED:

POSSIBLE SOURCES OF FUNDING:

Eastern Suffolk BOCES
Related Operational Action Plan VII.E: Expand Extranet

BASELINE DATA:

These sites do not yet exist

IMPLEMENTATION MEASURES:

Existence of sites

RESULTS: To be determined

INFORMATION REQUIRED FOR MEASURES:

Eastern Suffolk BOCES
Related Operational Action Plan VII.F: Enhance Division's Leadership Position in School Finance, Business Management, Operations, and Information Technology

ADDRESSES BOCES GOAL(S):

- II. Staff Development
- IV. Program Availability
- VI. Technology

RESPONSIBLE ADMINISTRATOR:

Associate Superintendent, Management Services
 Director, Regional Information Center
 Director, Administrative Services

COLLABORATOR(S):

Assistant Coordinator, District & Financial Services
 Safety & Administrative Support Manager

RELATED OPERATIONAL OBJECTIVE: By July 2009, there will be a measurable enhancement of the Management Services Division's stature as a regional leader in the areas of school finance, business management, operations, and information technology.

DESCRIPTIVE NARRATIVE: By July 2009, the Management Services Division shall have measurably enhanced its stature as a regional leader in the areas of school finance, business management, operations, and information technology by means of increased staff expertise, the release of findings from new research projects, serving on / chairing local, regional, and state committees, establishing and/or expanding strategic relationships with institutions of higher educational, and expanding relationships with NYSED and various educational and business associations.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Increase administrator and staff expertise through participation in relevant professional development opportunities and self directed study	6/30/09	Assoc. Supt., Management Services Dir., Regional Information Center Dir., Administrative Services	In Progress
2. Perform and release findings of new or updated research on relevant topics	6/30/09	Assoc. Supt., Management Services Dir., Regional Info Center Dir., Administrative Services	In Progress
3. Serve on / chair various pertinent local, regional, and state committees	6/30/09	Assoc. Supt., Management Services Dir., Regional Information Center Dir., Administrative Services	In Progress
4. Establish and/or expand strategic relationships with institutions of higher education	6/30/09	Assoc. Supt., Management Services Dir., Regional Information Dir., Administrative Services	In Progress

Eastern Suffolk BOCES
Related Operational Action Plan VII.F: Enhance Division's Leadership Position in School Finance, Business Management, Operations, and Information Technology

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
5. Establish and/or expand relationships with NYSED and educational and business associations	6/30/09	Assoc. Supt., Management Services Dir., Regional Information Center Dir., Administrative Services	In Progress

RESOURCES REQUIRED:

POSSIBLE SOURCES OF FUNDING:

BASELINE DATA: Not available at this time

IMPLEMENTATION MEASURES:

RESULTS: To be determined

INFORMATION REQUIRED FOR MEASURES:

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

COLLABORATOR(S):

Administrators, Regional Information Center
 Director, Planning and Program Improvement
 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 Information Center	In Progress
a. A handbook of RIC processes and procedures will be developed for use by districts, vendors, and internal staff members when requesting services.	Dec 2007	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.	June 2009	Dir., Regional Information Center	In Progress
e. Hosting of Sharepoint sites for external users,	August 2007	Dir., Regional Information 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
specifically school district Technology Directors, District Clerks, and School Districts will be implemented			
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.	Ongoing June 2005	Dir., Regional Information Center Supervisor, Technical Services	Ongoing Completed
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 Information Center Program Administrator Coord., Student Mgmt Systems Supervisor, Technical Services Program Administrator	In Progress In Progress Completed 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. c. Scanning of Regents.	Annually June 2006 Ongoing June 2006	Dir., Regional Information Center Program Administrator Program Administrator Program Administrator	In Progress Completed In Progress Completed
5. Create and implement a remote back-up Disaster Recovery service for component districts' financial records.	June 2005	Dir., Regional Information Center Asst. Coord., Fin. & District Svcs. Supervisor, Technical Services	Completed
6. Develop and implement a plan to expand internal technical capacity in an effort to reduce dependency on outside vendors.	June 2007	Dir., Regional Information Center	Significant progress continues to be made to date within the Technical Services group, through training and expansion of responsibilities.

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

RESOURCES REQUIRED:

- Personnel
 - An anticipated increase of 3 or more FTE's is targeted for 2007-08
- Facilities
 - Physical workspace has been expanded to include the Westhampton Beach DeFeo building to accommodate the growing FTE population needed to support expanding 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, SAN equipment, network expansion to accommodate increasing high-bandwidth internet connections by districts to SRIC NOC

SOURCES OF FUNDING REQUIRED:

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

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

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

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

RESULTS:

- 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

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 July 2009, 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 Information Center	Completed
2. Develop assessment methodology.	12/1/05	Committee	Completed
3. Perform assessment.	7/1/05	Dir., Regional Information Center	Completed
4. Analyze results and summarize.	8/1/05	Dir., Regional Information Center	Completed
5. Revise assessment methodology based upon feedback received from assessment results.	6/30/06	Committee	In Progress
6. Develop new assessment based upon previous comments and feedback	10/1/07	Committee	Pending
7. Perform Assessment	6/30/08	Dir., Regional Information Center	Pending
8. Analyze results and summarize	9/1/08	Dir., Regional Information Center	Pending
9. Publish findings	12/30/08	Dir., Regional Information Center	Pending

RESOURCES REQUIRED:

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

Eastern Suffolk BOCES

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

POSSIBLE SOURCES OF FUNDING:

- SRIC budget

BASELINE DATA:

- Co-Ser Survey results 2003-04
- Anecdotal data from school districts and program administrators
- RIC Services Survey results 2004-05
- Co-Ser Survey results 2004-05
- Co-Ser Survey results 2006-07

IMPLEMENTATION MEASURES:

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

RESULTS:

- Results recorded through the use of the assessment tool
 - Quality of services delivered
 - Responsiveness to requests/issues
 - Adherence to stated project timeframes
- Analysis of RIC Services Survey results 2004-05, Co-Ser Survey results 2004-05, and Co-Ser survey results 2006-07 relative to baseline information

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

Eastern Suffolk BOCES
Related Operational Action Plan VIII.C: Review of RIC Pricing Structures and Service Offerings

ADDRESSES BOCES GOAL(S):

- IV. Program Availability
- V. Resourcing and Operational Efficiency

RESPONSIBLE ADMINISTRATOR:

Director, Regional Information Center

COLLABORATOR(S):

Associate Superintendent, Management Services
 Director, Regional Information Center
 Administrative Staff, Regional Information Center

RELATED OPERATIONAL OBJECTIVE: By July 2009, the pricing structures and service offerings for all services will be reviewed so as to maximize school district participation and expansion / repackaging of services to assure cost effectiveness for participants.

DESCRIPTIVE NARRATIVE: The Director of the Regional Information Center will involve a representative sample of stakeholders, to participate in a collaborative review and assessment of the pricing structures and combinations of service offerings to school districts and other authorized entities, to identify areas of improvement in efficiencies and cost of participation. The RIC will develop greater consistency in pricing models for all services and examine additional efficiencies in associating like services to maximize school district participation.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Establish committee of stakeholders from the RIC Budget Planning Committee participants, RIC Administrative staff, and other identified stakeholders	Dec., 2006	Dir., Regional Information Center	Completed
2. Assess the current pricing structures and services; make recommendations for improvements. This will be ongoing through the process	March, 2009	Committee	In Progress
3. Implement new pricing models and inform school districts of package offerings through the Shared Service Guide, and other informational materials, as appropriate. This will be ongoing through the process	June, 2009	Dir., Regional Information Center Admin Staff, Regional Info Center	Implementation of new pricing models will occur as they are completed and ready

Eastern Suffolk BOCES
Related Operational Action Plan VIII.C: Review of RIC Pricing Structures and Service Offerings

RESOURCES REQUIRED:

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

POSSIBLE SOURCES OF FUNDING:

- Regional Information Center budget

BASELINE DATA:

- Number of participants in-region and out-of-region in each RIC service offering for 2005-06
- Number of participants in-region and out-of-region in each RIC service offering for 2006-07

IMPLEMENTATION MEASURES:

- Monitoring of the number of participants in-region and out-of-region in each RIC service offering as new pricing structures and service offerings are implemented in no less than 6 month increments

RESULTS:

- To be determined 6 months after first implementation of new pricing structure and/or service offering by program service

INFORMATION REQUIRED FOR MEASURES:

- RIC Service Survey results
- Shared Service Guide responses for annual contract commitments
- Contract Modification Requests and Cross Contracts for services
- Program billing information for each service.

Eastern Suffolk BOCES

Related Operational Action Plan VIII.D: RIC Research and Development of Expanded Network Solutions

ADDRESSES BOCES GOAL(S):

- IV. Program Availability
- VI. Technology
- VII. Strategic Planning
- XII. Research and Development

RESPONSIBLE ADMINISTRATOR:

Director, Regional Information Center

COLLABORATOR(S):

Associate Superintendent, Management Services
 Director, Regional Information Center
 Administrative Staff, Regional Information Center

RELATED OPERATIONAL OBJECTIVE: By June 2009, the feasibility and demand potential from school districts for expanding networked solutions through Eastern Suffolk BOCES will be researched.

DESCRIPTIVE NARRATIVE: The Director of the Regional Information Center will involve a representative sample of stakeholders, to participate in a collaborative effort to research and develop expanded networked solutions to be hosted at Eastern Suffolk BOCES for school districts. Some of the areas of investigation will include, but are not limited to:

- SAN (Storage Area Network) solution for Data Retention and Disaster Recovery
- Microsoft Exchange services
- Unified Messaging
- Off-site, out-of-region disaster recovery for data

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Establish committee of stakeholders	Dec., 2006	Dir., Regional Information Center	In Progress
2. Conduct research into each identified technology, as determined by committee	Ongoing	Committee	In Progress
3. Determine feasibility of each identified desired technology and develop an acquisition and implementation plan	Ongoing	Dir., Regional Information Center Admin Staff, Regional Info Center	In Progress
a. WebDesign and Hosting services	June 2007		Completed
b. Internet2	July 2007		Completed
c. Wireless connectivity for twin forks, and island communities back to the RIC	June 2009		In Progress

Eastern Suffolk BOCES

Related Operational Action Plan VIII.D: RIC Research and Development of Expanded Network Solutions

RESOURCES REQUIRED:

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

POSSIBLE SOURCES OF FUNDING:

- Regional Information Center budget

BASELINE DATA:

- Initial areas of research were identified by the RIC Budget Planning Committee in February 2006

IMPLEMENTATION MEASURES:

- Monitoring of the number of interested participants in each technology as it is presented

RESULTS:

- Review of progress of research and decisions for proceeding with the development of implementation plans every 10-12 months.

INFORMATION REQUIRED FOR MEASURES:

- RIC Service Survey results – questions to include desired areas for research and development
- Feedback from RIC Budget Planning Committee and other interested stakeholders.

Eastern Suffolk BOCES
Related Operational Action Plan VIII.E: RIC Project Management Tracking Procedure

ADDRESSES BOCES GOAL(S):

- II. Staff Development
- III. Quality Management
- V. Resourcing and Operational Efficiency

RESPONSIBLE ADMINISTRATOR:

Director, Regional Information Center

COLLABORATOR(S):

Associate Superintendent, Management Services
 Director, Regional Information Center
 Administrative Staff, Regional Information Center

RELATED OPERATIONAL OBJECTIVE: By June 2009, a standardized process for project management tracking and reporting for all RIC facilitated technology initiatives for school districts will be developed and implemented.

DESCRIPTIVE NARRATIVE: Through a collaborative effort across the RIC Administrative staff, a standardized set of procedures will be developed and implemented to document and track all technology based initiatives that are facilitated and/or coordinated by the Regional Information Center for school districts to improve the quality of the related services and communications delivered and maximize efficiencies through the implementation process.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Initiate planning discussions with RIC Administrative staff members to investigate issues	Nov., 2006	Dir., Regional Information Center	In Progress
2. Design procedure for tracking and managing projects	October 2007	Committee	In Progress
3. Identify and/or construct tools for implementing procedure	August 2008	Committee	In Progress
4. Assess training needs of staff members to utilize tool(s)	Sept. 2008	Committee	In Progress
5. Implement procedure	Dec. 2008	Dir., Regional Information Center	Pending
6. Review progress of procedure and adjust as necessary	June 2009	Committee	Pending

Eastern Suffolk BOCES
Related Operational Action Plan VIII.E: RIC Project Management Tracking Procedure

RESOURCES REQUIRED:

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

POSSIBLE SOURCES OF FUNDING:

- Regional Information Center budget

BASELINE DATA:

- Document current statistics around project implementations
 - Start date
 - End date
 - Multi-year project documentation history from Technology Acquisition Services group
 - Communications from / to district and vendor recording project progress, issues, etc ...

IMPLEMENTATION MEASURES:

- Monitoring of the number of interested participants in each technology as it is presented

RESULTS:

- Compare documentation of project implementation using new tool set relative to baseline to measure performance improvements
- Collect information through surveys, etc... recording reactions from school districts to newer processes for additional feedback and suggestions for further improvements and/or refinements.

INFORMATION REQUIRED FOR MEASURES:

- RIC Service Survey results – questions to include desired areas for research and development
- Feedback from RIC Budget Planning Committee and other interested stakeholders.
- Project planning documentation

Eastern Suffolk BOCES
Related Operational Action Plan VIII.F: RIC Research and Development Procedures

ADDRESSES BOCES GOAL(S):

- II. Staff Development
- III. Quality Management
- VI. Technology
- VII. Strategic Planning
- XII. Research and Development

RESPONSIBLE ADMINISTRATOR:

Director, Regional Information Center

COLLABORATOR(S):

Associate Superintendent, Management Services
 Director, Regional Information Center
 Administrative Staff, Regional Information Center

RELATED OPERATIONAL OBJECTIVE: By December 2008, a standardized process for conducting needs based assessments facilitating the ability for the RIC to conduct research and development activities will be developed and implemented.

DESCRIPTIVE NARRATIVE: Through a collaborative effort across the RIC Administrative staff, involving other staff members within the RIC and across the agency as appropriate, a standardized set of procedures will be developed and implemented to facilitate research and development activities within the RIC based upon the assessment of the needs of the agency and the school districts participating in RIC services. These procedures will address areas such as project selection, feasibility, and funding as part of the tool set that is targeted to be implemented.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Initiate planning discussions with RIC Administrative staff members to investigate issues	Jan. 2007	Dir., Regional Information Center	Completed
2. Design procedure for assessing school district and agency needs	Dec. 2007	Committee	In progress
3. Design procedure for determining project selection, feasibility, funding, and any other limiting factors	March 2008	Committee	Pending
4. Pilot assessment procedures and modify / enhance as needed	Sept. 2008	Committee	Pending
5. Implement procedure	Dec. 2008	Dir., Regional Information Center	Pending

Eastern Suffolk BOCES
Related Operational Action Plan VIII.F: RIC Research and Development Procedures

RESOURCES REQUIRED:

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

POSSIBLE SOURCES OF FUNDING:

- Regional Information Center budget

BASELINE DATA:

- Document areas of concern and current practices

IMPLEMENTATION MEASURES:

- Document progress of development activities and implementation of procedures relative to targeted timelines

RESULTS:

- Review progress of projects selected based upon tool set.

INFORMATION REQUIRED FOR MEASURES:

- RIC Service Survey results – questions to include desired areas for research and development
- Feedback from RIC Budget Planning Committee and other interested stakeholders.
- Participation in new services offered as a result of Research and Development efforts relative to investment with projected ROI

**Eastern Suffolk BOCES
Related Operational Action Plan VIII.G: RIC Contract Management Procedures**

ADDRESSES BOCES GOAL(S):

- III. Quality Management
- V. Resourcing and Operational Efficiency

RESPONSIBLE ADMINISTRATOR:

Director, Regional Information Center

COLLABORATOR(S):

Associate Superintendent, Management Services
Director, Regional Information Center
Administrative Staff, Regional Information Center

RELATED OPERATIONAL OBJECTIVE: By June 2008, a standardized process for collecting and managing all of the contractual information utilized by the RIC in support of service deliveries and school district participation will be developed and implemented.

DESCRIPTIVE NARRATIVE: Through a collaborative effort involving RIC administrative staff members and others across the agency as appropriate, a document management and collection procedure will be developed for all contracts that are negotiated, utilized, or initiated by the RIC. These practices will include the continued refinement of the multi-year service agreements, and Technical Professional Services contracts.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Initiate contract discussions with RIC Administrative staff members, and agency contract examiner to investigate issues	Sept. 2006	Dir., Regional Information Center	Completed
2. Continue refinement of multi-year service agreements and attachments	Oct. 2006	Dir., Regional Information Center RIC Administrative Staff Agency Contracts Examiner	Completed
3. Develop document management process for software licensing, hardware leasing, and all other contracts utilized, and/or negotiated by the RIC	March 2008	Committee	In Progress
4. Implement document management processes	June 2008	Committee	In Progress

RESOURCES REQUIRED:

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

Eastern Suffolk BOCES
Related Operational Action Plan VIII.G: RIC Contract Management Procedures

POSSIBLE SOURCES OF FUNDING:

- Regional Information Center budget

BASELINE DATA:

- Document areas of concern and current practices

IMPLEMENTATION MEASURES:

- Document progress of development activities and implementation of procedures relative to targeted timelines

RESULTS:

- Improved satisfaction amongst school districts and vendors with clear communication and expectations regarding RIC contracts and services.

INFORMATION REQUIRED FOR MEASURES:

- RIC Service Survey results – questions to include feedback on improved document processes
- Feedback from RIC Budget Planning Committee and other interested stakeholders.

Eastern Suffolk BOCES
Related Operational Action Plan VIII.H: RIC Disaster Recovery Plan Development

ADDRESSES BOCES GOAL(S):

- III. Quality Management
- V. Resourcing and Operational Efficiency
- VI. Technology
- VII. Strategic Planning

RESPONSIBLE ADMINISTRATOR:

Director, Regional Information Center

COLLABORATOR(S):

Associate Superintendent, Management Services
 Administrative Staff, Regional Information Center
 Expert Consultants

RELATED OPERATIONAL OBJECTIVE: By June 2008, a comprehensive Disaster Recovery Plan will be developed for all RIC supported applications and data stores.

DESCRIPTIVE NARRATIVE: Through a collaborative effort involving RIC administrative staff members and others across the agency as appropriate, a comprehensive Disaster Recovery Plan will be developed for all applications, infrastructure, and data housed within the RIC. This is being pursued to address the necessity of planning as a good business practice, as well as in response to the NYS Comptroller's letter to Eastern Suffolk BOCES citing this as a recommendation for the RIC.

ACTIVITIES	Target Date for Completion	Responsible Person/Group	Status/Outcome
1. Catalog all data items and infrastructure components, including hardware and software	3/07	Dir., Regional Information Center RIC Administrative Staff	In Progress
2. Categorize and prioritize recovery needs for each element catalogued	8/07	Dir., Regional Information Center RIC Administrative Staff	In Progress
3. Develop strategies and procedures in accordance with industry standards to formulate comprehensive Disaster Recovery Plan	10/07	Dir., Regional Information Center RIC Administrative Staff Expert Consultant as needed	In Progress
4. Review plan and conduct Quality Assurance testing against tasked items	11/07	Dir., Regional Information Center RIC Administrative Staff	Pending
5. Revise plan and repeat Step 4 as necessary	3/08	Dir., Regional Information Center RIC Administrative Staff	Pending
6. Implement strategies and procedures	5/08	Dir., Regional Information Center RIC Administrative Staff	Pending

Eastern Suffolk BOCES
Related Operational Action Plan VIII.H: RIC Disaster Recovery Plan Development

RESOURCES REQUIRED:

- Time
 - Disaster Recovery Planning work is additional assignment for all committee members
- Fiscal Resources
 - Funding for expert technical personnel, hardware, software, and any other material costs must be factored against budgetary constraints

POSSIBLE SOURCES OF FUNDING:

- Regional Information Center budget

BASELINE DATA:

- Document all data elements, software applications, hardware and network infrastructure components

IMPLEMENTATION MEASURES:

- Document progress of development activities and implementation of procedures relative to targeted timelines

RESULTS:

- Improved risk mitigation procedures and strategies for management of recovery in the event of various disaster scenarios
- Improved quality of service for participating school districts and other clients.

INFORMATION REQUIRED FOR MEASURES:

- Letter of recommendations from the NYS Comptroller's Office
- Feedback from RIC Budget Planning Committee, School Technology Directors, and other interested stakeholders.



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