Eastern Suffolk BOCES

Strategic Plan

2005-2006
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Introduction: The BOCES Journey

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

*Educational Services That Transform Lives*

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

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

Finally, this document will lead you along the path of our journey through a roadmap of action plans and performance objectives. This 2004 Edition of the Strategic Plan provides a comprehensive review of our progress to date through a listing of completed action plans and milestones met during the implementation of ongoing plans. In terms of the journey, the completed action plans and milestones can be considered landmarks that we’ve passed on the way to our destination.
We are convinced that the planning and work that has been done, and that remains to be done, through the BOCES Journey is valuable and important. Our confidence has been confirmed by an external validation conducted by the Middle States Association of Colleges and Schools. In May 2000, Eastern Suffolk BOCES became the first educational service agency to be accredited at the agency level by a regional accrediting body. This distinction was followed by other firsts – in October 2001 when our Divisions were accredited and again in 2003-04 when 17 instructional program sites were recommended for accreditation. The agency and the 14 remaining service sites are preparing for Middle States mid-point visits in 2005-06 and the Fall of 2006.

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

July 2005
Mission of Eastern Suffolk BOCES

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

Amended by the Board 10/04

Vision Statement


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 workforce. We are committed to quality, communication, research, respect, safety and attention to our continually changing world.

Management Services Mission Statement

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

Regional Services Mission Statement

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

Human Resources Department Mission Statement

The Eastern Suffolk BOCES Department of Human Resources provides efficient and effective quality human resource related services to our employees and component school districts in support of the education of our lifelong learners.
### STRATEGIC ACTION PLANS FOR IMPROVED STUDENT PERFORMANCE AND ORGANIZATIONAL GROWTH

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

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<tr>
<td>I.B Improving the Educational Outcomes of BOCES Special Education Students in Integrated Settings</td>
<td>I. High Standards &lt;br&gt; IV. Program Availability &lt;br&gt; VI. Technology</td>
<td>7/01</td>
<td>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.</td>
<td>Krizel/ Becker/</td>
<td>In Progress</td>
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<td>Title</td>
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<td>I.C</td>
<td>V. Resourcing and Operational Efficiency</td>
<td>7/02</td>
<td>By June 30, 2005, Eastern Suffolk BOCES will complete the Phase 1 implementation of its new computerized student management system. Phase 1 will include the functions of student attendance, performance reporting, and student discipline. By June 30, 2006 Phase 2 implementation of the student management system will be completed. Phase 2 will concentrate on support structure reorganization, procedure definition and documentation, and reassessment of agency requirements with an emphasis on decentralization of responsibilities.</td>
<td>Krizel/ S. Savarese</td>
<td>In Progress-Phase 1 Completed 6/05</td>
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<td>I.D</td>
<td>I. High Standards II. Staff Development V. Resourcing and Operational Efficiency</td>
<td>9/03</td>
<td>By June 2006, parameters for the identification and purchase of standardized instructional materials will be developed and aligned with the most current Program Profiles in order to prepare students for the Regents, RCTs or Alternate Assessment. An instructional materials recommendation-purchase cycle will be defined and disseminated to staff. The parameters and process established will support standards-based instruction in all BOCES programs.</td>
<td>Skelly</td>
<td>In Progress</td>
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<td>I.E</td>
<td>I: High Standards IV: Program Availability VI; Technology</td>
<td>2005-06 School Year</td>
<td>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.</td>
<td>Becker</td>
<td>In Progress</td>
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<td>I.F</td>
<td>I: High Standards II: Staff Development III: Quality Management VII: Strategic Planning</td>
<td>2005-06 School Year</td>
<td>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.</td>
<td>Alexander-Davis</td>
<td>In Progress</td>
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| I.G Staff Development | I. High Standards  
II. Staff Development  
III. Quality Management  
VIII. Space and Safety  
X. Internal Communications  
XI. Staff Recruitment and Retention | 7/04       | By June 2006, there will be a clear, published protocol for the development and implementation of staff development initiatives pursuant to the agency's contractual obligation. There will be a documented increase in the number of staff members engaged in AFG directed staff development activities. | Becker/ Alexander-Davis/ Skelly | In Progress |
### STRATEGIC ACTION PLANS FOR IMPROVED STUDENT PERFORMANCE AND ORGANIZATIONAL GROWTH

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

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| **II.B** Develop a Comprehensive Facility Needs/ Improvement Plan    | I. High Standards  
V. Resourcing and Operational Efficiency  
VIII. Space and Safety | 7/03 | By September 1, 2004, a comprehensive review of all BOCES owned and leased facilities will be completed. The review of owned facilities will be completed by architects and engineers working in conjunction with BOCES staff members. Leased facilities will be reviewed by BOCES staff working with representatives of the landlords and may involve consultation with architects and engineers. The review will result in the preparation of a report that will provide information on the current status of the facilities, recommendations for future improvement, and the inventory of mechanical equipment that will be used for the development of maintenance schedules. | Bixhorn/ Packman/ Higuera/ Krizel | In Progress   |
### STRATEGIC ACTION PLANS FOR IMPROVED STUDENT PERFORMANCE AND ORGANIZATIONAL GROWTH

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

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| III.B (new) Integrating Job Embedded, Sustained Professional Development to Support Educational Programs in Eastern Suffolk BOCES and Component Districts | I. High Standards  
II. Staff Development  
IV. Program Availability | 2005-06 School Year | By June 2006, Job Embedded Staff Development supporting educational programs in district will be implemented by master teacher coaches, BOCES staff and educational consultants through the collaborative efforts of the Director and the Divisional Administrator for Educational Support Services, in conjunction with our BOCES and local school districts. | Skelly                      | In Progress      |
### STRATEGIC ACTION PLANS FOR IMPROVED STUDENT PERFORMANCE AND ORGANIZATIONAL GROWTH

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

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| IV.B  | Evaluation Assurance Phase II | XI. Staff Recruitment and Retention | 8/03  
By June 2007, the administration will assess the quality of the agency’s employee evaluation forms to identify strengths and weaknesses, develop recommendations for improvement, and implement recommendations. | Bixhorn/ Locantore                  | In Progress |
| IV.C  | Recruitment of a Culturally and Racially Diverse Workforce | XI. Staff Recruitment and Retention | 9/02  
By June 2007, the Department of Human Resources will assess the methods and practices of the agency that are used to target and recruit a diverse workforce. Where necessary, improvements to the system will be implemented. | Locantore/ Lombardo                | In Progress |
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<tr>
<td>IV.D Standardize Clerical Assignments</td>
<td>II. Staff Development</td>
<td>9/03</td>
<td>By September 2006, a standardized clerical assignment process that incorporates a career pathway for clerical staff will be in place. This process will address an identified need to standardize clerical assignments throughout the agency based on the work responsibilities that are required in particular job assignments as well as provide clerical staff with an opportunity to advance within the system through the clerical pathway as established by Civil Service Guidelines.</td>
<td>Locantore</td>
<td>In Progress</td>
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### Strategic Action Plans for Improved Student Performance and Organizational Growth

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<tr>
<td>V.A</td>
<td>VI. Technology</td>
<td></td>
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<td>Bixhorn/Fell</td>
<td>In Progress</td>
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<td>VII. Strategic Planning</td>
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<td>IX. Public Information</td>
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<td>X. Internal Communications</td>
<td>7/01</td>
<td>By 2009, there will be a measurable increase in the percent of our stakeholders and the public at large that recognize Eastern Suffolk BOCES as a quality regional educational institution. By 2005, there will be a measurable increase in the percent of Eastern Suffolk BOCES staff who agree that they are informed about agency actions, have opportunities for input to agency decisions, and can represent the mission and vision of the agency to the outside world from a position of knowledge, understanding, and participating in its future. This will be accomplished through the efforts of a coordinated set of public information strategies and coordinated communication activities implemented by the Office of Communications.</td>
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### Related Operational Action Plans

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<td>V.B</td>
<td>II. Staff Development</td>
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<td>Bixhorn/Fell</td>
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<td>V. Resourcing and Operational Efficiency</td>
<td>7/04</td>
<td>By July 2006, the Office of Communications and the agency will demonstrate noticeable improvement in working together on graphics related projects.</td>
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<td>VI. Technology</td>
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<td>V.C (new)</td>
<td>V. Resourcing and Operational Efficiency</td>
<td>4/06</td>
<td>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.</td>
<td>Bixhorn/Fell</td>
<td>In Progress</td>
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Strategic Plan 2005-06
## Strategic Action Plans for Improved Student Performance and Organizational Growth

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<tr>
<th>Title</th>
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</table>
| VI.A  | Research and Program Improvement  
II. Staff Development  
VII. Strategic Planning  
XII. Research and Development | 1/99 | By July 2009, Eastern Suffolk BOCES will improve its capacity for research and program improvement through: 1) strategic planning; 2) the Middle States Association Accreditation for Growth process; 3) the availability of data for data-driven decision making; 4) the capacity to survey stakeholders for program improvement efforts; and 5) grants administration. | Bixhorn/Fell/White-Ciraco | In Progress |

### RELATED OPERATIONAL ACTION PLANS

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

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<tr>
<td>VII.A Enhancing Standard Operating Procedures throughout BOCES</td>
<td>II. Staff Development III. Quality Management V. Resourcing and Operational Efficiency VI. Technology X. Internal Communications</td>
<td>9/02</td>
<td>By 2009, Eastern Suffolk BOCES will align its Board Policies, Administrative Regulations, rules, procedures, practices, and forms with federal and state requirements; agency and divisional vision, mission, beliefs, and goals; and best practices. Additionally, the agency will publish, maintain, and make this information available to all staff in a user-friendly format that will enable all staff to know and comply with the standardized operations relevant to their responsibilities.</td>
<td>Higuera</td>
<td>In Progress</td>
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<tr>
<td>VII.B Review, Revise, Establish, and Publish or Re-Publish Rules, Procedures, Practices, and Forms</td>
<td>I. High Standards V. Resourcing and Operational Efficiency VI. Technology</td>
<td>7/03</td>
<td>By June 30, 2009, Eastern Suffolk BOCES will, using a phased approach, review, revise where appropriate, establish where appropriate, and publish (re-publish) its rules, procedures, practices, and forms. Phases 1, 2, and 3 will focus on the Management Services Division, the Regional Services Division, and the Educational Services Division respectively.</td>
<td>Higuera</td>
<td>In Progress</td>
</tr>
<tr>
<td>VII.C Revamping the Billing System</td>
<td>V. Resourcing and Operational Efficiency</td>
<td>6/02</td>
<td>By August 2006, Eastern Suffolk BOCES will redesign the agency’s billing business process model and fully implement a comprehensive PeopleSoft billing/accounts receivable module that will provide strategic financial reporting capabilities for Administrators, as well as Internet access to contract and billing information for component school districts.</td>
<td>Kaelin/ S. Savarese</td>
<td>In Progress Phase I Complete</td>
</tr>
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| VII.D | Review, Revise, Establish and Re-Publish Administrative Regulations | I. High Standards  
V. Resourcing and Operational Efficiency  
VI. Technology | 7/03 | By June 30, 2008 Eastern Suffolk BOCES will review, revise where appropriate, establish where appropriate, and re-publish all Administrative Regulations. | Packman | In Progress |
| VII.E | Using Technology to Improve Office Productivity and Organization | V. Resourcing and Operational Efficiency  
VI. Technology | 7/03 | By June 30, 2006, Eastern Suffolk BOCES will establish and implement standard procedures and/or methods for using Microsoft® Outlook® and other tools to improve office productivity and organization. | Higuera | In Progress |
| VII.F (new) | Designing and Deploying an Intranet and Extranet to Enhance Internal and External Communications | III: Quality Management  
V: Resourcing and Operational Efficiency  
VI: Technology  
IX: Public Information  
X: Internal Communications | 7/05 | By June 30, 2006, Eastern Suffolk BOCES will design and deploy an Intranet and an Extranet to enhance communication and collaboration between the agency and its internal and external stakeholders, while also improving access by these stakeholders to the relevant data they need to achieve their various related missions. | Higuera/Savarese/Weber | In Progress |
## STRATEGIC ACTION PLANS FOR IMPROVED STUDENT PERFORMANCE AND ORGANIZATIONAL GROWTH

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<tr>
<td>VIII.A Supporting Educational Opportunities through Technology Services</td>
<td>I. High Standards II. Staff Development VI. Technology</td>
<td>7/03</td>
<td>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.</td>
<td>Higuera/ Weber</td>
<td>In Progress</td>
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<tbody>
<tr>
<td>VIII.B Assess the Services Provided by the Regional Information Center</td>
<td>V. Resourcing and Operational Efficiency</td>
<td>7/04</td>
<td>By June 30, 2006, Eastern Suffolk BOCES will assess the services being provided by the Regional Information Center and establish a plan for developing new and enhanced services, while also increasing the department’s internal technical capacity.</td>
<td>Higuera / Weber</td>
<td>In Progress</td>
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### ACTION PLANS – COMPLETED

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</table>
| 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 |
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<td>Relocation of Aviation Program</td>
<td>I. High Standards</td>
<td>By January 2005, the most appropriate location for the Suffolk Aviation Center will have been determined and established.</td>
<td>Packman</td>
<td>Completed 6/05</td>
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<td>V. Resourcing and Operational Efficiency</td>
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<td>VIII. Space and Safety</td>
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<tr>
<td>Integrating Professional Development to Support Inclusive Educational Programs</td>
<td>I. High Standards</td>
<td>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.</td>
<td>Skelly/Adsitt</td>
<td>Completed 6/05</td>
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<td></td>
<td>II. Staff Development</td>
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<td>IV. Program Availability</td>
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<tr>
<td>Assessing the Feasibility of Establishing an Educational Foundation to Support BOCES Programs</td>
<td>V. Resourcing and Operational Efficiency</td>
<td>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.</td>
<td>Bixhorn/Higuera</td>
<td>Complete – Decision for no foundation at this time 12/04</td>
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<td></td>
<td>VII. Strategic Planning</td>
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<td></td>
<td>X. Internal Communications</td>
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<tr>
<td>Accreditation of Instructional Program Sites</td>
<td>I. High Standards</td>
<td>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.</td>
<td>Krizel/Watkins</td>
<td>Completed 6/04</td>
</tr>
<tr>
<td></td>
<td>VII. Strategic Planning</td>
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<tr>
<td>Improving the Educational Outcomes of BOCES Students in Secondary Integrated Settings</td>
<td>I. High Standards</td>
<td>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.</td>
<td>Krizel/Becker</td>
<td>Completed 6/04</td>
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<td>IV. Program Availability</td>
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<td>VIII. Space and Safety</td>
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</table>
| Develop New Five-Year Regional Special Education Space Plan          | I. High Standards  
IV. Program Availability  
VIII. Space and Safety                                                                 | By February 4, 2004, a new Five-Year Regional Special Education Space Requirements Plan will be developed for the Eastern Suffolk BOCES regional area and submitted to NYSED for approval as required by New York State Education Law and Regulation. | Bixhorn/ Krizel/ Packman  | Completed 2/04 |
| Plan and Oversee Leadership Team and Staff Development within Educational Services Division | I. High Standards  
II. Staff Development                                                                 | By December 2004, a process resulting in the establishment of cohesive leadership teams within the Educational Services Division will be completed. The process will involve the Associate Superintendent, the Directors (3), the divisional administrators (2) and the building principals. The elementary and secondary teams will become integral to the operations of the division and assure that high quality programs and services are provided on an equitable basis. The teams will become fully integrated into administrative structure of the agency and interact with Cabinet and Administrative Council as necessary. | Bixhorn/ Krizel            | Completed 6/04 |
| Establish an Eastern Suffolk BOCES Parent Advisory Council          | I. High Standards  
VII. Strategic Planning  
IX. Public Information                                                                 | By June 2004, the Eastern Suffolk BOCES Central Shared Decision-Making Committee will facilitate the development of an Eastern Suffolk BOCES Parent Advisory Council. | Bixhorn/ Krizel            | Completed 6/04 |
| Supporting Educational Opportunities through Educational Support Services Center | I. High Standards  
II. Staff Development  
VI. Technology                                                                 | By the year 2009, in alignment with guidelines of SED, Eastern Suffolk BOCES ESSC will utilize emerging technologies and strengthen the quality of instructional support to provide significant educational opportunities for all members of our educational community. In this way, we will be better prepared to help all students reach higher levels of achievement and satisfy State Standards. | Krizel                    | Completed 6/04 |
| Plan and Oversee Transition of Research & Planning Management      | VII. Strategic Planning  
XII. Research and Development                                                           | By June 30, 2004, the retiring Director of the Research and Planning Department will have been replaced in an orderly, organizationally sound manner. In addition to the recruitment of a replacement, the process will include a complete review of office staffing patterns and the function of the Office of Research and Planning. | Bixhorn/ Fell              | Completed 6/04 |
<p>| Capital Asset Accounting Management                                | V. Resourcing and Operational Efficiency                                                 | By June 30, 2004 Eastern Suffolk BOCES will revise and implement its capital asset management program to; provide the information required for financial reporting as determined by the Governmental Accounting Standards Board (GASB) statement 34; comply with Board policy, administrative regulations, and | Higuera/ Perry             | Completed 6/04 |</p>
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<td>Plan and Oversee Transition of RIC Management</td>
<td>VI. Technology</td>
<td>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 with be resolved as part of the initiative.</td>
<td>Bixhorn/ Higuera/ Krizel/ Skelly M. Savarese</td>
<td>Completed 6/04</td>
</tr>
<tr>
<td>Implementing the Comprehensive Student Attendance Policy</td>
<td>I. High Standards</td>
<td>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.</td>
<td>Manzo/ Becker</td>
<td>Completed 12/03</td>
</tr>
<tr>
<td>Developing a New Summer Services Model</td>
<td>I. High Standards V. Resourcing and Operational Efficiency</td>
<td>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.</td>
<td>Manzo</td>
<td>Completed 10/03</td>
</tr>
<tr>
<td>Establishing a Research and Program Improvement Department</td>
<td>I. High Standards III. Quality Management VII. Strategic Planning XII. Research and Development</td>
<td>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.</td>
<td>Watkins</td>
<td>Completed 8/03</td>
</tr>
<tr>
<td>Implementing the New SDM Plan</td>
<td>I. High Standards III. Quality Management</td>
<td>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.</td>
<td>Krizel</td>
<td>Completed 8/03</td>
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<tr>
<td>Evaluation Assurance Phase I</td>
<td>XI. Staff Recruitment and Retention</td>
<td>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.</td>
<td>Bixhorn/ Mensch</td>
<td>Completed 6/03</td>
</tr>
<tr>
<td>Leadership Team Cohesiveness</td>
<td>V. Resourcing and Operational Efficiency</td>
<td>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.</td>
<td>Bixhorn</td>
<td>Completed 6/03</td>
</tr>
<tr>
<td>Leadership Preparation</td>
<td>XI. Staff Recruitment and Retention</td>
<td>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.</td>
<td>Mensch/ Lombardo</td>
<td>Completed 6/03</td>
</tr>
<tr>
<td>Reorganization of the Educational Support and Technology Services Division</td>
<td>V. Resourcing and Operational Efficiency</td>
<td>By June 30, 2003, the administration will plan and fully implement the reorganization of the Educational Support and Technology Services Division.</td>
<td>Bixhorn</td>
<td>Completed 6/03</td>
</tr>
<tr>
<td>Survey of Instructional Program Success</td>
<td>III. Quality Management IX. Public Information X. Internal Communication</td>
<td>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).</td>
<td>Watkins</td>
<td>Completed 6/03</td>
</tr>
<tr>
<td>Implementing NYSED Regulation Concerning Automatic Defibrillators</td>
<td>II. Staff Development VIII. Space and Safety</td>
<td>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.</td>
<td>Packman</td>
<td>Completed 12/02</td>
</tr>
<tr>
<td>Quality Management</td>
<td>III. Quality Management</td>
<td>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.</td>
<td>Lombardo</td>
<td>Completed 10/02</td>
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<tr>
<td>Plan, Implement and Evaluate BTC Extension and Instructional Program</td>
<td>VIII. Space and Safety</td>
<td>By September 1, 2002, the addition to the Brookhaven Technical Center will be planned, approved, constructed, and occupied.</td>
<td>Packman</td>
<td>Completed 9/02</td>
</tr>
<tr>
<td>Central Administrative Structure</td>
<td>V. Resourcing and Operational Efficiency</td>
<td>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.</td>
<td>Bixhorn</td>
<td>Completed 6/02</td>
</tr>
<tr>
<td>Comprehensive Student Attendance Policy</td>
<td>I. High Standards</td>
<td>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.</td>
<td>Watkins</td>
<td>Completed 6/02</td>
</tr>
<tr>
<td>Rewrite SDM Plan</td>
<td>III. Quality Management</td>
<td>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.</td>
<td>Wall</td>
<td>Completed 6/02</td>
</tr>
<tr>
<td>Standardize Benefits</td>
<td>XI. Staff Recruitment and Retention</td>
<td>By June 30, 2002, Eastern Suffolk BOCES will have a well-structured, cohesive benefit structure for our represented employees.</td>
<td>Wall</td>
<td>Completed 6/02</td>
</tr>
<tr>
<td>Data Mining Service</td>
<td>I. High Standards VI. Technology</td>
<td>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.</td>
<td>Griffin</td>
<td>Completed 6/02</td>
</tr>
<tr>
<td>Enhancing Legislative Outreach Efforts</td>
<td>III. Quality Management IX. Public Information</td>
<td>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.</td>
<td>Bixhorn</td>
<td>Completed 6/01</td>
</tr>
<tr>
<td>Focused Advocacy Program on BOCES Space</td>
<td>IV. Program Availability VIII. Space and Safety IX. Public Information</td>
<td>By 2001, Eastern Suffolk BOCES will develop and promulgate an advocacy program related to the procurement and financing of permanent space for BOCES programs.</td>
<td>Bixhorn</td>
<td>Completed 6/01</td>
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<td>By 2001, Eastern Suffolk BOCES will develop and promulgate an advocacy program related to the procurement and financing of permanent space for BOCES programs.</td>
<td>Bixhorn</td>
<td>Completed 6/01</td>
</tr>
<tr>
<td>Implementing Project SAVE</td>
<td>VIII. Space and Safety</td>
<td>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.</td>
<td>Bixhorn</td>
<td>Completed 6/01</td>
</tr>
<tr>
<td>Financing Pilot Projects</td>
<td>V. Resourcing and Operational Efficiency XII. Research and Development</td>
<td>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.</td>
<td>Griffin</td>
<td>Completed 6/01</td>
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OTHER MILESTONES IN THE IMPLEMENTATION OF THE STRATEGIC PLAN

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<tr>
<th>Action Plan</th>
<th>Milestone</th>
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<tr>
<td>Integrating Professional Development to Support Inclusive Educational Programs</td>
<td>Provided complimentary workshops to districts with BOCES inclusive classes.</td>
<td>6/05</td>
</tr>
<tr>
<td>Educational Support Services to School Districts to Improve Student Outcomes</td>
<td>Introduced HealthSmart Curriculum in all Special Education programs.</td>
<td>6/05</td>
</tr>
<tr>
<td>Staff Development</td>
<td>Published a monthly summary of staff development opportunities available to professional staff represented by the BEES.</td>
<td>6/05</td>
</tr>
<tr>
<td>Educational Support Services to School Districts to Improve Student Outcomes</td>
<td>Increased BOCES student participation in Regional Arts-in-Education programs, performances and artist residencies.</td>
<td>5/05</td>
</tr>
<tr>
<td>Educational Support Services to School Districts to Improve Student Outcomes</td>
<td>Implemented Virtual Reference Collection in all Special Education and CTE schools and programs.</td>
<td>4/05</td>
</tr>
<tr>
<td>Staff Development</td>
<td>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.</td>
<td>2/05</td>
</tr>
<tr>
<td>Staff Development</td>
<td>Developed database to track conferences and professional days for the Educational Services Division.</td>
<td>9/03</td>
</tr>
<tr>
<td>Enhancing Standard Operating Procedures throughout BOCES</td>
<td>Reviewed, revised where appropriate, established where appropriate, and re-published all its Board policies.</td>
<td>9/03</td>
</tr>
<tr>
<td>Human Resource Administration</td>
<td>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.</td>
<td>8/03</td>
</tr>
<tr>
<td>Accreditation of Instructional Program Sites</td>
<td>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.</td>
<td>7/03</td>
</tr>
<tr>
<td>Action Plan</td>
<td>Milestone</td>
<td>Date Completed</td>
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<tr>
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</tr>
<tr>
<td>Communication Initiatives</td>
<td>Launched the first comprehensive Web site Eastern Suffolk BOCES has ever had on July 1, 2003. In accordance with Strategic Action Plan V: BOCES Communications Initiative, this Web site was conceptualized, designed and developed by the Communications Office to achieve that agency's goal of providing relevant and current information via the Word Wide Web to our stakeholders and the public-at-large.</td>
<td>7/03</td>
</tr>
<tr>
<td>Improving the Educational Outcomes of BOCES Students</td>
<td>Created an Electronic Datafolio for use with New York State Alternate Assessments.</td>
<td>6/03</td>
</tr>
<tr>
<td>Improving the Educational Outcomes of BOCES Students</td>
<td>Implemented Standards-Based Sensory Science Kits for severe developmentally delayed students</td>
<td>6/03</td>
</tr>
<tr>
<td>Human Resources Administration</td>
<td>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.</td>
<td>6/03</td>
</tr>
<tr>
<td>Human Resource Administration</td>
<td>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.</td>
<td>6/03</td>
</tr>
<tr>
<td>Improving the Educational Outcomes of BOCES Students in Elementary and Secondary Integrated Settings</td>
<td>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.</td>
<td>6/03</td>
</tr>
<tr>
<td>Accreditation of Instructional Program Sites</td>
<td>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).</td>
<td>6/03</td>
</tr>
<tr>
<td>Supporting Educational Opportunities through Educational Support Services Center</td>
<td>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.</td>
<td>6/03</td>
</tr>
<tr>
<td>Improving the Educational Outcomes of BOCES students in Elementary Integrated Settings</td>
<td>Provided training for approximately 250 district and BOCES staff working with children in included settings, in particular staff serving students with autism.</td>
<td>6/03</td>
</tr>
<tr>
<td>Communication Initiatives</td>
<td>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.</td>
<td>5/03</td>
</tr>
<tr>
<td>Action Plan</td>
<td>Milestone</td>
<td>Date Completed</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
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<td>----------------</td>
</tr>
<tr>
<td>Supporting Educational Opportunities through Educational Support Services Center</td>
<td>Successfully re-organized the Educational Support Services Center within Educational Services.</td>
<td>12/02</td>
</tr>
<tr>
<td>Agency-wide, Divisional, and Site Accreditation</td>
<td>Received successful mid-point review of progress on the Agency/Divisional Strategic Plan from the Middle States Association of Colleges and Schools.</td>
<td>11/02</td>
</tr>
<tr>
<td>Plan, Implement and Evaluate BTC Extension and Instructional Program</td>
<td>Built 50,000 square foot extension to Brookhaven Technical Center, consisting of modular classrooms, office, cafeteria, and gymnasium; ready for occupancy.</td>
<td>9/02</td>
</tr>
<tr>
<td>Developing a New Summer Services Model</td>
<td>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.</td>
<td>8/02</td>
</tr>
<tr>
<td>Establishing a Research and Program Improvement Department</td>
<td>Established and staffed Research and Program Improvement Department within the Educational Services Division; began operations.</td>
<td>7/02</td>
</tr>
<tr>
<td>Reorganization of the Educational Support and Technology Services Division</td>
<td>Prepared plan for reorganization of the Educational Support and Technology Services Division.</td>
<td>7/02</td>
</tr>
<tr>
<td>Developing a New Summer Services Model</td>
<td>Developed new Summer Services delivery model for implementation.</td>
<td>12/02</td>
</tr>
<tr>
<td>Revamping the Billing System</td>
<td>Completed training and administrative needs assessment in preparation for design and implementation of PeopleSoft billing/accounts receivable module.</td>
<td>6/02</td>
</tr>
<tr>
<td>Quality Management</td>
<td>Trained 260 employees in the use of Total Quality Management.</td>
<td>6/02</td>
</tr>
<tr>
<td>Improving the Educational Outcomes of BOCES Students</td>
<td>Created Thematic Instructional Kits to support learning standards and IEP goals in Special Education Summer School.</td>
<td>6/02</td>
</tr>
<tr>
<td>Communication Initiatives</td>
<td>Established and staffed Communications Office; began operations in March 2002.</td>
<td>3/02</td>
</tr>
<tr>
<td>Human Resources Administration</td>
<td>Started two employee mentor programs: Support Services Mentorship Program and Administrators Mentorship Program.</td>
<td>12/01</td>
</tr>
<tr>
<td>Assuring Equitable Facilities for All BOCES Students and Staff</td>
<td>Completed baseline Customer Satisfaction Survey on Operations, Maintenance and Transportation issues for all BOCES facilities.</td>
<td>6/01</td>
</tr>
<tr>
<td>Action Plan</td>
<td>Milestone</td>
<td>Date Completed</td>
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<td>------------------------------------------------------</td>
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<td>----------------</td>
</tr>
<tr>
<td>Improving the Educational Outcomes of BOCES Students</td>
<td>Successful NYSED Certification of 10 Career and Technical Education Courses; applications for Certification of 12 additional courses submitted to the state.</td>
<td>6/01</td>
</tr>
<tr>
<td>Improving the Educational Outcomes of BOCES Students</td>
<td>Completed: Program Redesign and Relocation Plan.</td>
<td>10/01</td>
</tr>
<tr>
<td>Improving the Educational Outcomes of BOCES Students</td>
<td>Completed baseline report: Trends in Eastern Suffolk BOCES Student Enrollment.</td>
<td>8/01</td>
</tr>
</tbody>
</table>
Eastern Suffolk BOCES
Strategic Action Plan I.A: Improving the Educational Outcomes of BOCES Students

ADDRESSES BOCES GOAL(S):  
I: High Standards  
IV: Program Availability  
VI: Technology

RESPONSIBLE ADMINISTRATOR:  
Associate Superintendent, Educational Services

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

COLLABORATOR(S):  
Director, Special Education  
Director, Career, Technical and Adult Education  
Director, Research & Planning  
Director, Educational Support Services  
Building/Program Administrators

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

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

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>Target Date for Completion</th>
<th>Responsible Person/Group</th>
<th>Status/Outcome</th>
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</thead>
</table>
•Special Education: Instituted the computerized Peoplesoft Enrollment Management |

Strategic Plan 2005-06
### ACTIVITIES

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<thead>
<tr>
<th>ACTIVITIES</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>System for use in conjunction with the yearly A.S.P. process.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Career &amp; Technical Education: Analyzed enrollment trends developing for 2005-06. Develop a committee in 2005-06 to determine possible relocation of courses to meet enrollment trends.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Determine program redesign planning and implementation needs – based on physical relocations</td>
<td>Annually</td>
<td>Assoc. Supt., Ed. Services Director, Special Ed. Building/Program Admins</td>
<td>Completed, 2/04</td>
</tr>
<tr>
<td>4. Modify Special Education curricula to align with New York State Learning Standards.</td>
<td>On-going</td>
<td>Director, Special Ed. Director, CTE Dir., Ed. Support Services Building/Program Admins. Curriculum Specialists Instructional Staff</td>
<td>In Progress K-12 Curriculum Committees in each academic and career and technical areas met during the year to review curriculum changes and materials/supplies needs for coming school year.</td>
</tr>
</tbody>
</table>
## ACTIVITIES

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

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>Target Date for Completion</th>
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<th>Status/Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Career &amp; Technical Education: Developed 5 new CTE course offerings and will offer 3 for 2005-06 school year. Developed CTE Advisory Council comprised of Business and Industry representatives to determine employment trends.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Expand delivery of transition services to special education students within ESB</td>
<td>On-going</td>
<td>Director, Special Ed. Director, CTE Building Administrators</td>
<td>In Progress • Special Education: Expanded the delivery of Contextualized Learning curricula to both of our center based middle schools, creating interdisciplinary learning modules that utilize prevocational activities to support SED Learning Standards. • Career &amp; Technical Education: Developed a committee to assess and develop the current special career and tech education program and course offerings to assure alignment with student’s transitional needs. • Implement programs by 2006-07.</td>
</tr>
</tbody>
</table>
Eastern Suffolk BOCES
Strategic Action Plan I.A: Improving the Educational Outcomes of BOCES Students

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>Target Date for Completion</th>
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<th>Status/Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>On-going</td>
<td>Dir., Technology Integration</td>
<td>In Progress</td>
</tr>
</tbody>
</table>

**RESOURCES REQUIRED:**
Personnel, staff development, equipment and technology, classroom space

**POSSIBLE SOURCES OF FUNDING:**
- Instructional programs budget
- Administrative services budget (instructional space)
- Grants

**CURRENT BASELINE DATA:**

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

**Program Redesign Data**
- # (%) of Special Education programs offering community/extracurricular/work integration experiences, baseline year – 2001-02
- # (%) of Career Education programs offering community/extracurricular/work integration experiences, baseline year – 2001-02
- # (%) of Special Education students participating in community/extracurricular/work integration experiences, baseline year – 2001-02
- # (%) of Career Education students participating in community/extracurricular/work integration experiences, baseline year – 2001-02
- # (%) of time Special Education students spend in integrated/inclusive settings, baseline year – 2001-02
- # (%) of Career Education students participating in VICA, baseline year – 2001-02
- 9 of Career Education courses certified for Regents credit, baseline year – 2001-02
- 20 of Career Education courses articulated for college credit, baseline year – 2000-01
- # of Career Education courses meeting industry licensing standards
Eastern Suffolk BOCES
Strategic Action Plan I.A: Improving the Educational Outcomes of BOCES Students

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

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

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

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

**EFFECTIVENESS MEASURES:**
Targets to be established as decisions on appropriate outcomes measures are finalized

**INFORMATION REQUIRED FOR MEASURES:**
Information required to determine effectiveness of activities and system to track that information will be developed as a part of the implementation of this action plan.
Eastern Suffolk BOCES
Related Operational Action Plan I.B: Improving the Educational Outcomes of BOCES
Special Education Students In Integrated Settings

ADDRESSES BOCES GOAL(S):
I: High Standards
IV: Program Availability
VI: Technology

RESPONSIBLE ADMINISTRATOR:
Associate Superintendent, Educational Services
Director, Special Education

COLLABORATOR(S):
Director, Educational Support Services
Building/Program Administrators

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

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

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
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</tr>
<tr>
<td>2. Develop and update district space plan for instructional programs.</td>
<td>Annually</td>
<td>Assoc. Supt., Ed. Services Exec. Dir., Admin. Services</td>
<td>On-going Reviewed facilities needs during spring enrollment process to determine space needs in center-based and included sites for 2005-2006 school year. 6/04</td>
</tr>
<tr>
<td>3. Determine adequacy of the physical space to meet the needs of the BOCES population.</td>
<td>On-going</td>
<td>Director, Special Ed. Divisional Admin., Special Ed.</td>
<td>4/03 Ongoing Review</td>
</tr>
<tr>
<td>5. Provide staff development opportunities for administrators, classroom teachers, related service personnel, special subject teachers, paraprofessionals, and support staff.</td>
<td>Annually</td>
<td>Dir., Ed. Support Services Curriculum Specialist</td>
<td>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.</td>
</tr>
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</table>
### ACTIVITIES

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

POSSIBLE SOURCES OF FUNDING:
Instructional programs budget
Administrative services budget (instructional space)
Program Development Grant

CURRENT BASELINE DATA:

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

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

IMPLEMENTATION MEASURES:
Implementation will be tracked via monthly reports from building administrators to the Divisional Administrator for Special Education to the Director of Special Education to Associate Superintendent for Educational Services.
EFFECTIVENESS MEASURES:
Targets to be established as decisions on appropriate outcomes measures are finalized

INFORMATION REQUIRED FOR MEASURES:
Information required to determine effectiveness of activities and system to track that information will be developed as a part of the implementation of this action plan.
Eastern Suffolk BOCES
Related Operational Action Plan I.C: Implementing a New Computerized Student Management System

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

RESPONSIBLE ADMINISTRATOR:
Associate Superintendent, Educational Services
Director, Technology Integration

COLLABORATOR(S):
Director, Special Education

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

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

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1. Identification of central office and building based student information storage, manipulation and reporting needs.</td>
<td>September 2002</td>
<td>Assoc. Supt., Ed. Services Dir., Technology Integration Collaborators</td>
<td>Completed</td>
</tr>
<tr>
<td>2. Identification of consultant technology firm(s) to produce required systems</td>
<td>September 2002</td>
<td>Assoc. Supt., Ed. Services Dir., Technology Integration</td>
<td>Completed</td>
</tr>
<tr>
<td>3. Recommendation to Board for appointment of consultant firm(s)</td>
<td>April 2003</td>
<td>Assoc. Supt., Ed. Services</td>
<td>Completed</td>
</tr>
<tr>
<td>5. Identified BOCES required software modifications completed by vendor.</td>
<td>August 2003</td>
<td>C.C.S.I. (Consultant)</td>
<td>Completed</td>
</tr>
<tr>
<td>6. Data conversion from existing student software - Pentamation and Access Data Base</td>
<td>August 2003</td>
<td>Office of Technology Integration C.C.S.II.</td>
<td>Completed</td>
</tr>
</tbody>
</table>
### ACTIVITIES

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<tr>
<td>7.</td>
<td>Training key administrative and clerical support staff.</td>
<td>August 2003</td>
</tr>
<tr>
<td>8.</td>
<td>Training and support – building clerical, administrative and instructional staff</td>
<td>On-Going</td>
</tr>
<tr>
<td>9.</td>
<td>Implementation of student attendance discipline tracking, centralized enrollment/registration</td>
<td>January 2005</td>
</tr>
<tr>
<td>10.</td>
<td>Implementation of progress reporting, report cards and academic transcripts for all secondary, non self-contained classes</td>
<td>October 2004</td>
</tr>
<tr>
<td>11.</td>
<td>Implementation of progress reports and report cards</td>
<td>January 2005</td>
</tr>
<tr>
<td>12.</td>
<td>Evaluation of system(s) performance, additional needs assessment, on-going enhancement requests</td>
<td>On-Going</td>
</tr>
</tbody>
</table>

**Phase 2**

<p>| | | |</p>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>Restructure student management support staff with clear definitions of roles and responsibilities.</td>
<td>September 2005</td>
</tr>
</tbody>
</table>
## ACTIVITIES

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

## RESOURCES REQUIRED:
Consultant fees; software licensing fees; staff time

## POSSIBLE SOURCES OF FUNDING:
Budget

## CURRENT BASELINE DATA:
In previous years, Access and Pentamation databases (which have been replaced) and PeopleSoft kept track of the student data management system. Currently, all the Career and Tech programs have the e-school data system implemented to the level of the classroom. Five (5) Special Ed sites have also been distributed the system.
Eastern Suffolk BOCES  
Related Operational Action Plan I.C: Implementing a New Computerized Student Management System

IMPLEMENTATION MEASURES:  
Monthly management team meeting, staff meetings, user meetings.

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

INFORMATION REQUIRED FOR MEASURES:  
Survey results  
Results of Central Office monitoring
Eastern Suffolk BOCES
Related Operational Action Plan I.D: Standardized Parameters for Instructional Materials

ADDRESSES BOCES GOAL(S):
I: High Standards
II: Staff Development
V: Resourcing and Operational Efficiency

RESPONSIBLE ADMINISTRATOR:
Director, Educational Support Services
Program Administrator, Curriculum, Instruction, and Assessment

COLLABORATOR(S):
K-12 Curriculum Committees, Co-Chairs & Work Group Leaders

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

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

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

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

**RESOURCES REQUIRED:**
- Release time or stipends for K-12 Committee members and work groups
- Meeting space
- Central Funds for purchase of instructional materials
- Building Funds for purchase of instructional materials
- Storage space for materials for sorting and preparing for workshops
- Clerical assistance
POSSIBLE SOURCES OF FUNDING:
Budget

CURRENT BASELINE DATA:

IMPLEMENTATION MEASURES:
Surveys
Meetings with co-chairs
Workshop deliveries

EFFECTIVENESS MEASURES:
Evaluation survey results - June 2006

INFORMATION REQUIRED FOR MEASURES:
Knowledge of current materials and purchase cycle
Evaluation results
Purchasing cycle information
Eastern Suffolk BOCES
Related Operational Action Plan I.E.: Re-Establishment of Special Education Task Force

ADDRESSES BOCES GOAL(S):
I:  High Standards
IV: Program Availability
VI: Technology

RESPONSIBLE ADMINISTRATOR:
Director, Special Education

COLLABORATOR(S):
Director, Research & Planning
Director, Educational Support Services
Divisional Administrators, Special Education Building/Program Administrators
Instructional Staff

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

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

<table>
<thead>
<tr>
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<th>Responsible Person/Group</th>
<th>Status/Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Re-establish Special Education Task Force for the purpose of conducting a data-based, collaborative review of enrollment trends, educational trends, and existing programs for planning purposes.</td>
<td>9/05</td>
<td>Dir., Special Education Div. Admin. Special Education</td>
<td>Pending</td>
</tr>
<tr>
<td>2. Analyze trend data on BOCES enrollments and instructional space.</td>
<td>10/05</td>
<td>Dir., Special Education Exec. Dir., Admin. Services Dir., Research &amp; Planning</td>
<td>Pending</td>
</tr>
</tbody>
</table>
### ACTIVITIES

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</tr>
</thead>
<tbody>
<tr>
<td>3. Survey Districts on projected areas of need in coming year(s).</td>
<td>10/05</td>
<td>Dir., Special Education, Dir., Research &amp; Planning</td>
<td>Pending</td>
</tr>
<tr>
<td>4. Review Regional Space Plan to align ESB with needs of region.</td>
<td>10/05</td>
<td>Dir., Special Education, Dir., Research &amp; Planning, Div. Admin. Special Education, Building/Program Admin. Instructional Staff</td>
<td>Pending</td>
</tr>
<tr>
<td>5. Identify service gaps, underserved student populations, and employment needs of the region, based on survey results, and propose new programs and services to address these areas.</td>
<td>11/05</td>
<td>Dir., Special Education, Div. Admin. Special Education, Building/Program Admin. Instructional Staff</td>
<td>Pending</td>
</tr>
<tr>
<td>7. Propose staff development opportunities related to program redesigns for administrators, classroom teachers, related service personnel, special subject teachers, paraprofessionals, and support staff, as needed.</td>
<td>On-going</td>
<td>Dir., Special Education, Dir., Research &amp; Planning, Building/Program Admin. Instructional Staff</td>
<td>Pending</td>
</tr>
<tr>
<td>8. Update the Eastern Suffolk BOCES Continuum of Services Plan for the 2006-2007 school years.</td>
<td>1/06</td>
<td>Dir., Special Education, Div. Admin. Special Education, Building/Program Admin. Instructional Staff</td>
<td>Pending</td>
</tr>
</tbody>
</table>

**RESOURCES REQUIRED:**
Personnel, meeting space, data from various departments, staff release time

**POSSIBLE SOURCES OF FUNDING:**
Instructional programs budget
CURRENT BASELINE DATA:
The Special Education Task Force has not met in the 2004-2005 school year.

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

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

INFORMATION REQUIRED FOR MEASURES:
Information required to determine effectiveness of activities and system to track that information will be developed as part of the implementation of this action plan.
Eastern Suffolk BOCES
Related Operational Action Plan I.F: Career, Technical and Adult Education Program
Realignment, Relocation and Restructuring

ADDRESSES BOCES GOAL(S):
I: High Standards
II: Staff Development
III: Quality Management
VII: Strategic Planning

RESPONSIBLE ADMINISTRATOR:
Director, Career, Technical and Adult Education

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

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

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

<table>
<thead>
<tr>
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<th>Status/Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Review and analyze current program offerings and services provided to secondary and adult students. Utilizing student enrollment data, identify the addition, relocation, and reduction of program offerings.</td>
<td>December 2005</td>
<td>Assoc. Supt., Ed. Services Dir., Career, Tech, &amp; Adult Ed. CTE/SCE Building Principals</td>
<td>Pending</td>
</tr>
</tbody>
</table>
Eastern Suffolk BOCES  
Related Operational Action Plan I.F: Career, Technical and Adult Education Program  
Realignment, Relocation and Restructuring  

<table>
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</tr>
</thead>
<tbody>
<tr>
<td>3. Establish CTE/SCE Advisory Committee comprised of stakeholders groups to assist in the implementation and completion of all Strategic Planning activities</td>
<td>September 2005 Ongoing</td>
<td>Dir., Career, Tech &amp; Adult Ed.</td>
<td>In Progress</td>
</tr>
<tr>
<td>6. Develop a plan to modify AFG goals, objectives, timelines to reflect Career and Technical program realignment and initiatives.</td>
<td>March 2006</td>
<td>Dir., Career, Tech &amp; Adult Ed. Building Principals Building SDM</td>
<td>In Progress</td>
</tr>
<tr>
<td>11. Review, assess and modify implementation plan to complete integration of collaborative teaching module into CTE structure to satisfy NCLB regulations.</td>
<td>02/15/06</td>
<td>Assoc. Supt., Ed. Services Dir., ESS Dir., Career, Tech &amp; Adult Ed. Building Principals</td>
<td>Pending</td>
</tr>
</tbody>
</table>
ACTIVITIES | Target Date for Completion | Responsible Person/Group | Status/Outcome
--- | --- | --- | ---
12. Research and develop a plan to create an Adult Nursing Academy. | 8/05 | Assoc. Supt., Ed. Services Dir., Career, Tech & Adult Ed Div. Admin, Career, Tech & Adult Program Administrator | In Progress
13. Develop an SCE restructuring plan that will include effective assessment and evaluation measures for CSE classified students to implement an effective placement continuum for all students in CTE and SCE. | 12/05 | Dir., Career, Tech & Adult Ed Dir., ESS Building Principals CTE Adm. Coordinator | In Progress
14. Develop a process utilizing e-school and component District Step data to compile student statistical data for SED CTED II Reporting. Review and analyze data to assess and enhance student outcomes. | 2/06 | Assoc Supt Dir., Career, Tech & Adult Ed Dir., ESS Dir., RIC CTE/Grant Program Adm. | Pending

RESOURCES REQUIRED:
Planning and Meeting Time
Facilities space and office supplies

POSSIBLE SOURCES OF FUNDING:
Funding required will be negligible, and exists within the Career and Technical Education budgets.

CURRENT BASELINE DATA:
Existing secondary and CTE/SCE and Adult Education Program enrollment statistical data.

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

EFFECTIVENESS MEASURES:
Effectiveness will be measured in June 2006-2009 based on current year published CTE and Adult Education Department student statistical data (overall student enrollment, student completer data, HBW enrollment and student transition) to postsecondary and employment opportunities.
INFORMATION REQUIRED FOR MEASURES: CTE and Adult Education Department student enrollment and outcome statistical data.
### RELATED OPERATIONAL OBJECTIVE:

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

### DESCRIPTIVE NARRATIVE:

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

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<tr>
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</thead>
<tbody>
<tr>
<td>1. Review and analyze baseline data regarding conferences and professional development days to identify gaps and determine additional topics.</td>
<td>Annually beginning 2003</td>
<td>Educational Services Directors Building Principals</td>
<td>Ongoing</td>
</tr>
<tr>
<td>2. Identify key knowledge and skill areas for working with each site’s population. Develop a series of staff development opportunities designed to acclimate relocated staff to new student populations.</td>
<td>Annually beginning 2004</td>
<td>Building Principals Building Asst. Principals SDM Committees</td>
<td>Ongoing</td>
</tr>
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</table>
### ACTIVITIES

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<tbody>
<tr>
<td>3. Review approved staff development topics generated by site based SDM Committees. Align those topics with goals and initiatives contained in each site’s AFG plan. Forward plan for 7.5 hours to Assoc. Supt. and BEES President</td>
<td>Annually beginning 2004</td>
<td>Co-Directors, Special Ed. Dir., Career, Tech &amp; Adult Ed. Building Principals Building Asst. Principals</td>
<td>Ongoing</td>
</tr>
<tr>
<td>4. Establish, identify and publicize staff development activities that address identified needs.</td>
<td>Annually beginning 2004</td>
<td>Dir., Ed. Support Services</td>
<td>Ongoing</td>
</tr>
<tr>
<td>5. Establish a database to track professional days and conferences for the Educational Services Division.</td>
<td>Annually beginning 2002</td>
<td>Dir., Ed. Support Services</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

### RESOURCES REQUIRED:
Personnel, equipment and technology.

### POSSIBLE SOURCES OF FUNDING:
Instructional programs budgets
Grants

### CURRENT BASELINE DATA:
2002-2003 conferences and professional days report.

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

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

### INFORMATION REQUIRED FOR MEASURES:
Documentation of staff attendance at agency directed staff development throughout the 2004-05 school year.
Eastern Suffolk BOCES
Strategic Action Plan II.A: Assuring Equitable Facilities for All BOCES Students and Staff

ADDRESSSES BOCES GOAL(S):
I: High Standards
III: Quality Management
IV: Program Availability
VII: Strategic Planning
VIII: Space and Safety

RESPONSIBLE ADMINISTRATOR:
Executive Director, Administrative Services

ADDRESSSES RETREAT REPORT OBJECTIVE(S):
IP #10: Securing Permanent Instructional Space
IP #12: Exploring New Programs & Alternative Delivery Methods
IP #15: Internal Efficiency & Alternative Revenue Sources

COLLABORATOR(S):
Program Administrators
Operations & Maintenance
Health & Safety
Transportation
Associate Superintendents
Director, Research and Planning

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

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

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

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

## RESOURCES REQUIRED:
- BOCES Existing Personnel and Work Time
- Demographic Studies
- Facilities Studies (usage and availability)
- Planning Studies
POSSIBLE SOURCES OF FUNDING:
Existing Administrative Budget
State/Federal Projects

CURRENT BASELINE DATA:
2002-2003 studies
Demographic - Facilities - Long Range Planning

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

IMPLEMENTATION MEASURES:
ESB will accelerate planning process using current baseline information

1. What Do We Have?

CUSTODIAL
Madison-Oneida BOCES Building Services Guide
ESB Custodial Handbook
Video Course
Managing Housekeeping and Custodial Operations
### MAINTENANCE
- Maintenance Supervisors Standard Manual
- Maintenance Procedures Manual
- Videos

### GENERAL
- Manual of Planning Standards (Educational Facilities)

#### 2. What Are the Gaps?
- Survey to Gauge Customer Satisfaction
- Custodial Standards
- Maintenance Standards

<table>
<thead>
<tr>
<th>ISSUES</th>
<th>RESOURCE(S)</th>
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<tbody>
<tr>
<td>Fire Safety</td>
<td>♦ Inspection performed by Fire Marshall every 11 months</td>
</tr>
<tr>
<td></td>
<td>♦ Manual for Public School Facilities Fire Prevention &amp; Inspections – NYSED</td>
</tr>
<tr>
<td>Accident Tracking</td>
<td>♦ Portions performed by Business Office, Personnel, H&amp;S</td>
</tr>
<tr>
<td></td>
<td>♦ Loss runs generated by insurance carrier</td>
</tr>
<tr>
<td>Safety Training</td>
<td>♦ Performed to applicable OSHA Standards/NYS DOL Regs.</td>
</tr>
<tr>
<td></td>
<td>♦ Hazard Communication; Exposure Control Plan LO/TO; PRCS; PPE; CHP</td>
</tr>
<tr>
<td>Indoor Air Quality</td>
<td>♦ Tools for Schools – EPA</td>
</tr>
<tr>
<td></td>
<td>♦ Manual of Planning Standards – NYSED</td>
</tr>
<tr>
<td></td>
<td>♦ Indoor Air Quality Manual – Baldwin Schools</td>
</tr>
<tr>
<td></td>
<td>♦ ASHRAE Guidelines</td>
</tr>
<tr>
<td>Violence Prevention</td>
<td>SAVE (155.17)</td>
</tr>
<tr>
<td>Emergency Planning</td>
<td>♦ SAVE (155.17)</td>
</tr>
<tr>
<td></td>
<td>♦ BOCES Emergency Management Guidebooks</td>
</tr>
<tr>
<td>Building Conditions</td>
<td>♦ RESCUE (8NYCRR 155)</td>
</tr>
<tr>
<td></td>
<td>♦ Safety Committee</td>
</tr>
<tr>
<td></td>
<td>♦ Manual of Planning Standards – NYSED</td>
</tr>
</tbody>
</table>
Eastern Suffolk BOCES
Strategic Action Plan II.A: Assuring Equitable Facilities for All BOCES Students and Staff

<table>
<thead>
<tr>
<th>IPM</th>
<th>NYSED (409H)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asbestos</td>
<td>AHERA</td>
</tr>
<tr>
<td>General Safety Issues</td>
<td>♦ Safety Checklist (Playground, etc.)</td>
</tr>
<tr>
<td></td>
<td>♦ BOCES Policies</td>
</tr>
<tr>
<td></td>
<td>♦ Safety Committee</td>
</tr>
</tbody>
</table>

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

**INFORMATION REQUIRED FOR MEASURES:**
Information required to determine the effectiveness of activities and system to track that information will be developed as a part of the implementation of this action plan.
ADDRESSES BOCES GOAL(S):
I: High Standards
V: Resourcing and Operational Efficiency
VIII: Space and Safety

RESPONSIBLE ADMINISTRATOR:
District Superintendent
Executive Director, Administrative Services
Associate Superintendent, Management Services
Associate Superintendent, Educational Services

COLLABORATOR(S):

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

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

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>Target Date for Completion</th>
<th>Responsible Person/Group</th>
<th>Status/Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. BOCES will meet with architect/engineers to select organization to perform review.</td>
<td>7/03</td>
<td>Exec. Dir., Admin. Services</td>
<td>Completed</td>
</tr>
<tr>
<td>2. Selected vendor to submit proposal for review by administration and approval by Board.</td>
<td>9/03</td>
<td>Board Exec. Dir., Admin. Services</td>
<td>Completed</td>
</tr>
<tr>
<td>3. Vendor performs and completes facility review draft document.</td>
<td>3/04</td>
<td>Vendor</td>
<td>Completed</td>
</tr>
<tr>
<td>4. Draft document reviewed by staff and revised, as required.</td>
<td>4/04</td>
<td>Exec. Dir., Admin. Services</td>
<td>Completed</td>
</tr>
<tr>
<td>5. Final report submitted and accepted.</td>
<td>7/04</td>
<td>Exec. Dir., Admin. Services</td>
<td>Completed</td>
</tr>
<tr>
<td>6. Recommendations reviewed by BOCES staff and implementation begun.</td>
<td>12/04</td>
<td>Exec. Dir., Admin. Services</td>
<td>Implementation in progress</td>
</tr>
</tbody>
</table>
RESOURCES REQUIRED:
$70,000

SOURCE OF FUNDING:
Administrative and/or Operations & Maintenance Budget

CURRENT BASELINE DATA:
Structural inspections and five year reports

IMPLEMENTATION MEASURES:
Staff meetings, discussions, monthly reports, Cabinet meetings

EFFECTIVENESS MEASURES:
Completion of the report and plan developed for implementation

INFORMATION REQUIRED FOR MEASURES:
Plan, results of the review
Eastern Suffolk BOCES
Strategic Action Plan III.A: Educational Support Services to School Districts to Improve Student Outcomes

ADDRESSES BOCES GOAL(S):
I: High Standards
II: Staff Development
IV: Program Availability
VI: Technology

RESPONSIBLE ADMINISTRATOR:
Director, Educational Support Services
Divisional Administrator, Educational Support Services

ADDRESSES RETREAT REPORT OBJECTIVE(S):
ASIST #1: Utilizing Emerging Technologies
ASIST #2: Collaboration with the State Education Dept.
ASIST #7: Instructional Support

COLLABORATOR(S):
Arts-in-Education Coordinator
Curriculum Development Services Coordinator
School Library System Coordinator
Professional Development Initiatives Assistant Coordinator
Student Assistance Service Coordinator

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

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

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>Target Date for Completion</th>
<th>Responsible Person/Group</th>
<th>Status/Outcome</th>
</tr>
</thead>
</table>
| 1. Identify three program goals for 2003-04 that support improved student outcomes:  
  ➢ Arts-in-Education  
  ➢ Staff and Curriculum Development  
  ➢ School Library System  
  ➢ Staff Development  
  ➢ Student Assistance Service | Annually beginning 10/15/03 | Arts-in-Education Coord.  
Curriculum Dev. Services Coord.  
School Library System Coord.  
Prof. Dev. Initiatives Asst. Coord  
Student Assistance Svc. Coord. | Program goals identified annually beginning 2003 |
### Eastern Suffolk BOCES
#### Strategic Action Plan III.A: Educational Support Services to School Districts to Improve Student Outcomes

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>Target Date for Completion</th>
<th>Responsible Person/Group</th>
<th>Status/Outcome</th>
</tr>
</thead>
</table>
| 2. Develop and submit three operational action plans to support the identified goals: | Annually beginning 10/15/03                      | Arts-in-Education Coord.  
Curriculum Dev. Services Coord.  
School Library System Coord.  
Prof. Dev. Initiatives Asst. Coord.  
Student Assistance Svc. Coord. | Action plans submitted, revised and re-submitted annually beginning 2003 |
| - Arts-in-Education                                                      |                                                  |                                                                                         |                                                                                                    |
| - Curriculum Development Services                                       |                                                  |                                                                                         |                                                                                                    |
| - School Library System                                                  |                                                  |                                                                                         |                                                                                                    |
| - Staff Development                                                      |                                                  |                                                                                         |                                                                                                    |
| - Student Assistance Service                                             |                                                  |                                                                                         |                                                                                                    |
| 3. Conduct mid-year review with immediate supervisor                     | Annually beginning 10/15/03                      | Dir., Ed. Support Services  
Div. Admin., Ed. Support Services  
Arts-in-Education Coord.  
School Library System Coord.  
Prof. Dev. Initiatives Asst. Coord.  
Student Assistance Svc. Coord. | Completed annually beginning 2003 |
| 4. Conduct year end review with ESS team                                | Week of 6/28/04 ESS Planning Day                 | Dir., Ed. Support Services  
Div. Admin., Ed. Support Services  
Arts-in-Education Coord.  
School Library System Coord.  
Prof. Dev. Initiatives Asst. Coord.  
Student Assistance Svc. Coord. | Completed annually beginning 2003 |
Div. Admin., Ed. Support Services  
Arts-in-Education Coord.  
School Library System Coord.  
Prof. Dev. Initiatives Asst. Coord.  
Student Assistance Svc. Coord. | Completed annually beginning 2004 |
RESOURCES REQUIRED:
Planning time
Funding through Program Budgets

POSSIBLE SOURCES OF FUNDING:
Budget

CURRENT BASELINE DATA:
Number of services, Co-Ser 2003-04 survey results

IMPLEMENTATION MEASURES:
Periodic staff meetings and strategic plan reviews, network meetings

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

INFORMATION REQUIRED FOR MEASURES:
Data from school districts
Eastern Suffolk BOCES
Related Operational Action Plan III.B: Integrating Job Embedded, Sustained Professional Development to Support Educational Programs in Eastern Suffolk BOCES and Component Districts

**ADDRESSES BOCES GOAL(S):**
I: High Standards
II: Staff Development
IV: Program Availability

**RESPONSIBLE ADMINISTRATOR:**
Director, Educational Support Services
Divisional Administrator, Educational Support Services

**COLLABORATOR(S):**
Directors, Educational Services
Assistant Superintendents, Component Districts
Principals, Educational Services
Coordinators, Educational Support Services
Curriculum Teachers
Educational Consultants

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

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

<table>
<thead>
<tr>
<th>Activities</th>
<th>Target Date for Completion</th>
<th>Responsible Person/Group</th>
<th>Status/Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Help to identify needs with districts, determine what staff development occurs and where</td>
<td>Ongoing 2005-2006</td>
<td>Director, Educational Support Services Div. Admin., Educational Support Services</td>
<td>Ongoing</td>
</tr>
<tr>
<td>2. Identify coaching staff to deliver appropriate staff development</td>
<td>Ongoing 2005-2006</td>
<td>Director, Educational Support Services Div. Admin., Educational Support Services Coaches</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
### Eastern Suffolk BOCES
Related Operational Action Plan III.B: Integrating Job Embedded, Sustained Professional Development to Support Educational Programs in Eastern Suffolk BOCES and Component Districts

<table>
<thead>
<tr>
<th>Activities</th>
<th>Target Date for Completion</th>
<th>Responsible Person/Group</th>
<th>Status/Outcome</th>
</tr>
</thead>
</table>

**RESOURCES REQUIRED:**
Planning Time, District Funds

**POSSIBLE SOURCES OF FUNDING:**
District Funds

**CURRENT BASELINE DATA:**
Number of Districts Participating

**IMPLEMENTATION MEASURES:**
Planning meetings with districts, including coaches, district administrators, BOCES personnel

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

**INFORMATION REQUIRED FOR MEASURES:**
Observations of classes, assessment data, change in teacher practice in the classroom
Eastern Suffolk BOCES  
Strategic Action Plan IV.A: Human Resources Administration

**ADDRESSES BOCES GOAL(S):**  
II: Staff Development  
III: Quality Management  
V: Resourcing and Operational Efficiency  
VI: Technology

**RESPONSIBLE ADMINISTRATOR:**  
Assistant Superintendent, Human Resources

**ADDRESSES RETREAT REPORT OBJECTIVE(S):**  
ASIST #7: Instructional Support  
ASIST #8: Staff Recruitment and Retention  
IP #9: Training for Staff Development

**COLLABORATOR(S):**  
Staff Support Services  
Administrative Council  
Bargaining Units  
Office of Technology Integration  
Recruitment/Retention Committee  
Research & Planning Office

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

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

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>Target Date for Completion</th>
<th>Responsible Person/Group</th>
<th>Status/Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eastern Suffolk BOCES Department of Human Resources will develop initiatives to target recruitment of a culturally and racially diverse workforce.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Strategic Plan 2005-06
<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>Target Date for Completion</th>
<th>Responsible Person/Group</th>
<th>Status/Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Human Resources will gather data that will illustrate current staff diversity in relation to ethnicity, race, and gender.</td>
<td>2004-2005</td>
<td>Human Resources Staff Support Services Research &amp; Planning Office</td>
<td>Completed</td>
</tr>
<tr>
<td><strong>Eastern Suffolk BOCES Department of Human Resources will assure that all Eastern Suffolk BOCES employees participate in staff development that will enhance their professional growth and/or meet annual certification standards.</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Staff Support Services will coordinate a broad based agency-wide system of staff development for all employees.</td>
<td>2003-2007</td>
<td>Staff Support Services Dir., Ed. Support Services</td>
<td>In Progress</td>
</tr>
<tr>
<td>2. An increase in employee retention will be aided by the creation of educational activities that are geared towards a professional career development ladder.</td>
<td>2004-2007</td>
<td>Asst. Supt., Human Resources HR Committee Staff Support Services</td>
<td>In Progress</td>
</tr>
<tr>
<td>3. Human Resources will utilize the agency’s management information system to track professional advancement activities.</td>
<td>2003-2009</td>
<td>Human Resources Staff Support Services Office of Tech. Integration</td>
<td>In Progress</td>
</tr>
<tr>
<td><strong>Eastern Suffolk BOCES Department of Human Resources will develop and implement systems for evaluating staff, tracking positions, recruitment and hiring.</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Human Resources will identify methods to link the paper tracking system with the agency’s management information system.</td>
<td>2003-2008</td>
<td>Human Resources Educational Services Office of Tech. Integration</td>
<td>In Progress</td>
</tr>
<tr>
<td>2. Human Resources will coordinate the input of data for tracking purposes.</td>
<td>2003-2008</td>
<td>Human Resources Staff Support Services</td>
<td>In Progress</td>
</tr>
<tr>
<td><strong>Eastern Suffolk BOCES Department of Human Resources will establish methods and strategies for promoting career opportunities and professional development for all BOCES employees.</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Human Resources will work to identify BOCES staff members, who are interested in professional advancement along a career path.</td>
<td>2003-2008</td>
<td>Human Resources Agency Bargaining Units</td>
<td>In Progress</td>
</tr>
</tbody>
</table>
### RESOURCES REQUIRED:
Budget to support recruitment activities, space, technology, personnel.

### POSSIBLE SOURCES OF FUNDING:
BOCES General funding; Federal, State and Local Grants; Teacher Centers, Program Charges.

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

### IMPLEMENTATION MEASURES:
See action plan schedule.
EFFECTIVENESS MEASURES:
Annual progress reports will be created by Staff Support Services for both staff development and recruitment activities.

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

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

COLLABORATOR(S):  
Administrative Council  
Agency Bargaining Units

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

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

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>Target Date for Completion</th>
<th>Responsible Person/Group</th>
<th>Status/Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop work plan in cooperation with all bargaining unit representatives</td>
<td>3/04</td>
<td>Exec. Dir., Human Resources</td>
<td>Complete</td>
</tr>
<tr>
<td>2. Review present contractual forms for the annual observations/evaluations of all BOCES employees with respective bargaining unit representatives.</td>
<td>5/04</td>
<td>Asst. Supt., Human Resources Evaluation Revision Committee</td>
<td>Complete</td>
</tr>
<tr>
<td>3. Make recommendations to bargaining unit representatives, Cabinet and Administrative Council</td>
<td>2004-05</td>
<td>District Superintendent Asst. Supt., Human Resources</td>
<td>Complete</td>
</tr>
<tr>
<td>4 Conduct year-long field test of the new instrument with a select number of employees from each participating bargaining group</td>
<td>2005-2006</td>
<td>Staff Support Services, Human Resources, Research &amp; Planning</td>
<td>Progressing</td>
</tr>
<tr>
<td>6. Implement new evaluation process using new form.</td>
<td>2006-07</td>
<td>Executive Admin. For Human Resources, Supervisory Staff</td>
<td></td>
</tr>
</tbody>
</table>
RESOURCES REQUIRED:
Time
Research assistance
Current baseline data
Contractual forms presently in use
Cooperation of bargaining units.
Involvement of stakeholders

POSSIBLE SOURCES OF FUNDING:
Administrative budget

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

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

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

INFORMATION REQUIRED FOR MEASURES:
Current civil service evaluation forms
Current contracts
Current policies and procedure of the BOCES
Results of sample survey
Eastern Suffolk BOCES  
Related Operational Action Plan IV.C: Recruitment of a Culturally and Racially Diverse Workforce

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

**RESPONSIBLE ADMINISTRATOR:**  
Assistant Superintendent, Human Resources  
Director, Staff Support Services

**COLLABORATOR(S):**  
Administrative Council  
Bargaining Units

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

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

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>Target Date for Completion</th>
<th>Responsible Person/Group</th>
<th>Status/Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Conduct a thorough screening of the recruitment and hiring processes that are utilized by each division.</td>
<td>2005</td>
<td>Human Resources Staff Support Services Divisional Representatives</td>
<td>Complete</td>
</tr>
<tr>
<td>2. Determine the effectiveness of these practices.</td>
<td>2005</td>
<td>Human Resources Staff Support Services</td>
<td>Complete</td>
</tr>
<tr>
<td>3. Design a system for recruiting that meets the needs of the divisions.</td>
<td>2006</td>
<td>Human Resources Recruitment/Retention Committee</td>
<td>Complete</td>
</tr>
<tr>
<td>4. Test the system for a one-year cycle.</td>
<td>2006</td>
<td>Human Resources Staff Support Services</td>
<td>Currently testing</td>
</tr>
<tr>
<td>5. Assess the effectiveness of the revised system and make changes where necessary.</td>
<td>2006</td>
<td>Human Resources Staff Support Services Research &amp; Planning Office</td>
<td>In Progress</td>
</tr>
<tr>
<td>6. Implement the newly designed system for recruitment and hiring.</td>
<td>2007</td>
<td>Human Resources Divisional Representatives</td>
<td>In Progress</td>
</tr>
</tbody>
</table>
RESOURCES REQUIRED:
Cooperation of bargaining units
Time to meet
Involvement of internal and external stakeholders (Urban League, Eastern Long Island NAACP, Eastern Long Island Black Educators Association, Adelante of Suffolk, Black Faculty and Staff Association of Suffolk Community College, 100 Black Men of Long Island, 100 Black Women of Long Island, Suffolk County African American Advisory Board))

POSSIBLE SOURCES OF FUNDING:
Administrative and Divisional budgets
Component School Districts under CoSer #602

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

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

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

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

<table>
<thead>
<tr>
<th>Employee Groups</th>
<th>Caucasian</th>
<th>African American</th>
<th>Asian/Pacific Islander</th>
<th>Hispanic</th>
<th>Amer. Indian/Alaskan Native</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Office</td>
<td>85.8%</td>
<td>7.1%</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>7.1%</td>
</tr>
<tr>
<td>Administrators</td>
<td>91.9%</td>
<td>1.6%</td>
<td>-</td>
<td>6.5%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Support Staff</td>
<td>88.4%</td>
<td>3.2%</td>
<td>.5%</td>
<td>3.3%</td>
<td>1.8%</td>
<td>2.8%</td>
</tr>
<tr>
<td>Teachers</td>
<td>92.6%</td>
<td>1.3%</td>
<td>.1%</td>
<td>2.5%</td>
<td>.9%</td>
<td>2.6%</td>
</tr>
<tr>
<td>Paraeducators</td>
<td>88.1%</td>
<td>3.3%</td>
<td>.5%</td>
<td>6.0%</td>
<td>1.3%</td>
<td>.8%</td>
</tr>
</tbody>
</table>
Implementing Operational Action Plan IV.C: Recruitment of a Culturally and Racially Diverse Workforce

**Implementation Measures:**
- Meetings of the Human Resource Committee
- Informational orientation meetings with administrative staff

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

**Information Required for Measures:**
- Ethnicity of staff
- Baseline survey
- New survey information
Eastern Suffolk BOCES
Related Operational Action Plan IV.D: Standardize Clerical Assignments

**ADDRESSES BOCES GOAL(S):**
- II: Staff Development
- V: Resourcing and Operational Efficiency

**RESPONSIBLE ADMINISTRATOR:**
Assistant Superintendent, Human Resources

**COLLABORATOR(S):**
Administrative Council
Agency Bargaining Units

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

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

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

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</thead>
<tbody>
<tr>
<td>5. Standardize clerical positions by the Civil Service classification to best meet Agency needs.</td>
<td>2005-2006</td>
<td>Exec. Admin., Human Resources</td>
<td>In Progress</td>
</tr>
<tr>
<td>6. Identify career pathways for clerical staff through orientation sessions</td>
<td>2005-2006</td>
<td>Exec. Admin., Human Resources</td>
<td>In Progress</td>
</tr>
</tbody>
</table>

RESOURCES REQUIRED:
Fiscal funding
Time
Personnel

POSSIBLE SOURCES OF FUNDING:
Grants, inter-program charges

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

IMPLEMENTATION MEASURES:
See timeline on action steps

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

INFORMATION REQUIRED FOR MEASURES:
Hiring data
Data on leaves of absence, terminations, and upgrades
Eastern Suffolk BOCES
Strategic Action Plan V.A: BOCES Communications Initiatives

ADDRESSES BOCES GOAL(S):  
VI: Technology  
VII: Strategic Planning  
IX: Public Information  
X: Internal Communications

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

ADDRESSES RETREAT REPORT OBJECTIVE(S):  
ASIST #1: Utilizing Emerging Technologies  
ASIST #4: Communications  
IP #3: Communicating with Stakeholders  
IP #6: Developing an Information Process

COLLABORATOR(S):  
Coordinator, Research & Planning  
Director, Research & Planning  
Assistant Communications Officer

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 2005, there will be a measurable increase in the percent of Eastern Suffolk BOCES staff who agree that they are informed about agency actions, have opportunities for input to agency decisions, and can represent the mission and vision of the agency to the outside world from a position of knowledge, understanding, and participating in its future. This will be accomplished through the efforts of a coordinated set of public information strategies and coordinated communication activities implemented by the Office of Communications.

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 BOCES-sponsored special events, and developing targeted outreach programs to create awareness of instructional program opportunities. The Office of Communications will promote improved internal communication promoting a common knowledge base of BOCES information for internal and external stakeholders, identifying and reinforcing the use of key BOCES messages (mission, beliefs, goals, etc.) and providing opportunities for BOCES 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.

<table>
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</thead>
</table>
| 1. Establish Office of Communications and hire a staff person with expertise in electronic communications to enhance the development of communication initiatives between the office and agency divisions and departments.  
a. Due to the resignation of the Communications Officer, the replacement of the position was reviewed and the office was reorganized. The daily | 11/05 | Chief Operating Officer  
Interim Assoc. Supt., Regional Svc  
Coord., Research & Planning  
Asst. Communications Officer | In Progress |
| | 9/05 | | Completed |
### ACTIVITIES

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

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

### RESOURCES REQUIRED:
Continued funding
1 new hire
Workstations
Work locations
POSSIBLE SOURCES OF FUNDING:
Administrative and program budgets will support Office of Communications

CURRENT BASELINE DATA:
Number of news articles published on the ESBOCES website
Number of articles published in the agency’s publications, Highlights and Dialogue
Number of articles published in external media
Number of website visitors monthly
Number of website updates submitted by web contacts
Number of facilities and programs provided graphics services monthly
Number of photo shoots conducted monthly

IMPLEMENTATION MEASURES:
Measures will be documented and published at least annually.
The Office of Communications will provide regular reports of its activities to the Coordinator of Research and Planning and the Interim Associate Superintendent of Regional Services through weekly meetings, as well as provide quarterly reports to the Communications and Legislation Committee of the Board.

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

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

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

INFORMATION REQUIRED FOR MEASURES:
Survey data
Web traffic statistics
Excel database
Excel Job log
News archive
Standard operating procedures
Attendance records
Eastern Suffolk BOCES  
Related Operational Action Plan V.B: Develop Cross-Functional Team

ADDRESSES BOCES GOAL(S):
II: Staff Development  
V: Resourcing and Operational Efficiency  
VI: Technology

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

COLLABORATOR(S):
Coordinator, Research & Planning  
Director, Research & Planning  
Assistant Communications Officer

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

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

ACTIVITIES

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>Target Date for Completion</th>
<th>Responsible Person/ Group</th>
<th>Status/Outcome</th>
</tr>
</thead>
</table>
| 1. Develop training objectives for office and department designated web contacts and web liaisons. | 1/06                       | Coord., Research & Planning  
Asst. Communications Officer  
Web Specialist | 1/06                       |
| 2. Implement a system to identify needs of contributors and train them    | On-going                    | Asst. Communications Officer | In Progress     |
| 3. Develop and implement a quantitative monitoring system for on time performance and quantity of output. Report quarterly. | 12/05                      | Asst. Communications Officer | In Progress     |
| 4. Develop and publish Standard Operating Procedures annually.           | 10/05                      | Coord., Research & Planning  
Asst. Communications Officer  
Public Relations Specialist  
Graphics Supervisor  
Web Developer | In Progress     |
Eastern Suffolk BOCES
Related Operational Action Plan V.B: Develop Cross-Functional Team

<table>
<thead>
<tr>
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<th>Target Date for Completion</th>
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</tr>
</thead>
<tbody>
<tr>
<td>5. Identify and utilize central support services and external services that would increase availability of staff for writing, design and programming work. a. Telephone coverage</td>
<td>On-going</td>
<td>Asst. Communications Officer</td>
<td>In Progress</td>
</tr>
<tr>
<td></td>
<td>9/05</td>
<td>Asst. Communications Officer</td>
<td>Completed</td>
</tr>
</tbody>
</table>

RESOURCES REQUIRED:
Continued funding/staffing
Continued support from Central Support Services

POSSIBLE SOURCES OF FUNDING:
Administrative and program budgets will support Office of Communications.

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

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

EFFECTIVENESS MEASURES:
Excel databases will be used to track training needs, objectives and courses attended. Excel is used to track training goals and accomplishments. Statistics on time performance and days in production will be added to the data from the Excel Jobs database. A narrative report will be published quarterly documenting the progress toward implementing a sharing and catalog system for photography.
- Reports to the administrative council and board are on file in the Communications Office
Standard operating procedures will be continually updated and saved in the Office of Communications shared drive.

INFORMATION REQUIRED FOR MEASURES:
Excel database
Excel Job Log
Training
Standard operating procedures
Eastern Suffolk BOCES
Related Operational Action Plan V.C: Develop Website Content Management and Graphic Arts Support Services in Partnership with Administrative Services

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

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

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

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

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

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1. Develop a list of services to promote website content management and graphic arts support services.</td>
<td>6/06</td>
<td>Exec. Dir., Admin. Services Program Admin., Admin. Services Coord., Research &amp; Planning Asst. Communications Officer</td>
<td>In Progress</td>
</tr>
<tr>
<td>2. Develop a potential client list.</td>
<td>6/06</td>
<td>Program Admin., Admin. Services Asst. Communications Officer</td>
<td>In Progress</td>
</tr>
<tr>
<td>3. Create a design portfolio of past projects in print and electronic form.</td>
<td>6/05</td>
<td>Asst. Communications Officer Graphics Supervisor Asst. Communications Officer</td>
<td>Completed In Progress</td>
</tr>
<tr>
<td>a. Create a central agency archive.</td>
<td>12/06</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Eastern Suffolk BOCES
Related Operational Action Plan V.C: Develop Website Content Management and Graphic Arts Support Services in Partnership with Administrative Services

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

POSSIBLE SOURCES OF FUNDING:
Public Relations Coser 609

CURRENT BASELINE DATA:
None

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

EFFECTIVENESS MEASURES:
Excel databases will be used to monitor revenue; variance; forecast
  • The office has not begun assisting Administrative Services in servicing clients, thus revenue, forecast, and variance are not currently being tracked, though this information will be included in the office’s Excel job log once available.
A project portfolio will be on hand in the Communications Office and available electronically in the Outlook Shared folder and Intranet
  • A room will be set up for archiving past publications.

INFORMATION REQUIRED FOR MEASURES:
Administrative Services client list
Job requests and quotes
Eastern Suffolk BOCES
Strategic Action Plan VI.A: Research and Program Improvement

ADDRESSES BOCES GOAL(S):
II: Staff Development
VII: Strategic Planning
XII: Research and Development

RESPONSIBLE ADMINISTRATORS:
District Superintendent
Chief Operating Officer
Interim Associate Superintendent, Regional Services

ADDRESSES RETREAT REPORT OBJECTIVE(S):
IP #7: Empowering Staff to Participate in Regional Planning
ASSIST #10: Strategic Planning

COLLABORATOR(S):
Director, Research & Planning
Coordinator, Research & Planning

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

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

<table>
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</thead>
<tbody>
<tr>
<td>1. Facilitate Accreditation for Growth activities leading to Middle States Association accreditation of all Eastern Suffolk BOCES instructional sites.</td>
<td>Spring 2004</td>
<td>Coord., Research &amp; Planning Dir., Research &amp; Planning</td>
<td>Completed 6/04</td>
</tr>
<tr>
<td>2. Facilitate strategic planning activities throughout Eastern Suffolk BOCES.</td>
<td>On-going</td>
<td>Dir., Research &amp; Planning</td>
<td>In Progress</td>
</tr>
<tr>
<td>3. Plan and oversee the transition of Research &amp; Planning Management.</td>
<td>6/04</td>
<td>District Superintendent Interim Assoc. Supt., Regional Svc</td>
<td>Completed 6/04</td>
</tr>
<tr>
<td>4. Assess the feasibility of establishing an Educational Foundation to Support BOCES programs.</td>
<td>6/04</td>
<td>District Superintendent Assoc. Supt., Mgmt. Services</td>
<td>Completed 12/04</td>
</tr>
</tbody>
</table>

Strategic Plan 2005-06 91
Eastern Suffolk BOCES
Strategic Action Plan VI.A: Research and Program Improvement

<table>
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<tr>
<td>5. Establish a consortium of grants administrators.</td>
<td>6/06</td>
<td>Dir., Research &amp; Planning</td>
<td>In Progress</td>
</tr>
<tr>
<td>6. Provide regular reports of activities to the BOCES Board and to the BOCES community at large.</td>
<td>On-going</td>
<td>District Superintendent Chief Operating Officer Assoc. Supt., Mgmt. Services Interim Assoc. Supt., Regional Svc Dir., Research &amp; Planning Coord., Research &amp; Planning</td>
<td>On-going</td>
</tr>
</tbody>
</table>

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

POSSIBLE SOURCES OF FUNDING:
Integrated into the administrative and program budgets

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

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

EFFECTIVENESS MEASURES:
Indication of an increase in research and program improvement capacity within the organization will be indicated by an increase in the number of strategic and operational action plans that rely upon regular collection and analysis of data to measure progress in achieving desired results/outcomes. External validation of this increased capacity will be reflected in the reports of Middle States Association representatives conducting future mid-point and re-accreditation visits by an indication that Standard 9: Results/Outcomes have been met.
All action plans now rely on collection and analysis of data effectiveness measures. Last year in 2003-04, only 12 out of 34 action plans had effectiveness measures.

INFORMATION REQUIRED FOR MEASURES: Regular review and annual updates of the strategic and operational action plans must include detailed information about benchmarking and evaluation activities conducted to measure progress toward meeting agency goals.
Eastern Suffolk BOCES
Related Operational Action Plan VI.B: Agency-wide, Divisional and Site Accreditation

ADDRESSES BOCES GOAL(S):
II: Staff Development
VII: Strategic Planning

RESPONSIBLE ADMINISTRATOR:
District Superintendent
Chief Operating Officer
Internal Coordinator, Agency-wide

COLLABORATOR(S):
Cabinet
Administrative Council

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

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

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>Target Date for Completion</th>
<th>Responsible Person/Group</th>
<th>Status/Outcome</th>
</tr>
</thead>
</table>
| 1. Annual update of membership of the Agency-wide Strategic Planning Council including the membership of their budget review subcommittees | Annually, July              | District Superintendent
Chief Operating Officer
Agency-wide Steering Committee                      | Annual membership update occurred 8/00; 8/01; 8/02; 8/03; 8/04; 8/05 |
### Eastern Suffolk BOCES
#### Related Operational Action Plan VI.B: Agency-wide, Divisional and Site Accreditation

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
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<tbody>
<tr>
<td>2. Annual review of progress and update of Agency strategic plan by Strategic Planning Council</td>
<td>Annually, August</td>
<td>District Superintendent Chief Operating Officer Internal Coordinator – Agency level Assoc. Superintendents Executive Directors Directors</td>
<td>Annual meetings occurred 8/00; 8/01; 8/02; 8/03; 8/04; 8/05</td>
</tr>
<tr>
<td>3. Review and approval by Board of revisions to Agency strategic plan</td>
<td>As needed</td>
<td>District Superintendent Chief Operating Officer Cabinet</td>
<td>Periodic update provided during Board reports of Cabinet level administrators</td>
</tr>
<tr>
<td>4. Integration of strategic planning initiatives into the annual budget process</td>
<td>Annually, during budget preparation</td>
<td>Cabinet</td>
<td>Occurred during budget planning cycle for the 2001-02; 2002-03; 2003-04; 2004-05 and 2005-06 years</td>
</tr>
<tr>
<td>5. Review and approval of Administrative and Divisional strategic initiatives and their budgetary implications by subcommittees of the Strategic Planning Council</td>
<td>Annually, during budget preparation</td>
<td>Budget Review subcommittees</td>
<td>Occurred during the budget planning cycle for the 2002-03; 2003-04; 2004-05 and 2005-06 years</td>
</tr>
<tr>
<td>7. On-going implementation, monitoring and evaluation of strategic initiatives</td>
<td>On-going</td>
<td>Responsible Cabinet-level administrator(s) of each action plan</td>
<td>On-going</td>
</tr>
</tbody>
</table>
**Eastern Suffolk BOCES**  
**Related Operational Action Plan VI.B: Agency-wide, Divisional and Site Accreditation**

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<tr>
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</thead>
<tbody>
<tr>
<td>8. Regular communication to stakeholders re: strategic planning and strategic initiatives</td>
<td>On-going</td>
<td>Cabinet Internal coordinator</td>
<td>On-going as part of regular communications to the Board as well as internal and external stakeholders</td>
</tr>
<tr>
<td>9. Invitation to Middle States Association representative to conduct mid-point review of Agency and Divisional plans</td>
<td>During the 2005-06 school year</td>
<td>District Superintendent Chief Operating Officer Internal Coordinator, Agency-wide</td>
<td>In Progress</td>
</tr>
<tr>
<td>10. Review of planning process (Plan-to-Plan for agency, divisions and sites) in preparation for development of next Seven-Year Strategic Plan</td>
<td>Spring 2007</td>
<td>Cabinet, Divisional Steering Committees.</td>
<td>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</td>
</tr>
<tr>
<td>11. Development and approval of next seven year strategic plan for the agency and divisions</td>
<td>2007-08 school year</td>
<td>Agency Strategic Planning Council</td>
<td></td>
</tr>
<tr>
<td>12. Validation visits by Middle States Association to reaccredit the Agency and Divisions</td>
<td>No later than Spring 2009</td>
<td>Agency/Divisional Steering Committees Internal Coordinators</td>
<td></td>
</tr>
</tbody>
</table>
RESOURCES REQUIRED:
Annual membership fees to Middle States Association
Consultant fees for special activities (i.e., retreats)
Expenses for meetings (annual meetings, retreats) and communication activities
Travel, accommodations, meal expenses: validation teams
Staff time and substitutes for staff engaged in planning retreats, etc.

POSSIBLE SOURCES OF FUNDING:
Integrated into the administrative/program budgets

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

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

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

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

INFORMATION REQUIRED FOR MEASURES:
Evaluation of the impact of each Action Plan will be gathered via evaluation measures articulated within the action plan and documented in regular newsletters and in annual summary reports for stakeholders. A work product documenting the results of the strategic planning process resulting in a seven-year strategic plan will be produced and disseminated.
**Eastern Suffolk BOCES**  
**Related Operational Action Plan VI.C: Establishing a Consortium for Grants Administrators**

**ADDRESSES BOCES GOAL(S):**  
II: Staff Development  
V: Resourcing and Operational Efficiency  
X: Internal Communications

**RESPONSIBLE ADMINISTRATOR:**  
Director, Research & Planning

**COLLABORATOR(S):**  
Associate Superintendent, Management Services  
Interim Associate Superintendent, Regional Services  
Administrators of Grant Funded Programs

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

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

<table>
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<tr>
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<th>Target Date for Completion</th>
<th>Responsible Person /Group</th>
<th>Status/Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Review and revise processing procedures for grant submissions, Board approvals; reissue revise grant guidelines</td>
<td>Fall 2003</td>
<td>Dir., Research &amp; Planning Assoc. Supt., Mgmt. Services Interim Assoc. Supt., Regional Svc</td>
<td>Completed 3/04</td>
</tr>
<tr>
<td>2. Hire part-time Regional Grants Officer – develop job description – 6/03; advertise vacancy – Fall 2003; Board Appointment 12/03</td>
<td>1/04; Postponed to 6/06</td>
<td>Assoc. Supt., Regional Services</td>
<td>Job description developed – Hiring Postponed – Using consultant to establish regional need.</td>
</tr>
</tbody>
</table>
## Eastern Suffolk BOCES
### Related Operational Action Plan VI.C: Establishing a Consortium for Grants Administrators

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<th>Status/Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Convene regular meetings of Eastern Suffolk BOCES administrators of specially funded programs</td>
<td>Initiated Spring 2004</td>
<td>Dir., Research &amp; Planning</td>
<td>On-going</td>
</tr>
<tr>
<td>4. Information sharing about current grant funded programs through expansion of Grants Briefing Book or other jointly developed methods</td>
<td>On-going</td>
<td>Consortium participants</td>
<td>In Progress</td>
</tr>
<tr>
<td>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)</td>
<td>On-going</td>
<td>Consortium participants</td>
<td>In Progress</td>
</tr>
<tr>
<td>6. Identify operational problem areas within the agency for grant funded programs (i.e., inefficiencies in business procedures, hiring procedures) for future agendas</td>
<td>On-going</td>
<td>Dir., Research &amp; Planning</td>
<td>In Progress</td>
</tr>
<tr>
<td>7. Identify and develop &quot;boilerplate&quot; descriptions, &quot;fact sheets,&quot; data bases, etc. that can be shared between grant programs to ease grant writing efforts</td>
<td>On-going</td>
<td>Consortium participants</td>
<td>In Progress</td>
</tr>
<tr>
<td>8. Host special programs (staff development for grants administrators) and quality improvement sessions (with other departments) following agenda identified via needs assessments</td>
<td>On-going</td>
<td>Dir., Research &amp; Planning</td>
<td>In Progress</td>
</tr>
<tr>
<td>9. Use new technology tools (email; listserv; website; etc.) to promote communication among the group</td>
<td>On-going</td>
<td>Dir., Research &amp; Planning Office of Tech. Integration Communications Office</td>
<td>In Progress</td>
</tr>
<tr>
<td>10. Investigate new cross-grant program initiatives and form ad hoc subcommittees as appropriate to facilitate new grant writing initiatives; researches statistical data needed to develop grant proposals including budget development</td>
<td>On-going</td>
<td>Regional Ed. Researcher</td>
<td>In Progress</td>
</tr>
<tr>
<td>11. Provide informational sessions and technical assistance to BOCES staff on development of grant proposals</td>
<td>On-going</td>
<td>Dir., Research &amp; Planning</td>
<td>In Progress</td>
</tr>
<tr>
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<tr>
<td>12. Develop funding proposals, grant applications, etc.</td>
<td>On-going</td>
<td>Dir., Research &amp; Planning</td>
<td>In Progress</td>
</tr>
<tr>
<td>13. Expand Consortium for Grant Funded Programs to include representatives of component school districts</td>
<td>On-going</td>
<td>Dir., Research &amp; Planning</td>
<td>In Progress</td>
</tr>
<tr>
<td>14. Provide informational sessions and technical assistance to component school districts on development of grant proposals</td>
<td>On-going</td>
<td>Dir., Research &amp; Planning</td>
<td>In Progress</td>
</tr>
</tbody>
</table>

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

POSSIBLE SOURCES OF FUNDING:
- Integrated into the administrative and program budgets

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

IMPLEMENTATION MEASURES:
- Updating action plans
- Meeting minutes of New York Initiatives Group
- Monthly reports
- Annual report
**EFFECTIVENESS MEASURES:**
An increase in resource and knowledge sharing among grant administrators. Additional funding for the agency will be acquired. In 2003-04, a total of $19,835,465.77 was reported on our “F” budget lines for grant funded projects.

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

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

**INFORMATION REQUIRED FOR MEASURES:**
Data on all grants and “F” lines - totals of funding acquired, numbers of proposals submitted
Minutes from grant administrators and NYSI meetings
Strategic Action Plan VII.A: Enhancing Standard Operating Procedures throughout BOCES

**ADDRESSES BOCES GOAL(S):**

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

**RESPONSIBLE ADMINISTRATOR(S):**

Associate Superintendent, Management Services

**ADDRESSES RETREAT REPORT OBJECTIVE(S):**

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

**COLLABORATOR(S):**

Administrative Council members
Board members
Attorneys
Auditors
Miscellaneous Consultants

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

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

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</thead>
<tbody>
<tr>
<td>1. Perform initial review and revision of existing Board policies.</td>
<td>2002-03</td>
<td>Exec. Dir., Admin. Services Policy Review Committee Administrative Council Board</td>
<td>Complete</td>
</tr>
<tr>
<td>2. Perform initial review and revision of existing Administrative Regulations. (See related operational action plan VII.E)</td>
<td>2003-06</td>
<td>Exec. Dir., Admin. Services Administrative Council</td>
<td>In Progress</td>
</tr>
</tbody>
</table>
### ACTIVITIES

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<tbody>
<tr>
<td>3. Collect and/or document existing rules, procedures, practices, and forms. Perform initial review and revision.</td>
<td>2003-09</td>
<td>Assoc. Supt., Mgmt. Services Administrative Council</td>
<td>In Progress</td>
</tr>
<tr>
<td>5. Determine effective method(s) of organization and distribution of Board policies, administrative regulations, rules, procedures, practices, and forms.</td>
<td>2003-05</td>
<td>Assoc. Supt., Mgmt. Services Administrative Council</td>
<td>Complete</td>
</tr>
<tr>
<td>6. Organize, and distribute or make all Board policies, administrative regulations, rules, procedures, and forms available to all staff.</td>
<td>2005-06</td>
<td>Administrative Services</td>
<td>In Progress</td>
</tr>
<tr>
<td>7. Train staff in the existence, location, and use of all Board policies, administrative regulations, rules, procedures, and forms.</td>
<td>2003-09</td>
<td>Administrative Council</td>
<td>In Progress</td>
</tr>
<tr>
<td>8. Supervise staff with regard to the use of and adherence to all Board policies, administrative regulations, rules, procedures, and forms.</td>
<td>2003-09</td>
<td>Administrative Council</td>
<td>In Progress</td>
</tr>
<tr>
<td>9. Assess the project for effectiveness</td>
<td>2003-09</td>
<td>Administrative Council</td>
<td>Not Started</td>
</tr>
</tbody>
</table>

### RESOURCES REQUIRED:
Time

### POSSIBLE SOURCES OF FUNDING:
No additional economic resources required

### CURRENT BASELINE DATA:
July 2002 Board policies and administrative regulations, rules, procedures, practices, and forms

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

INFORMATION REQUIRED FOR MEASURES:
Staff survey results;
Administrator survey results;
Federal and state error / audit exception reports;
Successful claims, appeals, and litigation against the agency;
Internal audit reports; and
Independent auditor reports.
Eastern Suffolk BOCES
Related Operational Action Plan VII.B: Review, Revise, Establish, and Publish or Re-Publish
Rules, Procedures, Practices, and Forms

ADDRESSES BOCES GOAL(S):
I: High Standards
V: Resourcing and Operational Efficiency
VI: Technology

RESPONSIBLE ADMINISTRATORS:
Associate Superintendent, Management Services

COLLABORATOR(S):
Associate Superintendents
Administrative Council
Building / Program Administrators

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

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

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</thead>
<tbody>
<tr>
<td>PHASE 1 – Management Services Division</td>
<td>6/06</td>
<td>Assoc. Supt., Mgmt. Services, Exec. Dir., Admin. Services</td>
<td>In Progress</td>
</tr>
<tr>
<td>1. Collect and/or document all rules, procedures, practices, and forms within the Division.</td>
<td>2003-06</td>
<td>Exec. Dir., Admin. Services, Dir., Business Services, Dir., Technology Integration, Dir., Regional Info. Center</td>
<td>In Progress</td>
</tr>
<tr>
<td>2. Review, revise, and establish the above for alignment with federal and state requirements, established Board policies, administrative regulations, agency vision, mission,</td>
<td>2003-06</td>
<td>Assoc. Supt., Mgmt. Services, Exec. Dir., Admin. Services, Dir., Business Services</td>
<td>In Progress</td>
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### Eastern Suffolk BOCES
**Related Operational Action Plan VII.B: Review, Revise, Establish, and Publish or Re-Publish Rules, Procedures, Practices, and Forms**

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<tr>
<td>belief and parameter statements, division mission statement, and best practices.</td>
<td></td>
<td>Dir., Technology Integration&lt;br&gt;Dir., Regional Info. Center</td>
<td></td>
</tr>
<tr>
<td>3. Organize and distribute or make the above available to all staff.</td>
<td>2003-06</td>
<td>Assoc. Supt., Mgmt. Services&lt;br&gt;Exec. Dir., Admin. Services&lt;br&gt;Dir., Business Services&lt;br&gt;Dir., Technology Integration&lt;br&gt;Dir., Regional Info. Center</td>
<td>In Progress</td>
</tr>
<tr>
<td><strong>PHASE 2 – Regional Services Division</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Collect and/or document all rules, procedures, practices, and forms within the Division.</td>
<td>2003-07</td>
<td>Interim Assoc.Supt., Regional Svc&lt;br&gt;Dir., Research &amp; Planning&lt;br&gt;Grant Program Administrators</td>
<td>In Progress</td>
</tr>
<tr>
<td>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.</td>
<td>2003-07</td>
<td>Interim Assoc.Supt., Regional Svc&lt;br&gt;Dir., Research &amp; Planning&lt;br&gt;Grant Program Administrators</td>
<td>In Progress</td>
</tr>
<tr>
<td>3. Organize and distribute or make the above available to all staff.</td>
<td>2003-07</td>
<td>Interim Assoc.Supt., Regional Svc&lt;br&gt;Dir., Research &amp; Planning&lt;br&gt;Grant Program Administrators</td>
<td>In Progress</td>
</tr>
<tr>
<td><strong>PHASE 3 – Educational Services Division</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Collect and/or document all rules, procedures, practices, and forms within the Division.</td>
<td>2003-09</td>
<td>Assoc. Supt., Ed. Services&lt;br&gt;Dir., Special Education&lt;br&gt;Dir., CTE&lt;br&gt;Dir., ESS</td>
<td>In Progress</td>
</tr>
<tr>
<td>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.</td>
<td>2003-09</td>
<td>Assoc. Supt., Ed. Services&lt;br&gt;Dir., Special Education&lt;br&gt;Dir., CTE&lt;br&gt;Dir., ESS</td>
<td>In Progress</td>
</tr>
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Eastern Suffolk BOCES
Related Operational Action Plan VII.B: Review, Revise, Establish, and Publish or Re-Publish Rules, Procedures, Practices, and Forms

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<tr>
<td>3. Organize and distribute or make the above available to all staff.</td>
<td>2003-09</td>
<td>Assoc. Supt., Mgmt. Services Dir., Special Education Dir., CTE Dir., ESS</td>
<td>In Progress</td>
</tr>
</tbody>
</table>

RESOURCES REQUIRED:
Time

POSSIBLE SOURCES OF FUNDING:
No additional economic resources required

CURRENT BASELINE DATA:
Loose collection of documented and undocumented rules, procedures, practices, and forms

IMPLEMENTATION MEASURES:
Adherence to schedule

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

INFORMATION REQUIRED FOR MEASURES:
Staff and administrator survey data
External auditor’s comments
Eastern Suffolk BOCES
Related Operational Action Plan VII.C: Revamping the Billing System

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

RESPONSIBLE ADMINISTRATOR:
Director, Technology Integration
Director, Business Services

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

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

DESCRIPTIVE NARRATIVE: Through the execution of three project phases, BOCES will implement a streamlined billing process designed to eliminate data redundancy and provide standardized, timely financial reporting to BOCES Program Administrators as well as participating school districts. Phase I will replace the current legacy system and provide summary billing/accounts receivable functionality within the PeopleSoft platform. Phase II will incorporate electronic transfers of detailed billing data from all BOCES’ program management software systems. Phase III will provide integral relationships between school district service contracts and BOCES’ program billing data. Phase IV will provide school districts with ability to access contract and billing information over the Internet.

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</thead>
<tbody>
<tr>
<td>PHASE I</td>
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</tbody>
</table>
| 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**

<table>
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<tr>
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</thead>
</table>
| 4. Meet with representative school district business officials to gain consensus on new billing format. | 9/02                       | Assoc. Supt., Mgmt. Services  
Dir., Business Services  
Dir., Technology Integration | Completed     |
| 5. Complete implementation of Phase I plan.                               | 10/05                      | Dir., Business Services  
Dir., Technology Integration | In Progress   |

**PHASE II**

1. Develop procedure to assign unique student numbers for all students receiving BOCES’ services.  
   | 9/02                       | Dir., Business Services  
Dir., Technology Integration  
Dir. Goals, Research & Grants Management | Completed     |

2. Write computer programs to facilitate electronic transfer of billing data from all management software packages into PeopleSoft.  
   a. Special Ed – Convert billing to PeopleSoft database  
   b. Career Ed - develop interface from eSchool to PeopleSoft  
   c. Transportation – evaluate interface capabilities with Transportation System  
   d. Evaluate system interface capabilities of other programs  
   e. Develop direct data entry Billing Panel for remainder of programs  
   | 10/02                       | Dir., Technology Integration  
Educational Services Staff | Completed     |
| 11/04                       | Dir., Technology Integration  
Educational Services Staff | Completed     |
| 11/04                       | Dir. Technology Integration  
Transportation Staff | Completed     |
| 11/04                       | Dir., Technology Integration  
Dir., Business Services | Completed     |
| 6/04                        | Dir., Technology Integration | Completed     |

**PHASE III**

   | 8/02                       | Dir. Technology Integration  
Dir. Business Services  
Administrative Services Staff | Completed     |

2. Build and define relationships between contracts and services billed working with program administrators.  
   | 8/05                       | Dir. Technology Integration  
Dir., Business Services  
Administrative Services Staff | In Progress   |
## ACTIVITIES

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<tr>
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<th>Responsible Person/Group</th>
<th>Status/Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Modify software to ensure compliance with program and contract needs</td>
<td>10/05</td>
<td>Dir., Technology Integration</td>
<td>In Progress</td>
</tr>
<tr>
<td>4. Complete Implementation of Phase III</td>
<td>6/05</td>
<td>Dir., Technology Integration</td>
<td>In Progress</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dir., Business Services</td>
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<td></td>
<td></td>
<td>Administrative Services Staff</td>
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### PHASE IV

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<tr>
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<th>Target Date for Completion</th>
<th>Responsible Person/Group</th>
<th>Status/Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop web based prototype of school district contract, subscriptions and billing</td>
<td>5/04</td>
<td>Dir., Technology Integration</td>
<td>Completed</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dir., Business Services</td>
<td></td>
</tr>
<tr>
<td>2. Form a committee of internal and external users of BOCES services to recommend what information should be available via the Web.</td>
<td>8/04</td>
<td>Dir., Technology Integration</td>
<td>Completed</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dir., Business Services</td>
<td></td>
</tr>
<tr>
<td>3. Develop technical specifications</td>
<td>12/04</td>
<td>Dir., Technology Integration</td>
<td>Completed</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dir., Business Services</td>
<td></td>
</tr>
<tr>
<td>4. Write Computer programs necessary to create web pages. Review and test new system and process.</td>
<td>6/06</td>
<td>Dir., Technology Integration</td>
<td>In Progress</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dir., Business Services</td>
<td></td>
</tr>
<tr>
<td>5. Hold training session for Component Districts</td>
<td>8/06</td>
<td>Dir., Technology Integration</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dir., Business Services</td>
<td></td>
</tr>
</tbody>
</table>

### RESOURCES REQUIRED:
Staff time

### POSSIBLE SOURCES OF FUNDING:
Budget

### CURRENT BASELINE DATA:
Current billing system
Limited summary reports for administrators
No Internet access to district contract and billing information

### IMPLEMENTATION MEASURES:
Staff meetings
Periodic status reports
EASTERN SUFFOLK BOCES
Related Operational Action Plan VII.C: Revamping the Billing System

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

INFORMATION REQUIRED FOR MEASURES:
Results of usage reports
Notes from meetings
Periodic status reports
Eastern Suffolk BOCES
Related Operational Action Plan VII.D: Review, Revise, Establish and Re-Publish Administrative Regulations

ADDRESSES BOCES GOAL(S):
I: High Standards
V: Resourcing and Operational Efficiency
VI: Technology

RESPONSIBLE ADMINISTRATORS:
Executive Director, Administrative Services

COLLABORATOR(S):
Administrative Council
Building / Program Administrators

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

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

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

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<th>Status/Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>5. The Management Services Office will organize and distribute or make this information available to all staff within the agency.</td>
<td>6/30/08</td>
<td>Assoc. Supt., Mgmt. Services</td>
<td>In Progress</td>
</tr>
</tbody>
</table>

### RESOURCES REQUIRED:

Time

### POSSIBLE SOURCES OF FUNDING:

No additional economic resources required

### CURRENT BASELINE DATA:

July 2003 administrative regulation manual

### IMPLEMENTATION MEASURES:

Adherence to schedule

### EFFECTIVENESS MEASURES:

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

### INFORMATION REQUIRED FOR MEASURES:

Staff and administrator survey data  
External auditor’s comments
Eastern Suffolk BOCES
Related Operational Action Plan VII.E: Using Technology to Improve Office Productivity and Organization

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

RESPONSIBLE ADMINISTRATORS:
Associate Superintendent, Management Services
Director, Technology Integration
Director, Regional Information Center

COLLABORATOR(S):
Administrative Council
Building / Program Administrators

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

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

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

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</tr>
</thead>
</table>
| 5. Develop curriculum for a training program on the practical and professional application of Microsoft® Outlook® and other technologies. | 4/30/06                   | Assoc. Supt., Mgmt. Services  
Dir., Technology Integration  
Dir., Regional Info Center | Pending                     |
| 6. Provide the training developed in step 5 to all administrators and their support staff. | 6/30/06                   | Dir., Regional Info Center                                    | Pending                     |

### RESOURCES REQUIRED:
- Training and learning time
- Organizational/planning tools & materials
- Software licenses
- Consultants

### POSSIBLE SOURCES OF FUNDING:
- Program and administrative budgets

### CURRENT BASELINE DATA:
- Observation and anecdotal data

### IMPLEMENTATION MEASURES:
- Adherence to schedule

### EFFECTIVENESS MEASURES:
- Staff knowledge, understanding, and use of standard procedures/methods
- Office productivity and organization

### INFORMATION REQUIRED FOR MEASURES:
- Observation and anecdotal data
- Staff and administrator survey results
Eastern Suffolk BOCES
Related Operational Action Plan VII.F: Designing and Deploying an Intranet and Extranet to Enhance Internal and External Communications

ADDRESSES BOCES GOAL(S):
III: Quality Management
V: Resourcing and Operational Efficiency
VI: Technology
IX: Public Information
X: Internal Communications

RESPONSIBLE ADMINISTRATORS:
Associate Superintendent, Management Services
Director, Technology Integration
Director, Regional Information Center

COLLABORATOR(S):
Administrative Council
Building / Program Administrators
School District Administrators

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

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

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

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

### RESOURCES REQUIRED:
Training and learning time

### POSSIBLE SOURCES OF FUNDING:
Program and administrative budgets

### CURRENT BASELINE DATA:
Observation and anecdotal data
IMPLEMENTATION MEASURES:
Adherence to schedule

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

INFORMATION REQUIRED FOR MEASURES:
Observation and anecdotal data
Internal and external stakeholder survey results
Eastern Suffolk BOCES
Strategic Action Plan VIII.A: Supporting Educational Opportunities through Technology Services

ADDRESSES BOCES GOAL(S):
I: High Standards
II: Staff Development
VI: Technology

RESPONSIBLE ADMINISTRATOR:
Associate Superintendent, Management Services
Director, Regional Information Center

ADDRESSES RETREAT REPORT OBJECTIVE(S):
ASIST #1: Utilizing Emerging Technologies
ASIST #2: Systems Approach to Quality Service Delivery/
Customer Satisfaction

COLLABORATOR(S):
RIC Administrators
Director, Research & Planning
School District Stakeholder Groups

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

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

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<th>Status/Outcome</th>
</tr>
</thead>
</table>
| 1. Provide leadership and support for users of instructional and administrative technology including the utilization of Internet for access to programs.  
a. A handbook of RIC processes and procedures will be developed for use by districts when requesting services.  
b. Blackboard technology will be introduced to facilitate remote learning instruction for in-service course offerings.  
c. A website will be developed and expanded upon as information is coordinated for posting.  
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. | Annually                    | Dir., Regional Info Center                  | In Progress    |
|                                                                           | June 2006                  | RIC Administrators                         | In Progress    |
|                                                                           | June 2005                  | Program Administrator                      | Completed      |
|                                                                           | June 2005                  | RIC Administrators                         | Completed      |
|                                                                           | Dec 2005                   | Dir., Regional Info Center                  | In Progress    |
### Eastern Suffolk BOCES
**Strategic Action Plan VIII.A: Supporting Educational Opportunities through Technology Services**

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

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

### RESOURCES REQUIRED:

- **Personnel**
  - An anticipated increase of 5 or more FTE’s is targeted for 2005-06

- **Facilities**
  - FTE capacity is anticipated to exceed available physical workspace by January, 2006; contiguous physical workspace is critical to program performance and management of all resources

- **Time**
  - Timeframes for meeting new state and federal requirements can exceed SRIC and school districts ability to react in order to become compliant

- **Equipment**
  - Workstations for new personnel, new test scanner to accommodate new grades 3 thru 8 testing, SAN equipment, network expansion to accommodate high-bandwidth internet connections by districts to SRIC NOC
Eastern Suffolk BOCES
Strategic Action Plan VIII.A: Supporting Educational Opportunities through Technology Services

SOURCES OF FUNDING REQUIRED:
Moderate funding required including participation by subscribing districts and grant funding.

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

BASELINE DATA TO BE DEVELOPED:
- Current state of district evaluation of RIC support services.

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

EFFECTIVENESS MEASURES:
- School district response on VIII.A evaluation tool
- Co-Ser Survey results
- RIC’s ability to stay within budget
- Demonstrated program flexibility in meeting school district needs
INFORMATION REQUIRED FOR MEASURES:
  · Developmental results of various assessments and evaluation tools
Eastern Suffolk BOCES
Related Operational Action Plan VIII.B: Assess the Services Provided by the Regional Information Center

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

**RESPONSIBLE ADMINISTRATOR:**
Associate Superintendent, Management Services
Director, Regional Information Center

**COLLABORATOR(S):**

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

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

<table>
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<th>Status/Outcome</th>
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</thead>
<tbody>
<tr>
<td>1. Establish committee of stakeholders.</td>
<td>10/1/05</td>
<td>Dir., Regional Info Center</td>
<td>Completed</td>
</tr>
<tr>
<td>2. Develop assessment methodology.</td>
<td>12/1/05</td>
<td>Committee</td>
<td>Completed</td>
</tr>
<tr>
<td>3. Perform assessment.</td>
<td>7/1/05</td>
<td>Dir., Regional Info Center</td>
<td>Completed</td>
</tr>
<tr>
<td>4. Analyze results and summarize.</td>
<td>8/1/05</td>
<td>Dir., Regional Info Center</td>
<td>In Progress</td>
</tr>
<tr>
<td>5. Revise assessment methodology based upon feedback received from assessment results.</td>
<td>6/30/06</td>
<td>Committee</td>
<td>Pending</td>
</tr>
</tbody>
</table>

**RESOURCES REQUIRED:**
- Time
  - Committee work is not the primary responsibility of all members
- Assessment tool

**POSSIBLE SOURCES OF FUNDING:**
- SRIC budget

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

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

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

INFORMATION REQUIRED FOR MEASURES:
Criteria for the assessment tool
- School district responses to survey questions
- Other Eastern Suffolk BOCES responses relative to services offered / delivered
- NYSED responses to fulfillment of requests
President
Pamela Betheil

Vice President
Lisa Israel

Member & Clerk
Fred Langstaff

Members
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Stephen Dewey, Ph.D.
Chris Garvey
William Hsiang

Susan Lipman
Joseph LoSchiavo
Anne Mackesey
Jeffrey Smith

Sandra Townsend
Pamela Waltz
Andrew T. Wittman, Jr.
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Gary D. Bixhorn

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Shane Higuera ~ Management Services
Valerie Krizel ~ Educational Services

Assistant Superintendent
Michael Locantore ~ Human Resources

Executive Director
Stanley Packman ~ Administrative Services

Directors
Deloris Alexander-Davis ~ Career, Technical & Adult Education
Robert Becker ~ Special Education
Maureen Kaelin ~ Business Services
Will Lombardo ~ Staff Support Services

Sylvia Savarese ~ Technology Integration
Joan Skelly ~ Educational Support Services
Jeanne K. Weber ~ Regional Information Center
Candace White-Ciraco, Ed.D. ~ Research & Planning