

CVES 2020-2023 Strategic Plan for Continuous Improvement 2020-21 Update

CVES BOCES Board Meeting
November 18, 2020
Plattsburgh, NY

Our Mission: Champlain Valley Educational Services empowers students, schools and communities by providing exemplary education, training, support and shared services.

CVES / Clinton-Essex-Warren-Washington (CEWW) BOCES is a proud member of the statewide BOCES Network since 1949.



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CVES 2020-2023 Strategic Plan

CVES School Community,

As we move forward with our 7th year of Strategic Planning implementation, CVES BOCES, like our component districts, is working diligently to mitigate - as effectively as possible- the impact of COVID within our schools and region.

This past summer, CVES spent a considerable amount of time developing comprehensive reopening and instructional plans designed to keep our educational programs and personal interactions as safe as possible. This carefully detailed process allowed us to implement in-person and hybrid learning models, with a capability to transition to an expanded hybrid or remote instruction at a moment's notice.

We are coordinating CVES' pandemic response with our local county health departments and our component districts, working as a team to support our students and each other to face this challenge.

This year, we are conducting the strategic planning process in the midst of a global pandemic, facing new and unanticipated challenges: ensuring the health and safety of students and staff through employing best practices for social distancing and enhanced cleaning methods; ensuring the continuity of learning for our students; and providing exemplary services to our component school districts.

We are pleased to share our CVES 2020-23 Strategic Plan which was updated in October 2020 by the District Planning Team (DPT) and divisional teams, working with Sean Brady of Prism Decision Systems. It was an exemplary effort that has yielded solid results that will shape our planning and work throughout the coming year.

CVES thanks all DPT and divisional team members for their committee work, and indeed all members of the CVES family for their daily work and commitment to our Strategic Plan and its ongoing implementation. This is an integral and indispensable part of CVES' educational environment that assists us to build upon the excellence of our programs and employees as we prepare our students for future endeavors.

Dr. Mark C. Davey, CVES District Superintendent/CEO



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CVES 2020-2023 Strategic Plan

Presentation Overview

- Introduction
- Guiding Principles
- 2020-23 CVES Strategic Plan Performance Measures
- 2020-22 Divisional Overviews

Special Education First Day of School



CV-TEC First Day of School

Mission:

Champlain Valley Educational Services empowers students, schools and communities by providing exemplary education, training, support and shared services

Vision:

We aspire to be a nationally recognized, premier provider of dynamic and innovative programs and services, serving as a catalyst for personal and regional economic growth.

Core beliefs:

- Students are our first priority.
- We value open and honest communication.
- We embrace collaboration and shared decision-making.
- We promote creativity and innovation.
- All students can learn and be successful.
- We all lead by example.
- We act with integrity, fostering respect for all.
- Students, family and community are valued partners for success.
- We ensure a safe, supportive learning and work environment.
- We all impact the educational process and are dedicated to perform at the highest possible levels.



CVES 2020-21 District Planning Team (DPT)

Chairperson - Teri Calabrese-Gray

Bell, Eric
Bouyea, Shelley
Coon, Jeff
Davey, Dr. Mark
Denton, Kim

Friedman, Michele
Gebhart, Amanda
Harriman, Sr. Richard
Keefe, Erin
Mayer, Kim
McCartney, Jim
Meyer, Joshua

Osborne, Scott
Phillips, Brigitte
Robinson, Tonya
Saunders, Lori
Slattery, Matthew
Smith, Matthew
St. Pierre, Alex
Stay, Grace
Valenzuela, Daniel
Waldron, Angie
Zullo, Amanda



Pre COVID-19



Pre COVID-19

CVES 2020-21 Divisional Committees

Special Education

**Matthew Slattery,
Team Leader**

Janet Arthur

Ashley Brown

Erin LaDuke

Melissa Litts

Kim Mayer

Nicole O'Connell

Brigitte Phillips

Tonya Robinson

Daniel Valenzuela

Angie Waldron

Caitlyn Worley

Instructional Services

**Teri Calabrese-Gray,
Team Leader**

Susanne Ford-
Croghan

Becky Gates

Joseph Lamoy

Megan Manson

April Miner

Matthew Walentuk

Central Admin/O & M

Eric Bell Team Leader

Jeff Coon

Erin Keefe

Jessie Moulton

Christine Myers

Meaghan Rabideau
(Louise Jackstadt-
alt.)

Kara Taylor

Stephanie Trombley

CV-TEC

**Michele Friedman,
Team Leader**

Chad Blair

Mark Brown

Amy Burdo

Alexis Dirolf

Kevin Donoghue

Adam Facteau

Colleen LaFountain

Shirley Lareau-Kemp

Tina LeFevre

Joanne Mazzotte

Jim McCartney

Jessica Mitchell-Briehl

Nicole Osika

Dana Poirier

Nicole Santaniello

Kevin Shaw

Sherry Snow

Grace Stay

Beverly Thwaits

Donna Wyant



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CVES 2020-23 Priorities & Strategies

Lead



Provide dynamic leadership

- **Attract, support, develop and retain high quality employees.**
- **Reimagine our programs and services to excel in the rapidly changing educational landscape.**
- Continuously update our five-year program, equipment, technology and facilities budgets and plans through a transparent process.
- Promote and market our programs and services both internally and externally.

Deliver



Educate through innovative, high-quality programs and services

- Invest in all staff by providing opportunities for professional learning and collaboration.
- Support and expand existing and develop new Co-Sers and shared services.

Support



Ensure a quality learning environment

- **Meet the expansive social, emotional and mental health needs of our educational community.**
- **Build and ensure a culture of equity, inclusion and acceptance.**
- Implement the capital project and regularly communicate progress.

Collaborate



Build and enhance partnerships

- Expand and strengthen partnerships with business and industry, educational institutions, community and government agencies.

¹ Immediate priorities are bolded.

² Implementation of all priorities & strategies will account for in-person, remote or hybrid learning models related to the COVID-19 pandemic.

2016-20 Performance Trends & 2023 Targets

Performance measures	2015-16	2016-17	2017-18	2018-19	2019-20	2023 target
CVES-wide Measures						
% agreeing that CVES is good at communications	74	86	85	87	93	95
% agreeing that "I feel informed about CVES issues that may affect my job duties or job performance"	48	66	66	75	81	85
% agreeing the strategic plan is moving us in the right direction	-	75	86	79	89	90
% employees who say they have experienced bullying or harassment at work within the last year ¹	41	27	31	-	-	-
% employees who experienced harassment within the past year	-	-	-	11	9	0
% employees who experienced bullying within the last year	-	-	-	20	15	0
% employees who feel safe at work	-	-	-	86	88	100
% agreeing that "decisions made by the CVES Board are regularly communicated to employees" ¹	45	71	84	-	-	-
% feeling the majority of the Board is aware and invested in programs/services offered at CVES	-	-	-	69	77	90
Central Administration and O&M						
% agreeing senior admin provide leadership and direction to CVES employees	-	-	80	81	85	90
% of yearly O&M work order requests addressed or complete	-	80	86	91	92	90

¹ – these two questions changed for the 2018-19 survey



2016-20 Performance Trends & 2023 Targets

Performance Measures	2015-16	2016-17	2017-18	2018-19	2019-20	2023 Target
<i>Instructional Services Center</i>						
Total number of ISC Co-Ser subscriptions	187	228	243	235	213	235
% clients satisfied with ISC services	93	-	-	92	-	95
# of PD and events being offered to support social and emotional and mental health	-	-	13	17	33	25
<i>CV-TEC</i>						
Total CTE daytime enrollment (high school + post-secondary)	696	702	658	680	678	710
% eligible high school & post-secondary students earning the National Work Readiness Credential	83	84	87	83	72	95
% eligible high school and post-secondary students earning technical endorsement	54	68	54	66	68	80
Adult enrollment in job skills training or continuing education (non CTE daytime)	77	49	61	63	67	100
<i>Special Education</i>						
% IEPs written with goals and needs aligned	-	-	-	33	74	90
% of transition plans written that meet a quality check list (14 and older)	0	41	74	69	78	85




CV-TEC 2020-22 Improvement Plan

Performance Targets	Performance measures	2016-17	2017-18	2018-19	2019-20	2022 target
	Total CTE program high school daytime enrollment (Co-Ser 101 & 115)	620	588	600	619	625
	Total CTE program post-secondary daytime enrollment (Co-Ser 103)	82	70	80	59	85
	Total high school equivalency (HSE-TASC) enrollment	-	-	-	281	300
	Total post-secondary enrollment in job skills training or continuing education courses	49	61	63	67 ¹	85
	% CTE high school daytime completion rate:	97	95	98	98	98
	- # earning dual enrollment (CCCR 2.0 weighting eligible)	-	-	-	45	50
	- % eligible earning technical endorsement (CCCR 2.0)	68	51	63	68	75
	- % earning Nat. Work Readiness Cred or Precision Exams (CCCR 1.5 eligible)	85	87	83	73	90
	% CTE program post-secondary completion rate:	94	88	94	90	97
	- % successfully completing a technical assessment at the state cut score	77	77	93	n/a ²	90
	- % passing National Work Readiness Credential	88	88	100	86	90
	% CV-TEC @ OneWorkSource obtaining employment or enrolling in post-secondary					
	- % employed 6 months after exit from the program	-	-	-	32	TBD
	- % employed 12 months after exit from the program	-	-	-	37	TBD
	- % post-TASC	-	-	-	59	TBD


¹ 18 students did not complete due to COVID Closure; will restart in the Fall

² Technical assessments were not administered due to COVID shutdown


CV-TEC 2020-22 Improvement Plan

2020-22 Activities	Action step	Owner	Due
Provide dynamic leadership 	Provide the framework for all CTE programs to meet NYS, national, and business & industry standards.		
	Align all CTE program curricula with JMT/SWA blueprints.	All	11/15/2020
	Performance Assessment Implementation Plan 20-21 Administer performance-based assessments: <ul style="list-style-type: none"> • Confirm program-specific performance assessments. • Practice performance assessments. • Survey staff to determine readiness to administer the performance assessments (correct assessments, alignment to curricula, relevant dates, etc.) and any issues that need to be addressed. • Schedule dates for administration of both practice and actual performance assessments. • Address the issues of administering the assessments with social distancing requirements, etc. • Administer the performance assessments (e.g., NOCTI, Precision, etc.) 	Standards & conditions committee (SCC)	2020-21
	Reimagine our programs and services to excel in the rapidly changing educational landscape.		
	Establish a CV-TEC protocol/framework for use of MS Teams. Review and enhance remote learning standards. Implement remote learning standards using phased approach.	SCC & SDM	Nov. 2020 Super Conf Day & ongoing
	Identify new online learning and training options for OneWorkSource students.	A. Burdo	1/2021

CV-TEC 2020-22 Improvement Plan


2020-22 Activities	Action step	Owner	Due
Educate through innovative, high-quality programs and services 	Promote and market our programs and services both internally and externally.		
	<ul style="list-style-type: none"> Continue to implement on-campus branding as part of the Capital Project in coordination with all CV-TEC campuses. Partner with business or industry to create a virtual tour of each program (e.g., using drone footage) and each campus that would be packaged by ISC. Collaborate with ISC to support our marketing efforts. Identify ways to recruit students using new, innovative methods both virtual and in-person. Plan and implement multiple recruitment (virtual and in-person) events for target populations: <ul style="list-style-type: none"> HS CTE/PreCTE/NV Programs KidNectons Courses Adult CTE Programs Adult Evening Courses Plan and implement strategies for Virtual Family Night & Open House (Fall & Spring) Involve/recognize all advisory committees and business partners during the Spring Open House. Identify ways to increase community awareness. Update or redo the CV-TEC commercial. 	Marketing committee Counselors	2020-21

CV-TEC 2020-22 Improvement Plan


2020-22 Activities	Action step	Owner	Due
Educate through innovative, high-quality programs and services 	Promote and enhance job skills training, HSE programs and employment outcomes.		
	Increase enrollment to meet CV-TEC @ OneWorkSource grant targets through marketing and utilization of new HSE pathways.	OneWorkSource Committee	Monthly
	Increase the % of @ OneWorkSource enrollment obtaining employment or enrolling in post-secondary education through increased case management and provision of post-secondary education and employment counselling.	Committee	Quarterly
	Increase total post-secondary enrollment in job skills training or continuing education courses (online or in person) by exploring new training opportunities, improving marketing @ OneWorkSource, and increasing community partnerships.	Committee	Ongoing
	Internally promote OneWorkSource capabilities to all of CV-TEC and to component districts to improve understanding of the scope of what they provide to those they serve, including to families of OWS and the greater Clinton & Essex County community members.	Committee	Fall 2020 & ongoing



CV-TEC 2020-22 Improvement Plan

2020-22 Activities	Action step	Owner	Due
<p>Ensure a quality learning environment</p> 	Meet the comprehensive social, emotional, and mental health needs of our educational community by building and ensuring a culture of equity, inclusion and acceptance.		
	<p>Provide time and resources for the social & emotional learning (SEL) committee to:</p> <ul style="list-style-type: none"> Re-administer the needs assessment survey related to social and emotional learning, especially considering COVID-19 disruptions. Explore ways to assess the social and emotional learning of the student population as a whole. 	Admin SEL committee Counselors	12/1/20
	<p>Continue to make CV-TEC a warm, welcoming place for students and staff:</p> <ul style="list-style-type: none"> Hold one remote or in-person staff activity per year based on results of the SEL needs assessment survey (e.g., CVES SWAP, social event, or mental health day). Implement two virtual, remote or in-person student activities per year based on results of the SEL needs assessment survey (e.g., planning fall “welcoming activity,” a designated time for campus wide SEL such as feel-good Friday, campus-wide themes, kindness wings, conversations about wall artwork, Mad City Money, SkillsUSA, fundraising, CTE Month. Have our CV-TEC students take our virtual tour to connect them to our campuses and overall community! Explore (a) implementing bite size SEL at the beginning/end of the day utilizing MS Teams and (b) creating a repository of SEL activities. 	<p>All staff SEL Committee</p> <p>All staff SEL Committee</p>	<p>5/1/21</p> <p>5/1/21</p>
	Review our current counseling protocols and procedures and realign them to our Level 1-5 Re-opening Plan (with the goal of developing a comprehensive CV-TEC Divisional Counseling Plan).	Counselors Admin	11/15/20

CV-TEC 2020-22 Improvement Plan

2020-22 Activities	Action step	Owner	Due
Build and enhance partnerships 	Provide our students multiple pathways to success that allow seamless, efficient transitions to further education or to the workplace.		
	Plan and implement professional development on technical assessments: <ul style="list-style-type: none"> • Improve communication and marketing to students, families, and districts re: • The value of taking technical assessments • Credentials • Certifications • Articulation agreements • Graduation pathways 	Committee & SDM	Ongoing
	Implement Employability Skills Seminars on all campuses including virtual opportunities for career planning, financial literacy, job seeking and a job fair involving business and industry.	Committee	Ongoing
	Provide PD to staff regarding the Work Skills Employability Profile activities and training. Implement Work Skills Employability Profile activities/training with students.	WBL coordinator	10/2020
	Host a “signing day” for students’ transitioning to employment or post-secondary.	Admin WBL coordinator CTE teachers	6/2021
	Redesign our Job Target Competency Profile to read like a transcript and include: WBL, Employability Skills, Credentials & Certifications, Graduation Pathways. <i>(Rename it the: Work Skills Employability Profile)</i> Train and implement the redesigned Work Skills Employability Profile for stakeholder population.	WBL & ASD coordinators DLT	1/31/2021

CV-TEC 2020-22 Improvement Plan


2020-22 Activities	Action step	Owner	Due
Build and enhance partnerships	Provide our students multiple pathways to success that allow seamless, efficient transitions to further education or to the workplace.		
	<p>Exit portfolios: Review and reestablish the mandatory criteria for the required CV-TEC exit portfolio.</p> <ul style="list-style-type: none"> Explore and select uniform ways to store and access digital portfolio documents. Building from the mandatory exit portfolio criteria, implement formal student Exit Presentations to a virtual advisory committee, as a senior project. Teach students how to link their Exit Presentations to YouTube or LinkedIn. Consider how to use Exit Presentations in our marketing. 	Multiple pathways committee	<p>Nov. 2020 Super Conf Day</p> <p>2020-21</p> <p>6/2022 (current juniors)</p> <p>6/2022</p>

Instructional Services Center 2020-22 Improvement Plan


Performance Targets	Measure	2015-16	2016-17	2017-18	2018-19	2019-20	2022 target
	Total number of ISC Co-Ser subscriptions	187	228	243	235	213 ¹	220
	% of clients satisfied with ISC services	93	-	-	92	-	94
	Total number of professional development sessions conducted by CVES—July to May	258	240	275	273	186	200
	Total number of professional development session participants—July to May	4201	4122	4492	3953	3042	3500
	% agreeing that technology is accessible, up-to-date, and adequate to perform my job duties	81	83	83	86	87	90
	# of PD and events being offered to support social, emotional & mental health	-	-	13	17	33	30

¹As a result of the merger of Elizabethtown-Lewis & Westport, the count of Co-Sers declined by 16.



Instructional Services Center 2020-22 Improvement Plan

2020-22 Activities	Action step	Owner	Due
Provide dynamic leadership 	Promote and market our programs and services both internally and externally.		
	Rebrand CVES and Divisional logos. Refresh our website. Update printed and digital materials to present CVES to the public in a new way.	Communications & Print Shop	6/2021
	Promote ISC services and professional development through a variety of communications channels.	ISC staff	Ongoing
	Attract, support, develop and retain high quality employees.		
	Support Management Services with promoting employment opportunities, onboarding new employees and sharing/distributing employee resources.	Communications Dept	Ongoing
	Provide customized support specific to CVES employees' needs, including but not limited to support for devices, digital learning resources and platforms.	ISC staff Tech support	Ongoing
	Reimagine our programs and services to excel in the rapidly changing educational landscape.		
	Continually research and assess current services and expand or create new ones to address the needs of CVES and our component districts.	ISC staff	Ongoing
	Redefine ISC's core purpose as part of our physical move and rebranding efforts.	ISC subcommittee	6/2021

Instructional Services Center 2020-22 Improvement Plan

2020-22 Activities	Action step	Owner	Due
<p>Educate through innovative, high-quality programs and services</p> 	Support and expand existing and develop new Co-Sers and shared services.		
	Engage with administrators on new ways to share resources and maximize opportunities across school districts for the benefit of students, staff and school community.	ISC staff	Ongoing
	Invest in all staff by providing opportunities for professional learning and collaboration.		
	Continue to create and provide professional learning opportunities for CVES employees to expand their skill set.	ISC staff	Ongoing
	Build and ensure a culture of equity, inclusion, and acceptance.		
	Continue offering learning opportunities around inclusivity and diversity to increase a sense of belonging among students and staff on our campuses, as well as our component districts (e.g., ISAB, YES, Pride Center of the Capital Region, SUNY Plattsburgh Center for Diversity, DASA, etc.)	ISC staff (multiple Co-Sers)	Ongoing
	Ensure equitable access to resources (e.g., broadband Internet, devices, etc.)	ISC staff	Ongoing

Instructional Services Center 2020-22 Improvement Plan

2020-22 Activities	Action step	Owner	Due
Ensure a quality learning environment 	Implement the capital project and regularly communicate progress.		
	Provide technical assistance to CVES capital project.	Technology Communications Health & Safety	Ongoing
	Meet the comprehensive social, emotional, and mental health needs of our educational community.		
	Continue to promote our Employee Assistance Program (EAP) and 211 services to CVES employees.	Communications & Mgmt. Services	Ongoing
	Offer SEL sessions and regularly communicate ways to handle stress and create a sense of belongingness across the organization.	School Improvement	Ongoing
Build and enhance partnerships 	Expand and strengthen partnerships with business and industry, educational institutions, community, and government agencies.		
	Continue to collaborate with institutes of higher education, county agencies, community-based and professional organizations on timely messaging and initiatives.	ISC Staff	Ongoing

Special Education 2020-22 Improvement Plan

Performance Targets	Measure	2015-16	2016-17	2017-18	2018-19	2019-20	2022 target
	% students administered the NYSAA assessments who average a score of ≥ 3	-	-	-	78	n/a	90
	% IEPs written with goals and needs aligned	-	-	-	33	71	90
	% IEPs written with goals & needs aligned (rev) ¹	-	-	-	-	90	95
	% of transition plans written that meet a quality check list ²	0	41	74	69	78	90
	Social and emotional learning (SEL) metrics:						
	% decrease of avg # physical restraints from 1 st quarter to 4 th quarter for those ten students with the highest frequency of restraints in the 1 st quarter	-	-	-	-	67 ³	75
	% all classes 3 rd grade and older in academic and life skills holding student "circle-ups" ≥ 1 time weekly ⁴ October to May	-	-	-	62	87	95
	% of classes holding ≥ 1 staff circle ups per month ⁵ October to May	-	-	-	69	93	95

^[1] Revised calculation: (Total count of goals aligned with needs)/(total count of goals evaluated) – based on the review of a random sample of IEPs


^[2] A random sample of 25% of transition plans for students 14 or older for each teacher will be used to determine this measure.

^[3] Due to the pandemic, the decrease was measured from the 1st to the 3rd Quarter.


^[4] (Count of weekly circle ups)/(count of possible weeks where circle ups could be scheduled) Note: data collect November to May for 2020-21 only

^[5] (Count of monthly circle ups)/(count of possible months where circle ups could be scheduled) Note: data collect November to May for 2020-21 only


Special Education 2020-22 Improvement Plan

2020-22 Activities	Action steps	Owner	Due
Provide dynamic leadership 	Reimagine our programs and services to excel in the rapidly changing educational landscape.		
	<p>Redefine, brand or rebrand current or new programs or service delivery to enhance student success:</p> <ol style="list-style-type: none"> 1. Define what our current programs offer, outcomes we hope to achieve and the value we are currently providing districts. 2. Collaborate with districts to identify unmet needs, including those related to remote or hybrid learning models. 3. Brainstorm innovative programs to meet those needs. 4. Select and develop innovative programs. 5. Rebrand and promote current programs to highlight the value they are delivering to school districts. 6. Brand the new programs to be implemented. 	Spec Ed leadership team	2020-22

Special Education 2020-22 Improvement Plan

2020-22 Activities	Action steps	Owner	Due
Educate through innovative, high-quality programs and services 	Invest in all staff by providing opportunities for professional learning and collaboration.		
	Implement a training cycle that addresses the needs of new and existing staff. <ul style="list-style-type: none"> Survey staff regarding professional development needs. Analyze survey. Identify state, federal, or other required PD. Identify and schedule PD that is personalized and targeted to the identified individual staff and program needs. 	SDM	2020-23
	Develop a quality assurance process for creating high-quality IEPs for teachers and related service providers.		
	A revised IEP evaluation tool that it is more nuanced, using a weighted rather than an all-or-nothing approach Provide peer-driven supports. Implement a training cycle focused on new teachers and related service providers.	Leadership team Measurement Inc	2020-21
	Improve our transition planning process.		
	Transition Plan measurement: <ul style="list-style-type: none"> Utilize a quality review checklist of transition plans. Based on quality review, calculate and report “% of transition plans written that meet the quality checklist (14 & older)”. 	Coordinators	Annually
	Transition Plan process: <ul style="list-style-type: none"> Generate a list all students enrolled that are 14 or older on Feb. 1. The curriculum coordinator uses a random sampling tool to identify 25% of plans to be reviewed per teacher. Transition Coordinator uses the quality checklist to review plans by end of September. 	Coordinators	Annually
		Transition Coordinator	Annually

Special Education 2020-22 Improvement Plan

2020-22 Activities	Action steps	Owner	Due
Ensure a quality learning environment 	Meet the comprehensive social, emotional and mental health needs of our educational community.		
	Charge the Catalyst Committee to establish their 2020-21 objectives, action steps and deliverables to help CVES become a trauma transformed organization – and then add those to this plan.	Matt Catalyst com. T. Perez D. Mellnick	2020-21
	Continue restorative justice in all special education programs: <ul style="list-style-type: none"> Continue use of monthly circle ups for all staff. Identify restorative methods to embed in our practices and procedures, for example: Use circle ups for reentry following a suspension, as appropriate Use the five restorative questions when debriefing with students Improve the quality of monthly Circle Ups for staff and weekly for students Use the restitution approach with student offenders Provide training to all staff. 	K. Denton Admin Staff	9/2020-6/2021
	Implement monthly, structured student-centered meetings to include all providers working directly with students. Identify ways to address scheduling issues and ways to capture and share meeting results (e.g., replicate what Autism is doing with OneDrive.)	Teacher/case manager Admin	2021-22
	Develop a clearly defined, consistent, multi-tiered counseling model for implementation in 2021-22.	Matt S. Counselling group Grace	2/2021
	Implement a consistent social-emotional curriculum	Matt S. Counselling group Grace	2021-22




Central Admin/ O & M 2020-22 Improvement Plan


Performance Targets	Measure	2016-17	2017-18	2018-19	2019-20	2022 target
	% full-time employee retention ¹	92	88	86	92	90
	% agreeing senior admin provide leadership and direction to CVES employees	-	80	81	85	90
	% of new employees completing a CVES orientation program within first year of their start of employment at CVES	53	49	61	53	90
	% of District Office, Management Services and O&M employees attending ≥ 2 professional development sessions annually	-	-	63	70	75

¹ Count of full-time employees retained = (Count of full-time employees on the last day of the school year) – (Count of new full-time hired during school year)
 % full-time employees retained = (Count of full-time employees retained)/(Count of full-time employees on the first day of the school year)


Central Admin/ O & M 2020-22 Improvement Plan

2020 – 22 Activities	Action step	Owner	Due
Provide dynamic leadership 	Attract, support, develop and retain high quality employees.		
	Expand implementation of Microsoft 365 and maximize its capabilities (Teams, OneDrive, etc.) to improve efficiencies, communication and collaboration.	Eric Alex St. Pierre	2020-21
	Maintain our proactive and dynamic employee recruitment efforts.	Eric HR Team	2020-21
	Senior administration will lead an organization-wide effort related to succession planning and the transfer of institutional knowledge - and Eric and Teri will report back progress to the DPT.	Eric Teri	2020-21
	Evaluate employee retention data:		
	<ul style="list-style-type: none"> Conduct exit interviews using the exit interview template or questionnaire. 	Eric & Teri	2020-21
	<ul style="list-style-type: none"> Implement the “employee retention” metric and determine which positions have the highest turnover rate. 	HR team	2020-21
	<ul style="list-style-type: none"> Analyze exit interview and position turnover rate data to determine root cause of turnover. 	Eric Bell & Teri Gray	Summer 2021
	Reimagine our programs and services to excel in the rapidly changing educational landscape.		
	Evaluate current, expand existing, and promote new Management Services programs and services to support component districts’ changing educational landscape.	Eric Bell Christine Myers	2020-21
	Create and implement a Benefits Coordination Office to support the health insurance consortium and support all component districts:	Eric Bell Christine Myers Jessie Moulton Benefit Director Benefit Sp.	Fall 2020 1.1.2021
	<ul style="list-style-type: none"> Recruit Benefits Director and Benefits Specialist. Begin operations. 		
	Evaluate and modify O&M protocols regularly to meet or exceed COVID-19 guidance and requirements.	Jerry Brooks Eric Bell	2020-21

Central Admin/ O & M 2020-22 Improvement Plan

2020 – 22 Activities	Action step	Owner	Due
<p>Educate through innovative, high-quality programs and services</p> 	Invest in staff by providing professional learning opportunities.		
	<p>Continue and improve the employee orientation process:</p> <ul style="list-style-type: none"> Continue new employee orientations. Create a virtual new employee orientation for those who cannot attend in person. Seek feedback from new employees about the orientation, including their need for additional information, clarification, or resources. 	<p>HR Team Eric Bell Cabinet</p>	<p>2020-21</p>
	<p>Provide professional development to enhance job performance and technology training to improve the efficiency of Management Services/Central Admin staff.</p>	<p>Central Admin IT Dept</p>	<p>Ongoing</p>
	<p>Provide targeted training, informational meetings and materials to CVES staff in all Management Services areas.</p> <ul style="list-style-type: none"> Create training opportunities, including a focus on internal procedures and processes. Schedule dates and times of presentations. 	<p>Management Services Dept reps collaborating</p>	<p>2021-22</p>

Central Admin/ O & M 2020-22 Improvement Plan

2020 – 22 Activities	Action step	Owner	Due
<p>Ensure a quality learning environment</p> 	Meet the comprehensive social, emotional and mental health needs of our educational community.		
	Deliver information to staff: <ul style="list-style-type: none"> • Support services available to CVES employees (e.g., EAP) . • How to access those services. • Promotion of mental and medical telehealth services . 	Mgmt services	2020-21
	Inform subscribers of all component districts and CVES of the services available through our health insurance carrier and other vendors.	Benefits Coordination Office	4/2021 & ongoing
	Implement the capital project and regularly communicate progress.		
	Coordination and communication: <ul style="list-style-type: none"> • Coordinate phasing schedule for project construction work. • Coordinate office and staff moves. • Communicate to staff. 	Construction manager, Admin	2020-21
	Manage construction schedule and activities.	Eric Bell Jerry Brooks	2020-21
	Regularly provide status updates to employees and stakeholders.	Dr. Davey, Eric Bell, & Communications team	2020-21

2020-21 Strategic Planning DPT Calendar

September /October 2020: Confirmation & dates of virtual Strategic Planning Meetings for 2020-21 w/Sean Brady

- October 15 – CVES District Planning Team (DPT)
- October 19 – ISC Strategic Planning Team
- October 20 – Central Admin/O&M Strategic Planning Team
- October 22 – CVES Board Retreat (6 pm)
- October 23, 2020 – CV-TEC Strategic Planning Team
- October 26, 2020 – Special Education Planning Team

November 18, 2020 – Presentation to Board/Strategic Plan Approval for 2020-2022

December 18, 2020 – DPT Check-In/Update and Planning Status Meetings (3:15 p.m. – 4:30 p.m. – ISC)

January 27, 2021 – DPT Update and Planning Meetings (1/2-day session @ 11:30 a.m. – 3:30 p.m. - ISC)

February 10, 2021 – Mid-Year Update Presentation to CVES Board, Plattsburgh, NY

March 2, 2021 – CVES Annual Strategic Plan Survey Planning/Divisional Updates - (3:15 p.m. – 4:30 p.m. - ISC)

March 31 – April 21, 2021- CVES Annual Strategic Plan Online Survey

April 28, 2021 – Survey Results Review Meeting (3:15 p.m. – 4:30 p.m. - ISC)

May 3 - 14, 2021 – Divisional 1/2-day session for End-of Year Wrap-up (Divisions to Schedule)

May 12, 2021 –Strategic Plan Annual Survey Presentation to the CVES Board, Plattsburgh, NY

May 20, 2021 - DPT End-of Year Mtg (1/2-day session @ 11:30 a.m. – 3:30 p.m. - ISC)

June 9, 2021 - CVES Board Strategic Plan End-of-Year Presentation & CVES Update – (ISC)

DRAFT 2021-22 Strategic Planning Dates: Weds 9/29, Th. 9/30 & Fri 10/1 & Tues 10/5 w/potential Board Retreat PM) with anticipated adoption at the proposed 10/13/2021 Board Meeting





Questions?

Thank you for your continued support of our 2020-23 Strategic Plan and for your commitment to creating a brighter future for our students.



@cvesboces

Thank you for your support!

CVES 2020-2023 Strategic Plan for Continuous Improvement 2020-21 Update

Our Mission: Champlain Valley Educational Services empowers students, schools and communities by providing exemplary education, training, support and shared services.

CVES / Clinton-Essex-Warren-Washington (CEWW) BOCES is a proud member of the statewide BOCES Network since 1949.



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