CVES 2021-2024 Strategic Plan for Continuous Improvement 2021-22 Update

CVES BOCES Board Meeting

October 13, 2021

Plattsburgh, NY

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

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CVES 2021-2024 Strategic Plan

CVES School Community,

As we move forward with our 8th year of Strategic Planning implementation, CVES BOCES has continued to work diligently to provide the highest quality programs and services possible in a cost-effective manner while supporting the region's pandemic response and coordinated efforts to keep our schools in person.

We recognize that CVES' leadership in the region's education initiatives and offerings while supporting our district's collective COVID response has been vital in helping all the North Country's schools, students, and communities throughout this pandemic. This has been possible by CVES' guidance and facilitation of the ongoing work of our school leaders, local county health departments and government, NYSED, and our community partners. We have, to the best of our ability, helped to provide the healthiest and safest schools possible, as we faced this health challenge together. Simultaneously, CVES' school community has continued to support the social and emotional needs of each student in all programs while celebrating our student's diversity and providing for their expanded educational opportunities throughout their CVES career.

We are pleased to share that our 2021-24 CVES Strategic Plan was updated on September 29th – October 5th, 2021, during our District Planning Team's (DPT) and Divisional teams work with Sean Brady of Prism Decision Systems. Our teams' work was outstanding in each session and produced substantial improvements to our CVES and divisional plans to guide our work throughout the coming year and beyond.

CVES thanks all DPT and divisional team members for their commitment to this important process and embracing their representative responsibility to update our Strategic Plan each year. Our Strategic Planning teams recognize the essential work and support each member of CVES' family of professionals provides each day to our students and component districts. This hard work and dedication of CVES' staff are invaluable in supporting our mission, vision, and core values to provide an educational environment of excellence, partnership, and innovation that prepares our students for their future academic and career success.

Dr. Mark C. Davey
CVES District Superintendent/CEO

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CVES 2021-2024 Strategic Plan

Special Education First Day of School

Presentation Overview

- Introduction

- Guiding Principles

- 2021-24 CVES Strategic Plan Performance Measures

- 2021-23 Divisional Overviews

CV-TEC First Day of School

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Champlain Valley EDUCATIONAL SERVICES

Mission, Vision & Core Beliefs

Mission:

The 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.

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CVES 2021-22 District Planning Team (DPT)

Chairperson – Dr. Mark Davey

Eric Bell	Nicole O'Connell
Mark Brown	Scott Osborne
Amy Campbell	Sarah Paquette
Shelley Charland	Brigitte Phillips
Jeffrey Coon	Tonya Robinson
Dr. Mark Davey	Lori Saunders
Kim Denton	Matthew Slattery
Michele Friedman	Matthew Smith
John Iorio	Alex St. Pierre
Richard Harriman	Grace Stay
Amanda Keefe	Maura Trombley
Erin Keefe	Daniel Valenzuela
Kim Mayer	Angie Waldron
Joshua Meyer	

September 29 – CVES District Planning Team Meeting

CVES 2021-22 Divisional Committees

Special Education

Matthew Slattery, Team Leader

Ashley Brown

Kim Denton

Brianna Finnegan

Melissa Litts

Kim Mayer

Nicole O'Connell

Brigitte Phillips

Tonya Robinson

Maura Trombley

Daniel Valenzuela

Angie Waldron

Instructional Services

Amy Campbell, Team Leader

Susanne Ford-Croghan

Becky Gates

Joseph Lamoy

Megan Manson

Tina Trombley

Matthew Walentuk

Administrative & Management Services

Eric Bell, Team Leader

Deanna Akin

Vicki Demarse-Giroux

Michael Fisher

Erin Keefe

Jessie Moulton

Christine Myers

Meaghan Rabideau

CV-TEC

Michele Friedman, Team Leader

Abram Benko

Chad Blair

Mark Brown

Amy Burdo

Greg Cassavaugh

Kevin Donoghue

Adam Facteau

Christopher Huchro

John Iorio

Joanne Mazzotte

Joshua Meyer

Colleen LaFountain

Tina Lefevre

Nicole Osika

Dana Poirier

Nicole Santaniello

Kevin Shaw

Sherry Snow

Grace Stay

Tedford, Dena

Beverly Thwaits

Donna Wyant

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Champlain Valley EDUCATIONAL SERVICES

2021-24 Priorities[1] & Strategies

Lead

Provide dynamic leadership

- **Attract, support, develop, and retain high quality employees.**
- Achieve equitable access to all programs and services.
- Modernize our brand, image, and marketing strategy.

Deliver

Educate through innovative, high-quality programs and services

- **Ensure that our programs and services excel by fostering creativity, innovation, and collaboration.**
- Provide regional opportunities for professional learning and collaboration.
- Collaborate with component districts to sustain programs and services introduced with federal stimulus funds.

Support

Ensure a quality learning environment

- **Assess and address the expansive social, emotional, and mental health needs of our educational community.**
- **Build and embrace a culture of equity, inclusion, and acceptance.**
- Continuously update our program, equipment, technology, facilities, and capital project budgets and plans.

Collaborate

Build and enhance partnerships

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

[1] Immediate priorities are in bold.

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2017-21 Performance Trends & 2024 Targets

Performance Measures	2016-17	2017-18	2018-19	2019-20	2020-21	2024 Target
CVES wide measures						
% agreeing that CVES is good at communications	86	85	87	93	83	**95**
% agreeing that "I feel informed about CVES issues that may affect my job duties or job performance"	66	66	75	81	75	**85**
% agreeing the strategic plan is moving us in the right direction	75	86	79	89	78	**90**
% who experienced harassment within the past year	-	-	11	9	9	**0**
% who experienced bullying within the last year	-	-	20	15	16	**0**
% who feel safe at work	-	-	86	88	88	**100**
% feeling the majority of the Board is aware and invested in programs/services offered at CVES	-	-	69	77	73	**90**
Administrative & Management Services						
% agreeing senior admin provide leadership and direction to CVES employees	-	80	81	90	84	**90**
% full-time employee retention[2]	-	88	86	92	89	**90**

[2] 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)

2017-21 Performance Trends & 2024 Targets

Performance Measures	2016-17	2017-18	2018-19	2019-20	2020-21	2024 Target
Instructional Services Center						
Total number of ISC Co-Ser subscriptions	228	243	235	213[3]	212	**220**
# of PD and events being offered to support social and emotional and mental health	-	13	17	33	2[4]	**30**
CV-TEC						
Total CTE daytime enrollment (high school + post-secondary)	702	658	680	678	677	**710**
% eligible high school & post-secondary students earning the National Work Readiness Credential	84	87	83	73	80	**90**
% eligible high school and post-secondary students earning technical endorsement	68	54	66	68	67	**75**
Adult enrollment in job skills training or continuing education (non CTE daytime)	49	61	63	67	27	**85**
Special Education						
% IEPs written with goals & needs aligned	-	-	33[5]	90	79	**95**
% of transition plans written that meet a quality check list (14 and older)	41	74	69	78	88	**90**

[3] Because of the merger of Elizabethtown-Lewis & Westport, the count of Co-Sers declined by 16.

[4] Due COVID-19 protocols and a substitute shortage, in-person workshop offerings were limited, poorly attended or cancelled outright.

[5] 2018-19 calculation: (Count of IEPs evaluated with all goals aligned with needs/Count of IEPS evaluated). 2019-20 & ongoing calculation: (Total count of goals aligned with needs)/(total count of goals evaluated). All years based on the review of a random sample of IEPs.

Champlain Valley EDUCATIONAL SERVICES

CV-TEC 2021-23 Improvement Plan

Performance Targets	Performance measures	2017-18	2018-19	2019-20	2020-21	2023 target
	Total CTE program high school daytime enrollment (Co-Ser 101, 115)	588	600	619	633	730
	Total CTE program post-secondary daytime enrollment (Co-Ser 103)	70	80	59	44	85
	Total high school equivalency (HSE-TASC) enrollment	-	-	281	246	300
	Total post-secondary enrollment in job skills training or continuing education courses	61	63	67[1]	27	85
	% CTE high school (HS) daytime completion rate[2]	95	98	98	98	98
	% CTE HS daytime enrollment exiting with additional rigorous outcome:					
	- % earning Career Development and Occupational Studies (CDOS) credential (CCCR 1.5 weight)	TBD	TBD	TBD	TBD	100
	- # earning dual enrollment credit (CCCR 2.0 weight)	-	-	45	57	65
	- % eligible earning NYSED CTE Technical Endorsement (Advanced Regents Designation) (CCCR 2.0 weight)	51	63	68	67	75
	- % earning National Work Readiness Credential or Precision Exam equivalent (CCCR 1.5 weight)	87	83	73	79	90

[1] 18 students did not complete due to COVID Closure; will restart in the Fall; [2] successfully completing a two-year NYSED Approved Program of Study, accelerated 1-year program (New Visions) or Pre-CTE Program; [3] Technical assessments were not administered due to COVID shutdown

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Champlain Valley EDUCATIONAL SERVICES

CV-TEC 2021-23 Improvement Plan

Performance Targets	Performance measures	2017-18	2018-19	2019-20	2020-21	2023 target
	% CTE program post-secondary completion rate:	88	94	90	94	97
	- % successfully completing a technical assessment at the state cut score	77	93	n/a[3]	DNT	90
	- % earning National Work Readiness Credential or Precision Exam equivalent	88	100	86	100	100
	% CV-TEC @ OneWorkSource obtaining employment or enrolling in post-secondary					
	- % employed 6 months after exit from the program	-	-	32	31	TBD
	- % employed 12 months after exit from the program	-	-	37	30	TBD
	- % post-TASC	-	-	59	60	TBD

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CV-TEC 2021-23 Improvement Plan

2021-23 Activities	Action step	Owner	Due
Provide dynamic leadership	**Provide the framework for all CTE programs to meet NYS, national, and business & industry standards.**		
	Standards and conditions committee purpose: Provide the framework for alignment to & documentation of CTE Programs & Courses with NYS Blueprints & National/State Industry Standards and Affiliations.		
	Develop and implement framework for curriculum mapping to blueprints: • Year 1: Prepare • Align all CTE program curricula with JMT/SWA blueprints. • Have faculty review/update syllabus/upload. • Develop process for staff to begin mapping curriculum. • Year 2: Pilot • Pilot the curriculum mapping process. • Train staff and implement curriculum mapping procedures. • Develop and implement timeline for staff to review document as part of the Standards and Conditions Checklist. • Year 3: Fully implement • Refine and extend the process to the entire staff.	Committee	2021-22 2022-23 2023-24
	Seek reaccreditation for Practical Nursing (PN): • Audit our performance on the Board of Regents' seven standards for PN program accreditation. • Prioritize areas of need based on audit. • Evaluate and expand current, systematic evaluation plan to meet NYS standards for accreditation. • Prepare for site visit. • Host site visit. • Review and respond to findings of site visit report.	Subcommittee	12/1/2021 6/1/2022 2022-23 Spring 2023 2023-24

Champlain Valley EDUCATIONAL SERVICES

CV-TEC 2021-23 Improvement Plan

2021-23 Activities	Action step	Owner	Due
Provide dynamic leadership	**Performance Assessment Implementation Plan 21-22.**		
	Administer performance-based assessments: • 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)	Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing
	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	Ongoing

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CV-TEC 2021-23 Improvement Plan

2021-23 Activities	Action step	Owner	Due
Educate through innovative, high-quality programs and services	**Promote and enhance job skills training, HSE programs and employment outcomes.**		
	OneWorkSource committee purpose: Meet Federal and State grant outcomes to lead adult students on a pathway out of poverty toward success in education, training, post-secondary education and/or employment.		
	Implement differentiated Instruction & RTI Model for adult literacy programing: • Implement staff development re: what RTI is and how we categorize adults. • Teams meet with focus discussion of all students on a weekly basis. • Track students on the three tiers of RTI that show student progress and who needs more focus. • Create a curriculum team tasked with creating a standard TABE curriculum to help students make an NRS level gain. • Implement data driven instruction with individual teachers that tell the stories of students. • Provide weekly follow up with an administrator to each teacher regarding students' progress within program evaluation reports. • Offer professional development on differentiating instruction.	John I. AE Team OWS and Jail Teams AE Team AE Curriculum Team Management Team	September 21 Ongoing Ongoing 2021-22 School Year Ongoing Ongoing Ongoing
	Expand Adult Ed support & programming in Essex County: • Revaluate space at Elizabethtown ACAP. • Offer a one day a week class in Ticonderoga, one of Essex County's largest cities. • Provide a traveling teacher who meets students at their local cities and towns to eliminate the transportation issue. • Work with local school districts to provide access to classrooms to offer needed education and case management. • Pair a case manager that will support the HSE and Literacy Teacher in addressing student needs.	John I and Michele F. Bridget Snow Bridget Snow Management Team Alexis Dirolf	October 21 October 21 Ongoing Ongoing Ongoing

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CV-TEC 2021-23 Improvement Plan

2021-23 Activities	Action step	Owner	Due
Educate through innovative, high-quality programs and services	Implement high school and community transition program for incarcerated youth in Clinton and Essex County jails: • Develop Co-Sers with Beekmantown and Boquet Valley Schools Districts to support incarcerated youth of high school age. • Create the framework for Individualized Student Plan that focuses on personal, academic, and family needs. • Provide case management that will help students transition from the jails back into their high schools. • Ensure that IY students continue with high school classwork, IEPs, and Regent's testing. • Create plans to transition students into prison. • Support IY students from the view of emerging adulthood as it relates to andragogy.	Eric B., Michele F., & John Iorio Jail Team Giovanna N & Dana P. Giovanna N. John I. and Jail Team	September 21 October 21 Ongoing Ongoing Ongoing Ongoing
	Increase enrollment to meet CV-TEC @ OneWorkSource grant targets through marketing and utilization of new HSE pathways.	OneWorkSource Committee	Ongoing
	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	Ongoing
	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	Ongoing

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CV-TEC 2021-23 Improvement Plan

2021-23 Activities	Action step	Owner	Due
Educate through innovative, high-quality programs and services	**Provide our students multiple pathways to success that allow seamless, efficient transitions to further education or to the workplace.**		
	Multiple pathways committee purpose: Provide our students multiple pathways to success that allow seamless, efficient transitions to further educate or to the workplace.		
	Continue implementation of the digital portfolio: • Train staff and students on current platform options (Microsoft Word, PowerPoint, Sway). • Research further platform options (e.g., Cengage). • Deliver instruction on how to use a digital portfolio past graduation. • Consider how to use Exit Portfolios in our marketing.	ASD and Student Services Coordinator	11/1/2021 Ongoing 3/2022 Ongoing
	Research the feasibility of providing our virtual learning offerings and training for Adult Ed.: • Assess the community's need for virtual learning options, including hybrid or flex models. • Micro-credentialling • Launch a pilot to run in 2022-23 (e.g., hybrid electrician).	Michele, Kevin	3/2022
	Explore ways to expand dual credit opportunities to all CTE programs: • Train staff on the difference of dual credit CAP, bridge credits, and articulation agreements. • Review data regarding student exit outcomes regarding post-secondary educations. • Assess what post-secondary opportunities exist (e.g., Canton, NNCC) • Survey staff to identify dual credit opportunities and needs. • Identify new dual credit opportunity, recruit staff and implement.	Committee	11/15/2021 11/1/2021 1/2022 Spring 2022 9/2022

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CV-TEC 2021-23 Improvement Plan

2021-23 Activities	Action step	Owner	Due
Educate through innovative, high-quality programs and services	Improve communication and marketing to all stakeholders re: · The value of taking technical assessments · Credentials · Certifications · Articulation agreements · Graduation pathways	Committee	Ongoing
	Continue implementation of Employability Skills training: Provide PD to staff regarding Work Skills Employability Profile. · Deliver themes, challenges, and assessments.	Committee and Student Svcs Coordinator	Ongoing
	Pilot Career Tree curriculum	Student Svcs Coordinator	Ongoing
	Develop and implement financial literacy curriculum for Year One and Year Two students.	Committee	Ongoing
	Plan and implement job fair on campuses based on career clusters.	WBL coord & committee	Ongoing
	Host a "signing day" for students' transitioning to employment or post-secondary. Conduct exit survey by end of March in order to judge feasibility and best actions to recognize student outcomes.	Admin, WBL coordinator, CTE teachers	Ongoing

Champlain Valley EDUCATIONAL SERVICES

CV-TEC 2021-23 Improvement Plan

2021-23 Activities	Action step	Owner	Due
Ensure a quality learning environment	**Assess and address the comprehensive social, emotional, and mental health needs of our educational community by building and ensuring a culture of equity, inclusion, and acceptance.**		
	Social & emotional learning committee purpose: Promote the Social-Emotional well-being of students and staff.		
	Non-traditional enrollment and participation in CTE: · Women in trades initiative: · Review enrollment numbers of women in non-traditional trades (five years) · Create a "Women In Trades" "Club???) for current females enrolled in NT program · Connect Club members with each other and within the field · Review CTE advisory committee membership for NT members, seek more if needed · Host events that focus on NT enrollment · Explore expanding to a future "Trades for All" focus (e.g., males in nursing, etc.) Uniforms and supplies initiative: · Assess additional cost for uniforms/supplies for each CTE program and the typical means of which those cost are met by students · How can we "level" the playing field: socio-economic, gender, etc · What can we pay for/what can't we pay for? · How do we standardize uniforms and supplies for all programs?	Leadership	TBD
	Provide time and resources for the social & emotional learning (SEL) committee to: · Re-administer the needs assessment survey to students 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	By Dec 1

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CV-TEC 2021-23 Improvement Plan

2021-23 Activities	Action step	Owner	Due
Ensure a quality learning environment	*Social & emotional learning committee purpose:* Promote the Social-Emotional well-being of students and staff.		
	Identify and implement ways to ensure all staff and students believe they MATTER through at least one targeted activity per quarter. Options could include: • Let's go BOWLING • Repeat or extend our opening day activity, perhaps at Super Conf Days • Ask for time- Teacher lead SEL afternoon • Student lead- Teacher Appreciation activity • SKillsUSA involvement- student run • Rotating lobby display- one for staff • Focus group of students to collect data • Student of the quarter???? Criteria- attendance, participation, teacher recommendations w/prizes and certificates? 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 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 art work, Mad City Money, SkillsUSA, fundraising, CTE Month. • Explore (a) implementing bite size SEL at the beginning/end of the day utilizing MS Teams and (b) creating a repository of SEL activities.	All staff SEL Committee	Ongoing

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Instructional Services 2021-23 Improvement Plan

Performance Targets	Measure	2016-17	2017-18	2018-19	2019-20	2020-21	2023 target
	Total ISC Co-Ser subscriptions (#)	228	243	235	213	212	**220**
	– Total new subscriptions	tbd	tbd	tbd	tbd	tbd	
	– Total cancelled subscriptions	tbd	tbd	tbd	tbd	tbd	
	% of clients satisfied with ISC services	-	-	92	-	-	**94**
	Total number of professional development sessions conducted by CVES—July to May	240	275	273	186	66	**200**
	Total number of professional development session participants—July to May	4122	4492	3953	3042	615	**3500**
	% agreeing that technology is accessible, up-to-date, and adequate to perform my job duties	83	83	86	87	89	**90**
	Total PD and events being offered to support social, emotional & mental health (#)	-	13	17	33	2[2]	**30**

[1] As a result of the merger of Elizabethtown-Lewis & Westport, the count of Co-Sers declined by 16.
[2] Due COVID-19 protocols and a substitute shortage, in-person workshop offerings were limited, poorly attended, or cancelled outright.

Champlain Valley EDUCATIONAL SERVICES

Instructional Services 2021-23 Improvement Plan

2021-23 Activities	Action step	Owner	Due
Provide dynamic leadership	Modernize our brand, image, and marketing strategy.		
	Update the technical capacity of the CVES website to a newer design and framework without waiting on branding. • Acquire a Sandbox to build on (Technology) • Update the Board • Execute - around a long holiday weekend (Technology and Communications)	Technology & Communications	12/2021
	Modernize our brand and image:		
	Meet with Rebranding Committee (8-12 ppl) from all divisions + communications: • Communicate the committee charge. • Orient them to best practices in rebranding and image design, including legal considerations. • Timeline and schedule. • Clarify committee expectations.	Cabinet	11/1/2021
	Survey CVES staff regarding possible Logo Concepts/Division Identities/messaging themes, disaggregated by divisions	Committee	1/3/2022
	Draft and refine Logo Concepts/Division Identities/messaging themes/naming options for campuses and buildings	Committee	Feb - Mar 22
	Finalize branding: Logo Concepts/Division Identities/messaging themes/naming options for campuses and buildings	Committee	4/1/2022
	Present Finalized Brand, Design and draft Identity Book at EOY Strategic Plan update to the Board/naming options for campuses and buildings	Committee	6/2022
	Design Branding Workshop & Branding Identity Book	Communications	7/1/2022
	Soft launch of website & social media imagery	Communications	7/2022
	Launch Branding & Website: 2022-23 Opening Reveal to staff	Cabinet/Communications	9/2022
	Achieve equitable access to all programs and services.		
	During the update to the technical capacity of the CVES website, ensure complete compliance with all ADA requirements. (See above.)	Technology & Communications	12/2021

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Instructional Services 2021-23 Improvement Plan

2021-23 Activities	Action step	Owner	Due
Educate through innovative, high-quality programs and services	**Collaborate with component districts to sustain programs and services introduced with federal stimulus funds.**		
	Collect information from component districts about how each district is spending the federal stimulus money. Through CSO Meetings, Principal Meetings, School Librarian Meetings, Technology Committee Meetings. Compile a spreadsheet of programs by district.	Susanne Ford-Croghan, Amy Campbell, Sarah Paquette, Alex St. Pierre, Tina Trombley	June 2022
	Review regional NYS School Report Card data to identify schools showing growth in student metrics at a significant rate.	Sarah Paquette, Amy Campbell	Summer 2022
	Outline potential programs that could be facilitated by CVES.	ASES, Administrators, Supervisors, and Coordinators	January 2023
	Develop new Co-Sers as appropriate.	ASES, Administrators, Supervisors, and Coordinators	Feb 2023
	Implement new programs or Co-Sers.	ASES, Administrators, Supervisors, and Coordinators	Sept 2023

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Instructional Services 2021-23 Improvement Plan

2021-23 Activities	Action step	Owner	Due
Educate through innovative, high-quality programs and services	**Assess and address the expansive social, emotional, and mental health needs of our educational community.**		
	Identify, evaluate, and administer a survey to assess the current social, emotional, and mental health state of our staff.	Administrator for Instructional Services/ASES	1/3/2022
	Based on survey results, put forth action plan for the following 12 months of targeting deficiencies based on survey.	School Culture & Climate Committee (SCCC)	2/2/2022
	Develop an approach to check-in with staff in an informal but intentional way.	All Supervisors	11/1/2021
	Create a committee or group to organize team building activities among ISC staff and Management Services staff.	Megan	Thanksgiving
	Research positive de-stressors that can benefit the staff during the work-day (i.e office emotional support dog)	Susanne Ford-Crogan	Thanksgiving
	Schedule a time to gather a group of staff to partake in the monthly CEWW Wellness Challenge.	Jeff Sisson	Monthly

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Special Education 2021-23 Improvement Plan

Performance Targets	Measure	2016-17	2017-18	2018-19	2019-20	2020-21	2023 target
	% IEPs written with goals & needs aligned	-	-	33	90	79	95
	Social and emotional learning (SEL) metrics:						
	% change: average # physical restraints from 1st quarter to 4th quarter for ten students with the highest frequency of restraints in the 1st quarter	-	-	-	-67	+14	-75
	% all classes 3rd grade and older in academic and life skills holding student "circle-ups" ≥ 1 time weekly October to May	-	-	62	87	80	95
	% of classes holding ≥ 1 staff circle ups per month October to May	-	-	69	93	82	95

[1] **2018-19 calculation: (Count of IEPs evaluated with all goals aligned with needs/Count of IEPS evaluated). 2019-20 & ongoing calculation: (Total count of goals aligned with needs)/(total count of goals evaluated). All years based on the review of a random sample of IEPs.**
[2] **Due to the pandemic, the decrease was measured from the 1st to the 3rd Quarter.**
[3] **Extremely low numbers of restraints in 2020-21 SY, possibly due to COVID. Six students in the 1st Q had 7 restraints; same group had 8 restraints in 4th Q, a great success.**
[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 2021-23 Improvement Plan

2021-23 Activities	Action steps	Owner	Due
Provide dynamic leadership	**Attract, support, develop and retain high quality employees.**		
	Partner with SUNY Plattsburgh to develop a site-based experience exposing students to CVES spec ed programs prior to their practicum. (E.g., a two week hand-on experience)		
	• Facilitate a conversation with practicum coordinator and education department chair at Plattsburgh State to discuss programming ideas.	• Matt Slattery, Nicole O'Connell, Angie Waldron, Tonya Robinson	12/1/2021
	• Develop a framework to include process, expectations, goals and outcomes, timeline, and schedule.	• Leadership Team & SUNY Plattsburgh Education department representative	5/1/2022
	• Identify and recruit CVES teachers to be a part of the program.	• Leadership Team, One SUNY rep	6/1/2022
	• Train selected CVES staff: expectations regarding student outcomes and teacher responsibilities.	Angie Waldron SUNY Coordinator	9/2022
	• Begin the program.	• All staff involved	10/2022
	Conduct exit interviews of special education staff who retire, resign, or are terminated.		
	· Collaborate with Eric Bell and decide how best to · Maximize the number of Spec Ed exit interviews conducted. · Analyze the results of those interviews. · Act on those results in order to improve employee retention.	Matt Slattery Spec Ed reps	10/2021

Special Education 2021-23 Improvement Plan

2021-23 Activities	Action steps	Owner	Due
Provide dynamic leadership	**Achieve equitable access to all programs and services.**		
	Resume district-based Spec Ed classrooms to increase student access to LRE.		
	• Review current enrollment trends regarding programs, level of services, and behavioral needs.	Leadership Team	November 2021
	• Create a target list of 3-5 Clinton County districts with an identified program recommendation.	Leadership Team	December 2021
	• Create presentation materials identifying benefits to students, districts and community.	Leadership Team	February 2022
	• Schedule and complete conversations with district CSE's. •	Director	March/April 2022
	• Schedule and complete partnership conversations with districts/CSO's.	Director/ Superintendent	Fall 2022
	• Seek commitment from a district for a classroom location within district for 2023-24 school year.	Director/ Superintendent	December 2022
	• Implement district-based special ed classroom.	Director/ Superintendent	2023-24

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Special Education 2021-23 Improvement Plan

2021-23 Activities	Action steps	Owner	Due
Educate through innovative, high-quality programs and services	**Ensure that our programs and services excel by fostering creativity, innovation, and collaboration.**		
	Identify and implement innovative scheduling options to facilitate team meetings.		
	• Establish point persons for Related Service Providers and Special Area teachers and schedule meeting times throughout the year – Beginning, Middle, End of year to discuss: • Schedule start and end times • Caseload numbers • Frequently occurring scheduling "Bumps" (pulling from specials, 6 day cycles, half day students, etc.)	Admin/ Committee	October/Beg Nov 2021
	• 2021-22: Determine the steps required to implement by the end of the 2nd quarter a 2:00 release time at some level of frequency for teachers and related service providers to allow for related service providers to attend team meetings. • 2022-23: Commit to establish a uniform schedule that enables regular team meetings of teachers and related service providers.	Admin/ Committee	October/Beg Nov 2021
	• Implement 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	December 2021

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Special Education 2021-23 Improvement Plan

2021-23 Activities	Action steps	Owner	Due
Educate through innovative, high-quality programs and services	**Ensure that our programs and services excel by fostering creativity, innovation, and collaboration.**		
	Develop a quality assurance process for creating high-quality IEPs for teachers and related service providers.		
	• Provide feedback to individual providers for their IEPs evaluated.	Principals	Dec 1 annually
	• Provide feedback to all staff regarding feedback trends.	Principals	
	Implement IEP training for new staff, seasoned staff, and related service providers.		
	• Implement a training cycle that addresses the needs of the new and existing staff for IEP development to be completed by 1 trainer.	Angie Waldron/ Tonya Robinson	Fall 2021
	• Revise current IEP training to meet the needs of new teachers, seasoned teachers, new related service providers, and seasoned related service providers	Angie Waldron/ Tonya Robinson	October- November 2021
	• Identify and schedule training for above groups.	Angie Waldron/ Tonya Robinson	Dec. 2021-Jan/ 2022

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Special Education 2021-23 Improvement Plan

2021-23 Activities	Action steps	Owner	Due
Ensure a quality learning environment 	**Assess and address the expansive social, emotional and mental health needs of our educational community.** **Build and embrace a culture of equity, inclusion and acceptance.**		
	Evaluate and improve the multi-tiered counseling model.	Matt S., Grace, Counselling Group	2021-22
	Improve Circle Up quality, including measures to track that quality		
	• Diagnostic measure. Develop survey staff as to why circles are or are not occurring. Questions should address what's working, what benefits/successes occur from doing them, how often, are there time constraints, comfortability when difficult issues/behaviors arise, is there support when difficult issues arise, and are staff trained?	Dan, Kim D., Brianna, & committee	Completed by Jan 2022
	• Determine if we can or are moving forward with this initiative. Are circle-ups a priority for our organization?	Administration	April 2022
	• If yes. Develop a plan to address survey results.	Committee	May 2022-June 2022
	Implement social and emotional supports that will reduce student restraint.		
	• Identify the ten students with the highest number of restraints. students	Leadership team	End of Q 1
	• Communicate those ten to clinical teams.	Leadership team	End Q 1
	• Develop or modify proactive intervention plans or strategies.	Clinical teams	Ongoing
	• Implement the plans or strategies and monitor results.	Clinical teams	Ongoing

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Special Education 2021-23 Improvement Plan

Key Trend Data	Measure	2016-17	2017-18	2018-19	2019-20	2020-21
	# of students transitioning to LRE:					
	- return to district					
	- transition to different program within the Division					
	- to CV-TEC					
	- reduction in 1:1 aide support					
	Avg CDOS hours per students (Age 14 +)					
	Chronic absence:					
	- Students					
	- Staff					
	Exit credential:					
	- # Regents Diploma					
	- # Local diploma					
	- # SACC					
	- # CDOS					
	Placement upon exiting:					
	- Employment					
	- Post-secondary					
	- Adult services (PIT/HSE)					
	- Individual services					
	- Unknown					

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Special Education 2021-23 Improvement Plan

Key Trend Data	Measure	2016-17	2017-18	2018-19	2019-20	2020-21
	% of transition plans written that meet a quality check list					
	% dropout					
	% student retention (same metric as employee retention)					
	# students exiting our program and then returning					
	Discipline referrals by program:					
	- Academics					
	- Life Skills					
	- ITSP					
	- Autism					
	Employee survey:					
	- % experienced bullying w/in past year					
	- % experienced harassment w/in past year					
	- % who feel safe at work					
	% Employee retention:					
	- Para-professionals					
	- Professional					

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Administrative & Management Services 2021-23 Improvement Plan

Performance Targets	Measure	2017-18	2018-19	2019-20	2020-21	2022 target
	% full-time employee retention:	88	86	92	89	**90**
	Benefits coordination office metric: TBD	-	-	-	-	**TBD**
	% agreeing senior admin provide leadership and direction to CVES employees	80	81	90	84	**90**
	% of new employees completing a CVES orientation program within first year of their start of employment at CVES	49	61	53	48	**90**

[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)

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Administrative & Management Services 2021-23 Improvement Plan

2021-23 Activities	Action step	Owner	Due
Provide dynamic leadership 	**Attract, support, develop and retain high quality employees.**		
	Determine how best to disaggregate the employee retention data to support improvement efforts: • Explore options such as total resignations per year, total hires per year, breakouts by division including % retention, average number of employed days before resignation, or range of days before resignation (e.g., 0-30, 31-90, etc.) • Select the best metrics and update the performance data table.	Eric Bell & Committee	1/1/2022
	Improve the on-boarding process for new employees: • Digitize the application process through Schoolfront. • Train of administration on Schoolfront to use during interview process. • Rollout digital new employee paperwork process. • Establish a new employee orientation video for on demand viewing within first 60 days of employment. • Assign orientation video to all new hires through Vector training system. • Evaluate the structure, design, and effectiveness of the August new employee orientation. • Create virtual trainings/information videos on CVES processes, opportunities, and benefits.	HR Team HR Team/Schoolfront HR Team Cabinet HR Team/ Cabinet	12/1/2021 12/1/2021 12/1/2021 4/1/2022 Ongoing 6/30/2022
	Conduct exit interviews: • Review and update the exit interview questionnaire with cabinet. • Continue to offer in-person interviews with all outgoing staff. • Digitize a survey to distribute to any staff who prefer to provide a written response versus an in-person interview.	Cabinet Eric Bell & Amy Campbell	12/31/2021 Ongoing
	Expand technology integration to improve efficiency, effectiveness, communication and collaboration.	Senior Admin	2021-22

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Administrative & Management Services 2021-23 Improvement Plan

2021-23 Activities	Action step	Owner	Due
Provide dynamic leadership	**Ensure that our programs and services excel by fostering creativity, innovation, and collaboration:**		
	Maximize the impact of the Benefits Coordination Office:		
	• Identify and implement a set of strategic performance measures (e.g., number of enrolled members, enrollment accuracy (based on audit, add-on service utilization rate, member contact, Total assets: % of fund balance in reserves to overall budget, annual school district savings ($000), etc.)	BCO Team/Eric	Jan 31, 2022

	• Conduct Audits on behalf of Districts and record savings to the Districts and Consortium.
	  • Medicare Audits
	  • Dependent Audits
	  • RDS Look Back Audits
	  • Annual Member Verification
		BCO Team	Ongoing

	• Create a strategic plan for exploring additional services to the districts:
	  • Explore a five-year plan towards more collaboration
	  • Work with large and small Districts to explore needs
	  • Collaborate with Districts on consolidated services (I.e. - Vision, Dental, Life Insurance, FSA, etc.
	  • Workers' Compensation Modernization
	  • Use of technology
		BCO/Eric	1/31/2022

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Administrative & Management Services 2021-23 Improvement Plan

2021-23 Activities	Action step	Owner	Due
Provide dynamic leadership	• Focus on Social Emotional Health of all Districts 　• Expand use of Wellness Credits 　• Explore use for remaining Wellness credits and target high risk areas. (i.e. diabetics, depression) 　• Educate members on Empire offerings 　• Coffee Hours 　• Fireside Chats 　• Newsletters 　• Website usage 　• Survey districts to identify ways the Consortium can help address the social and emotional health of our members to expand SEL offerings	BCO	1/1/2022
	Evaluate current, expand existing, and promote new Management Services programs and services to support component districts' changing educational landscape.	Eric Christine Myers	2021-22
	Evaluate and modify O&M protocols regularly to meet or exceed COVID-19 guidance and requirements.	Jerry Brooks Eric	2021-22

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Administrative & Management Services 2021-23 Improvement Plan

2021-23 Activities	Action step	Owner	Due
Educate through innovative, high-quality programs and services	**Invest in staff by providing professional learning opportunities.**		
	Provide professional development to enhance job performance and technology training to improve the efficiency of Management Services and district office staff.	Dr. Davey, Eric, & Amy	Ongoing
	Offer regional leadership training workshops for CVES and component district employees supervisory roles.	Eric Bell	2021-2022
	Partner with local colleges to implement internship opportunities within CVES to develop a future pool of potential new employees in the education field for BOCES and school districts.	Eric/Christine/ DS Office	Spring 2022
	Provide targeted training, informational meetings and materials to existing CVES staff in all Management Services areas.		
	Create training opportunities, including a focus on internal procedures and processes.	Management Services	Spring 2023
	Schedule dates and times of presentations.	Dept reps collaborating	
Ensure a quality learning environment	**Complete the planning of Phase 2 of the BOCES-wide capital project.**		
	Closeout phase 1 of the capital project	Eric Bell	12/1/2021
	Complete design of phase 2 of the capital project		6/30/2022
	Submit capital project plans to NYSED		7/1/2022
	Bid Phase 2 of the capital project		11/30/2022
	Plan for construction		Spring 2023

2021-22 Strategic Planning DPT Calendar

September /October 2021: 2021-22 Strategic Planning Meetings with Sean Brady

- September 29 – CVES District Planning Team (DPT)
- September 30 – Special Education Divisional Team
- October 1 – CV-TEC Divisional Team

- October 5 – Administrative & Management Services,
  ISC Divisional Team & Board Retreat

October 13, 2021 – Presentation to Board/Strategic Plan Approval for 2021-2022 – (Conference Center)

December 7, 2021 – DPT Check-In/Update and Planning Status Meetings (3:15 p.m. – 4:30 p.m. – CAL)

January 18, 2022 – DPT Update and Planning Meetings (1/2-day session @ 11:30 a.m. – 3:15 p.m. - CAL)

February 9, 2022 – *Mid-Year Update Presentation to CVES Board – (Conference Center)*

February 16, 2022 – CVES Annual Strategic Planning/Divisional Updates (3:15 p.m. – 4:30 p.m. – CAL)

March 24, 2022 – April 14, 2022 – CVES Annual Strategic Plan Online Survey

April 27, 2022 – Survey Results Review Meeting (3:15 p.m. – 4:30 p.m. - CAL)

May 2 - 14, 2022 – Divisional 1/2-day session for End-of Year Wrap-up (Divisions to Schedule)

May 11, 2022 –Strategic Plan Annual Survey Presentation to the CVES Board – (Mineville Campus)

May 19, 2022 - DPT End-of Year Mtg (1/2-day session @ 11:30 a.m. – 3:15 p.m. - CAL)

June 8, 2022 - CVES Board Strategic Plan End-of-Year Presentation & CVES Update – (Conference Center)

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Questions?

Thank you for your continued support of our 2021-24 Strategic Plan and for your commitment to creating a brighter future for our students.

@cvesboces

Thank you for your support!

CVES 2021-2024 Strategic Plan
for Continuous Improvement
2021-22 Update

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