



Bi-County Collaborative
Making It Possible

Strategic Plan
2017- 2022

**Bi-County Collaborative
Strategic Plan
February 2, 2017**

Strategic Planning Committee

The Strategic Planning Committee members are indebted to Dr. Ralph Jasparo who generously allowed the use of his Strategic Planning materials and model. Dr. Jasparo is an influential educational thinker whose passion for strategic planning serves to motivate organizations to develop and implement their preferred future.

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Introduction

This strategic plan was developed by a committee of Bi-County Collaborative stakeholders which included Board members, parents, teachers, paraprofessionals, school adjustment counselors, program directors, related service providers, and central office staff. The purpose of this document is to set priorities, goals, and provide long range focus areas for continued improvement in the work of this organization.

The Strategic Planning Committee engaged in a series of steps to strategically develop long range plans, establish priorities, clarify future directions, and identify effective strategies and action steps. The committee identified and examined Bi-County's strengths, weaknesses, opportunities, and threats. The strategic planning process is proactive, promotes teamwork, and focused on evaluating Bi-County's current performance and goals for improving performance and programs in a rapidly changing environment.

It is through this strategic plan that we can communicate Bi-County's mission, vision, and guiding beliefs. This document serves as a blueprint to implement actions, monitor progress, solve problems, and renew action plans on an ongoing basis during the next five years.

We would like to thank Dr. Lynch and Dr. Cameron for their expertise in leading us through the strategic planning process as well as all of our stakeholders who contributed their time, knowledge, and thinking to the future work of the Bi-County Collaborative.

Mission Statement

BICO provides and coordinates educational programs and opportunities for students, families, and our professional community.

Vision Statement

BICO, in partnership with families and communities, is an innovative and responsive organization that works to ensure that students are confident and successful as learners and citizens in an ever-changing global society, through effective, efficient, and purposeful programming.

Guiding Beliefs

We believe...

- In educating the whole child: academically, socially, and emotionally, to build independence and self-advocacy.
- Our success comes from collaboration between parents, staff, and districts.
- In minimizing the impact of disability and maximizing opportunities for learning and growth.
- That all students must have curriculum and instruction that will meet each individual's goals and prepare them for life after school.
- In a safe and positive learning environment, in diverse, and in mental and physical health supports.
- In frequently assessing progress to provide technology, communication, and professional development.
- In opportunity to provide transition based learning in preparation for adulthood
- In fostering lifelong learning for students, staff, and families.
- In and embrace diversity, change, risk taking, and shared decision making.

Goals and Objectives

1. **Academic Goal:** To enhance and expand learning opportunities to meet the diverse needs of all students.

Objective 1.1 Determining and overseeing curriculum in all content areas

Objective 1.2 Address social, emotional, and behavioral regulation by embedding common language and practices across all programs

Objective 1.3 Determine best practices for providing intervention to address gaps in student learning.

2. **Professional Development Goal:** To enhance and expand professional development that anticipates and targets the needs of all BICO and district faculty and staff members.

Objective 2.1 Define a process for assessing professional development needs of our member districts and BICO staff

Objective 2.2 Develop a Professional Development plan for member districts and BICO staff

Objective 2.3 Identify internal and external resources for providing PD

Objective 2.4 Create a system of advertising, communication, and registering for member districts

3. **Communication Goal:** Promote collaborative awareness and increased communication among families and districts.

Objective 3.1 Increase community awareness of BICO

Objective 3.2 Increase family engagement

Objective 3.3 Improve communication systems between district and collaborative

4. **Operations Goal:** Identify and secure resources to support and improve BICO program and facilities.

Objective 4.1 Survey member districts to identify priorities and needs

Objective 4.2 Explore and expand community relationships and partnerships

Objective 4.3 Review current facilities hosting BICO programs and develop a master facility plan for potential growth and cost efficiency.

Objective 4.4 To update our operational systems to improve efficiency and eliminate redundancy

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Academic

Goal #1: To enhance and expand learning opportunities to meet the diverse needs of all students.

Objective 1.1 Determining and overseeing curriculum in all content areas

| Action Steps | Person(s) Responsible | Begin Date | Completion Date | Projected Expenses |
|--|--|-------------|-----------------|--------------------|
| Review and update the Science curriculum map. | Curriculum Development Committee (CDC) | Summer 2016 | March 2017 | No Cost |
| Distribute Science Curriculum map to all Bi-County Staff. | CDC | March 2017 | March 2017 | No Cost |
| Staff at each level will review science map, current available resources, and identify standards requiring additional resources. | Grade Curriculum meetings, BICO teachers, Program Directors | March 2017 | May 2017 | TBD |
| Determine next content area to be reviewed and finalize curriculum review cycle | CDC | April 2017 | June 2017 | No Cost |
| Content area common assessments will be developed at each level and results will be reviewed by staff. | BICO teachers at Curriculum meetings; Program Directors | 2016-2017 | June 2017 | No Cost |
| Identify and plan PD needed for further implementation of common assessments. | BICO teachers and Program Directors & Coordinator of Curriculum & PD | 2017-2018 | June 2018 | TBD |

*Some indicators of Accomplishment: Completed Map; Posting of map on website; purchase of identified resources; Completed curriculum review cycle; common assessments developed at each level; listing of planned PD.

Objective 1.2 Address social, emotional, and behavioral regulation by embedding common language and practices across all programs

| Action Steps | Person(s) Responsible | Begin Date | Completion Date | Projected Expenses |
|---|---|-------------------|------------------------|---------------------------|
| Review current practices across the collaborative for addressing social, emotional, & behavioral regulation. | Clinical staff-counselors, BCBAs, therapists, teachers, program directors | October 2017 | Dec. 2017 | No Cost |
| Identify assessment to be used across the collaborative to measure social -emotional learning. | Clinical staff-counselors, BCBAs, therapists, teachers, program directors | Spring 2017 | September 2017 | TBD |
| Determine common threads including language, instructional practices, & resources to be used for social - emotional & behavioral learning and regulation. | Clinical staff-counselors, BCBAs, therapists, teachers, program directors | October 2017 | June 2018 | TBD |
| Identify & purchase any materials needed to implement programming. | Clinical staff-counselors, BCBAs, therapists, teachers, program directors | Spring 2018 | May 2018 | TBD |
| Develop a plan to introduce, implement, and support. | Clinical staff-counselors, BCBAs, therapists, teachers, program directors | Spring 2018 | June 2018 | No Cost |

*Some indicators of Accomplishment: Meeting dates, list of committee members, assessment tool, list of common practices, list of programs, materials, resources, implementation plan.

Objective 1.3 Determine best practices for providing intervention to address gaps in student learning.

| Action Steps | Person(s) Responsible | Begin Date | Completion Date | Projected Expenses |
|---|---|-------------------|------------------------|---------------------------|
| Introduce Objective 1.3 to teachers to develop a working committee. | Pam Ludwig, Kristin Boni, Kristin Souza, Jon Morgan | September 2017 | Sept. 30, 2017 | No Cost |
| Identify screening tools being used for reading, writing, and math. | Working Committee | October 2017 | October 2017 | No Cost |
| Identify resources and instructional materials in use to support specific gaps or skill deficits. | Working Committee | October 2017 | October 2017 | No Cost |
| Identify teacher leaders specifically for assisting peers with instructional interventions and screening tools. | Working Committee | November 2017 | November 2017 | No Cost |
| Develop a plan to assist teachers and paraprofessionals in implementing practices for interventions. | Working Committee | November 2017 | January 2018 | TBD |
| Provide PD | Working Committee | January 2018 | June 2018 | TBD |

*Some indicators of Accomplishment: List of working committee members; meeting agendas; list of teacher leaders who will provide peer support; list of screening tools; list of instructional resources for interventions; written plan for implementation.

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Professional Development

Goal #2: To enhance and expand professional development that anticipates and targets the needs of all BICO and district faculty and staff members.

Objective 2.1 Define a process for assessing professional development needs of our member districts and BICO staff

| Action Steps | Person(s) Responsible | Begin Date | Completion Date | Projected Expenses |
|--|---|------------|-----------------|--------------------|
| Establish PD committee comprised of key district personnel/ stakeholders | Professional Development Coordinator, Board and OPC | 4/17 | 10/17 | No Cost |
| Publicize and recruit new BICO staff to PLT (all grades all roles) | Program Directors, Executive Director, Professional Development Coordinator & current PLT members | June 2017 | Ongoing | No Cost |
| Develop needs assessment to target professional development needs of multiple stakeholder groups | PD Coordinator, Program Directors, MDPDC and PLT | 9/17 | 10/17 | No Cost |
| Analyze and communicate survey results to multiple stakeholders | PD Coordinator , MDPDC and PLT | 11/17 | 11/17 | No Cost |
| Use results of survey and research on best practices in PD to plan PD | MDPDC, PLT | 12/17 | 5/18 | \$500.00 |

*Some indicators of Accomplishment: Established committee members for PD member district & BICO PLT; PD committee meeting agendas; Needs Assessment Survey; Results of Survey; PD Calendar; Completed Plan for PD for 2018

Objective 2.2 Develop a Professional Development plan for member districts and BICO staff

| Action Steps | Person(s) Responsible | Begin Date | Completion Date | Projected Expenses |
|--|---|-------------------|------------------------|---------------------------|
| Professional development team develops a PD plan after reviewing survey results and prioritizing | Member District PD Committee & BICO PLT | 12/17 | 5/18 | No Cost |
| Publish a draft of proposed PD plan / invite comment | PLT, Member District PD Committee | 03/18 | 04/18 | TBD |
| Review and revise PD plan | PLT, MDPDC | 04/18 | 05/18 | TBD |

*Some indicators of Accomplishment: Professional Development Plan for Member Districts & BICO for the 2018-2019 school year

Objective 2.3 Identify internal and external resources for providing PD

| Action Steps | Person(s) Responsible | Begin Date | Completion Date | Projected Expenses |
|--|------------------------------|-------------------|------------------------|---------------------------|
| Identify strengths of Collaborative staff to develop PD or present best practices | Program Coordinator, PLT | 07/17 | 10/17 | No Cost |
| Create ongoing two way communication with member districts regarding PD offerings and opportunities | PD Coordinator, MDPDC, OPC | 07/17 | Ongoing | No Cost |
| Explore relationships with outside PD providers on specific topics based on results of survey and needs assessment | PLT, PD Coordinator | 07/17 | Ongoing | No Cost |

*Some indicators of Accomplishment: List of Collaborative staff who are available to present PD offerings; List of potential speakers and organizations ; meeting agendas; PD Calendar; PD Flyers and newsletters

Objective 2.4 Create a system of advertising, communication, and registering for member districts

| Action Steps | Person(s) Responsible | Begin Date | Completion Date | Projected Expenses |
|---|--|-------------------|------------------------|---------------------------|
| Review current system of protocols for advertising available PD | PD Coordinator, Director of Finance, Administrative Assistant. | 4/17 | 4/17 | No Cost |
| Review system for registering for PD | Administrative Assistant, PD Coordinator, Director of Finance | 4/17 | 4/17 | No Cost |
| Review advertising tools in addition to google mail | PD Coordinator, Tech Coordinator | 4/17 | 4/17 | No Cost |
| Develop recommendations for improving advertising and registering for PD at BICO | Administrative Assistant, PD Coordinator, Director of Finance | 5/17 | 5/17 | No Cost |
| Determine if any changes are needed for the 2017-2018 school year and review with ED. | Administrative Assistant, PD Coordinator, Director of Finance | 6/17 | 6/17 | TBD |

*Some indicators of Accomplishment: Written protocols for advertisement and registration; Recommendations for improving advertising and recommendations

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Communication

Goal #3: Promote collaborative awareness and increased communication among families and districts.

Objective 3.1 Increase community awareness of BICO

| Action Steps | Person(s) Responsible | Begin Date | Completion Date | Projected Expenses |
|--|--|-------------|-----------------|--------------------|
| Create marketing pamphlets. | Jeanne McCrady, Tom Drake, Nancy Regan | Spring 2017 | June 1, 2017 | Quote Needed |
| Develop contact list for distribution of pamphlets | Terry Potts, Kathleen Ford, Holly McGhee Nancy Regan, Nancy Whitehouse, Holly McGhee | Spring 2017 | Ongoing | No cost |
| Sharing and promoting pamphlets to service providers (early intervention, DDS, physicians, hospitals). | Nancy Regan, Nancy Whitehouse, Maureen O'Connell, Terry Potts, Kathleen Ford, Holly McGhee | Summer 2017 | Ongoing | No cost |
| Participate in events (informational booths) | TBD | | | |

*Some indicators of Accomplishment: Completed flyer; List of places to distribute flyer

Objective 3.2 Increase family engagement

| Action Steps | Person(s) Responsible | Begin Date | Completion Date | Projected Expenses |
|---|--|--------------------|------------------------|---------------------------|
| Meet with Program Directors to identify prospective parent partners | Leadership Team / Program Directors | Spring 2017 | Spring 2017 | N/A |
| Parent partners selected and contacted . | Program Directors | Spring-Summer 2017 | Fall 2017 | N/A |
| Hold parent partner meeting | Fall 2017 | Fall 2017 | Fall 2017 | \$25 |
| Meet to discuss forming a Parent Council | Nancy Regan Julie O'Connor Jeanne McCrady Laurie Cunningham | Spring 2017 | Spring 2017 | N/A |
| Organize & hold first meeting of parent council | Nancy Regan Julie O'Connor Jeanne McCrady Laurie Cunningham | June 2017 | Fall 2017 | \$25 |

*Some indicators of Accomplishment: List of parent partners; List of Parent Council Members; Plan for events during the 2017-2018 year

Objective 3.3 Improve communication systems between district and collaborative

| Action Steps | Person(s) Responsible | Begin Date | Completion Date | Projected Expenses |
|--|---|-------------------|------------------------|---------------------------|
| Develop survey to identify district needs in terms of communication. | Nancy Regan, Maureen O'Connell, & Program Directors | Summer 2017 | Fall 2017 | N/A |
| Survey sending districts | Nancy Regan, Maureen O'Connell | Fall 2017 | Fall 2017 | N/A |
| Develop Feedback form for referrals made to the Collaborative (if a student attends, why. If a student goes elsewhere, why). | Nancy Regan, Tom Drake | Summer 2017 | Ongoing | N/A |

*Some indicators of Accomplishment: Completed Survey, Survey results, Analysis of Survey results, Feedback form.

Action Plan Form

Operations

Goal #4: Identify and secure resources to support and improve BICO programs and facilities.

Objective 4.1 Survey member districts to identify priorities and needs

| Action Steps | Person(s) Responsible | Begin Date | Completion Date | Projected Expenses |
|--|---|------------|-------------------|--------------------|
| Develop BICO and district sub-committee to develop a survey of priorities and needs. | Program Directors, Julie O'Connor, Deb Ciccone, Operating Committee members & OOD Committee members; Executive Director | 09/17 | January-March '18 | No Cost |
| Analyze results of survey | Committee | March '18 | April '18 | No Cost |
| Report finding of results to Operating Committee, Board, and Parents | Chair of Committee & committee members | 04/18 | 06/18 | No Cost |

*Some indicators of Accomplishment: List of Committee members; Meeting Agendas; Survey; Response Analysis; Presentation to Board, OPC, & Parents

Objective 4.2 Explore and expand community relationships and partnerships

| Action Steps | Person(s) Responsible | Begin Date | Completion Date | Projected Expenses |
|--|--------------------------------------|------------|-----------------|--------------------|
| Communicate with neighbors of new facilities | Executive Director | Summer 17 | Dec. 2017 | No Cost |
| Host Open House and Info. Sessions | Executive Director, Leadership Team | Sept. 2017 | Oct. 2017 2017 | \$200.00 |
| Establish a Parent Advisory Council | Executive Director & Leadership Team | Fall 2017 | Ongoing | No Cost |

*Some indicators of Accomplishment: Letter to community members and neighbors of new facility; Open House Invitation; Info. Session Materials; List of parent members on Advisory Council; PAC meeting notices and agendas

Objective 4.3 Review current facilities hosting BICO programs and develop a master facility plan for potential growth and cost efficiency.

| Action Steps | Person(s) Responsible | Begin Date | Completion Date | Projected Expenses |
|---|--|-------------------|------------------------|---------------------------|
| Review Physical Space for each program for student capacity and future needs. | Deb Ciccone, Tom Drake, Program Directors | 10/17 | 02/18 | No Cost |
| Develop summary report with recommendations for physical space. | Deb Ciccone, Tom Drake, Program Directors | 3/18 | 5/18 | No Cost |
| Complete overall Technology Audit within current space | Tom Drake & Technology consultant, Leo Brehm | 9/17 | January 2018 | Consultant Fee |
| Develop summary technology audit report and recommendations | Tom Drake & Technology consultant, Leo Brehm | 2/18 | 4/18 | Consultant Fee |

*Some indicators of Accomplishment: Summary report on facilities review with recommendations for physical space; Summary report on technology audit with recommendations; Presentations to the BOD

Objective 4.4 Review and update our operational systems to improve efficiency and eliminate redundancy.

| Action Steps | Person(s) Responsible | Begin Date | Completion Date | Projected Expenses |
|---|------------------------------|-------------------|------------------------|---------------------------|
| Review staff to student ratio in relation to enrollment and develop a report with data | Deb Ciccone | Sept. 2017 | Dec. 2017 | No Cost |
| Survey member district and collaborative business managers to determine what payroll vendors and purchasing processes are being used. | Deb Ciccone | Sept. 2017 | Jan. 2018 | No Cost |
| Some indicators of Accomplishment: Data Report on staff to student ratio for 2016 -2017; Survey results; Presentation to BOD | | | | |

