

aces

Strategic Plan

2007-2012

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Strategic Planning Committee

Dr. Marjorie Anctil, ACES Professional Development and School Improvement

Ms. Claudette Beamon, ACES Human Resources

Ms. Sally Boske, ACES Governing Board, Middletown Board of Education

Mr. Bob Canelli, New Haven Public Schools Magnet Office

Ms. Dawn Carranzo, ACES Transportation

Mrs. Alicia Clapp, ACES Governing Board, North Haven Board of Education

Ms. Mary Cortright, Superintendent, Meriden Public Schools

Mr. Greg Dandio, ACES Technology Services

Dr. Ann Dombroski, ACES Assistant Executive Director

Dr. Craig Edmondson, ACES Executive Director

Dr. Howard Feddema, Consultant, The Cambridge Group

Mr. Bill McGraw, Director, Special Education, Hamden Public Schools

Dr. Carolyn McNally, ACES Development

Mr. Chidi Onukwugha, ACES ACCESS

Mr. Bob Parker, ACES Marketing and Public Information

Mr. Gary Shettle, ACES Assistant Executive Director

Ms. Sarhanna Smith, ACES Wintergreen Interdistrict Magnet Schools

Ms. Kathryn Smith, ACES Fiscal Services

Ms. Barbara Sokol, ACES Governing Board, Meriden Board of Education

Dr. Donn Sottolano, ACES Behavior Services

Dr. Guy Stella, Superintendent, Woodbridge Public Schools

Ms. Vanessa Taragowski, ACES Pupil Services

Ms. Judy Terrill, ACES Village School

Ms. Alice Torres, ACES Early Childhood Services

Dr. Bob Wolfe, Superintendent, North Branford Public Schools

ACES Strategic Planning Process

ACES began its strategic planning process in October, 2007 with facilitator, Howard Feddema from Cambridge Associates, leading a Strategic Planning Team comprised of internal and external ACES stakeholders (coordinators, administrators, teacher, governing board members, local superintendents) through the first four of the following steps in the process:

- confirm commitment and readiness through basic awareness session and exploration of system capacity and design
- prepare for planning by communicating about planning and collecting vital signs data
- build strategic planning team
- conduct first planning session where the following areas were explored and drafted: **beliefs, mission, parameters**, internal and external analysis, competition and critical issues review, **objectives and strategies**.
- communicate draft plan
- build action teams
- develop action plans
- conduct second planning session where agreement on action plans is sound and the strategic plan is affirmed
- prepare implementation schedule (with necessary resources)
- obtain board approval
- develop capacity in action
- review continuously and update periodically.

ACES shared the draft plan with its Governing Board, and then communicated it to ACES staff and stakeholders as action teams were built to develop action plans around the 5 strategies. These action plans are to be reviewed by the Governing Board, and the Strategic Planning Team will establish an implementation schedule.

Draft statements of ACES beliefs, mission, strategic parameters, objectives, strategies, and action plans follow.

ACES Beliefs

We believe that:

- each individual has inherent worth
- all individuals can learn
- high expectations and effort are essential for higher achievement
- quality education provides the foundation for the success of the individual and the community
- diversity strengthens an organization
- individuals are accountable for their actions
- everyone has a responsibility to each other and to contribute to the common good
- honesty and respect are essential for building trusting relationships
- a positive attitude enhances performance
- collaboration enhances productivity and generates creativity
- families are essential partners in education
- the willingness to change is necessary for individuals to grow and organizations to thrive

ACES Mission

The mission of ACES, a leader and innovator in education, is to empower our students, member districts, and other clients to meet educational and life challenges in the changing global environment by providing collaborative, customized, cost effective solutions to meet identified needs of our educational community.

ACES Objectives

- To have 100% of ACES students achieve identified goals and/or proficiency in standardized educational measurements by 2012
- To assist all of our member districts in identifying and achieving their educational goals
- To increase our capability for developing customized innovations based on identified client needs
- To have 100% of all ACES schools and programs fiscally sound by 2012

ACES Strategic Parameters

- We will always provide safe and orderly learning environments.
- No new program or service will be added unless it is consistent with the ACES Strategic Plan, benefits justify costs, and provisions are made for the allocation of resources, professional development, and program evaluation.
- No program or service will be continued unless it contributes to the ACES Mission and its benefits justify its cost.
- Site based plans will always be consistent with the ACES Mission.
- All curriculum and instruction will be designed to maximize student achievement.
- We will always expect our employees to act in a responsible and professional manner.
- We will always honor our RESC Alliance agreements.
- We will always consider current research and best practice in making program decisions.
- We will always strive to balance the success of the organization with the wellness of the individual.
- We will always offer educational programs that provide quality direct services for children, youth, and adults.

ACES Strategies

- We will develop and implement program assessment processes which will objectively identify the value and cost effectiveness of each program as it meets the ACES Mission.
- We will develop and implement a process to foster entrepreneurial opportunities which support achieving the ACES Mission and its objectives.
- We will improve communication and marketing of our programs and services to member districts and clients.
- We will develop and implement plans to effectively use assessment data, improve instruction, and identify appropriate interventions to improve student achievement.
- We will improve interpersonal and intra-agency communication in order to ensure that all of our programs and schools are working collaboratively and effectively to ensure that ACES achieves its mission.

STRATEGY #1

We will develop and implement program assessment processes which will objectively identify the value and cost effectiveness of each program as it meets the ACES Mission.

ACTION TEAM LEADER

Ms. Kathryn M. Smith

ACES Fiscal Services

ACTION TEAM MEMBERS

Dr. Marjorie Anctil

ACES Professional Development and School Improvement

Mr. Salvatore Bruzzese

ACES Whitney High School North

Ms. Sue Cohen

ACES Governing Board, Regional School District #5

Ms. Michelle Coogan

ACES Wintergreen Interdistrict Magnet School

Mr. Jorge Garcia

ACES Behavior Services

Ms. Peggy Glennon

ACES Mill Road School

Mr. Kevin Goodrich

ACES Fiscal Services

Ms. Kathy Johnsen

ACES Professional Development and School Improvement

Mr. Bryan Markiewicz

ACES Whitney High School North

Mr. Fred Ogelsby

ACES Whitney High School North

Ms. Lynne Patnode

ACES Whitney High School East & West

Ms. Sharon Redmann

ACES Early Childhood

Ms. Louise Ross

ACES Educational Center for the Arts

Ms. Nancy Shuster

ACES Village School

Ms. Vanessa Taragowski

ACES Related Services

Action Plan #1

STRATEGY: We will develop and implement program assessment processes which will objectively identify the value and cost effectiveness of each program as it meets the ACES Mission.

SPECIFIC RESULT: Evaluate viability and cost effectiveness of ACES programs through conducting cost vs. revenue analysis of each program.

#	Action Step	Assigned to	Start Date	Due Date	Completed Date
1	Analyze revenues and expenses for each existing program from the last one to three years (depending on the age of the program). Information provided by Fiscal Services to each program				
2	Develop and utilize new program assessment rubrics to analyze projected revenues and expenses for proposed programs				
3	Utilize formative cost analysis process requiring programs to examine costs during current year)				
4	Develop process to analyze political and economic trends to determine future viability of each program using Research and Development				
5	Determine alignment of qualitative and quantitative data and agency objectives and goals. Analyze strengths and weaknesses and compare to ACES Mission				
6	Recommend modifications to programs as necessary				
7	Implement recommendations				

Responsible:

Action Plan #2

STRATEGY: We will develop and implement program assessment processes which will objectively identify the value and cost effectiveness of each program as it meets the ACES Mission.

SPECIFIC RESULT: Identify the value of each program's services in measurable results addressing market need and community, client and customer satisfaction.

#	Action Step	Assigned to	Start Date	Due Date	Completed Date
1	Identify committee facilitator				
2	Form representative committee of programs to oversee plan				
3	Establish meeting steps/timeline to implement action plan				
4	Define service delivered, who receives the services, and who delivers the services				
5	Divide group into subcommittees. Subcommittee to: Determine information required to measure the value of: ACES programs to LEAs, students, parent;/guardians, and other clients as it relates to the ACES mission and objectives				
6	Research and utilize measurement/assessment tools to determine the value of each program or service for LEAs, students, parents/guardians and other clients				
7	Collect program data with assessment tool(s)				
8	Committee reviews and analyzes data to establish program value				
9	Publish results with recommendations about program's value				

Responsible:

Action Plan #3

STRATEGY: We will develop and implement program assessment processes which will objectively identify the value and cost effectiveness of each program as it meets the ACES Mission.

SPECIFIC RESULT: Establish self-evaluation processes to determine the strengths and areas of improvement for each program in relation to stated objectives/goals of each program and the ACES mission.

#	Action Step	Assigned to	Start Date	Due Date	Completed Date
1	Identify Team leader				
2	Identify representative Team members				
3	Team will develop essential questions to measure strengths and weaknesses of goals and objectives and how they are carried out				
4	Team representative will develop building based team to collect data with regard to program goals and objectives				
5	Each program will allocate sufficient time for self-reflection using data and essential questions				
6	Staff will: a) identify areas of strengths and weaknesses and b) develop a program improvement plan to implement the following year				
7	Each team representative will report results back to the Team with recommendations				
8	Consider recommendations for implementation				

Responsible:

STRATEGY #2

We will develop and implement a process to foster entrepreneurial opportunities which support achieving the ACES Mission and its objectives.

ACTION TEAM LEADER

Ms. Maureen Bransfield

ACES Collaborative Alternative Magnet School

ACTION TEAM MEMBERS

Ms. Pamela Backes

ACES Technology Services

Ms. Dawn Carranzo

ACES Transportation

Dr. Immacula Didier

ACES Thomas Edison Middle School

Ms. Janine Fiorillo

ACES Professional Development and School Improvement

Ms. Krystl Giordano

ACES Village School - EIBI

Ms. Barbara Green

ACES Program Development

Ms. Joanne Manginelli

ACES Professional Development and School Improvement

Ms. Cornelia Mislick

ACES East Haven High School Collaborative

Ms. Anna Piscitelli

ACES Professional Development and School Improvement

Ms. Cindy Ratchelous

ACES Mill Road School

Ms. Cindy Smernoff

ACES Early Childhood

Dr. Donn Sottolano

ACES Behavior Services

Ms. Barbara Tacchi

ACES Early Childhood

Ms. Stephanie Tompkins

ACES Mill Road School

Action Plan #1

STRATEGY: We will develop and implement a process to foster entrepreneurial opportunities which support achieving the ACES Mission and its objectives.

SPECIFIC RESULT: Establish a process to oversee and evaluate all entrepreneurial proposals and all components.

#	Action Step	Assigned to	Start Date	Due Date	Completed Date
1	Establish an entrepreneurial committee				
2	Develop a survey for customers/clients to ensure all persons/dept. needs are included in the process; Review and research current enterprise process				
3	Modify enterprise process to stimulate entrepreneurial activity				
4	Seek Legal Counsel, as needed				
5	Develop and establish formal documents and procedures for proposals				
6	Establish an information/communication vehicle to help potential applicants understand the process				
7	Develop a quality assurance/accountability process				
8	Create a vetting process for proposed ideas				

Responsible:

Action Plan #2

STRATEGY: We will develop and implement a process to foster entrepreneurial opportunities which support achieving the ACES Mission and its objectives.

SPECIFIC RESULT: Create an informational site for developing an entrepreneurial culture within the ACES intranet for agency-wide access.

#	Action Step	Assigned to	Start Date	Due Date	Completed Date
1	Create an FAQ page including email link to online support				
2	Create a page; flow chart with links to specific procedural information and forms				
3	Provide a comprehensive summary of ACES agency-wide programs, services, resources				
4	Create a database of all proposals				
5	Recognize staff for entrepreneurial ideas				
6	Provide an exemplar of a fundable proposal				

Responsible:

Action Plan #3

STRATEGY: We will develop and implement a process to foster entrepreneurial opportunities which support achieving the ACES Mission and its objectives.

SPECIFIC RESULT: Budget money which will be used for entrepreneurial proposals as part of the ACES budgeting process.

#	Action Step	Assigned to	Start Date	Due Date	Completed Date
1	Review and understand ACES operating budget				
2	Establish a line item in ACES operating budget for entrepreneurial seed money				
3	Review potential options for investment of money				
4	Review potential options for replenishment of money				

Responsible:

STRATEGY #3

We will improve communication and marketing of our programs and services to member districts and our clients.

ACTION TEAM LEADER

Ms. Erika Forte
ACES Mill Road School

ACTION TEAM MEMBERS

Ms. Leslie Abbatiello
ACES Professional Development and School Improvement

Mr. Bob Canelli
New Haven Public Schools Magnet Office

Ms. Alicia Clapp
ACES Governing Board, North Haven

Ms. Andrea Collingwood
ACES Girls Detention Center (SAGE)

Mr. Mike Corjulo
ACES Related Services

Ms. Rebecca Cuevas
ACES Early Childhood Services

Ms. Janet Edgren
ACES Village School

Ms. Teresa Gedraitis
ACES Technology Services

Ms. Judy Grabert
ACES Village School

Ms. Karen Habegger
ACES Thomas Edison Middle School

Mr. Bill McGraw
Director, Special Education, Hamden Public Schools

Ms. Kathryn Morse
ACES Wintergreen Interdistrict Magnet School

Mr. Chidi-Onukwugha
ACES ACCESS

Mr. Bob Parker
ACES Marketing and Public Information

Ms. Rebecca Priest
ACES Program Development

Ms. Debbie Ramaya
ACES Village School Parent

Dr. Alice Torres
ACES Early Childhood Services

Action Plan #1

STRATEGY: We will improve communication and marketing of our programs and services to member districts and our clients.

SPECIFIC RESULT: Share information about ACES overall identity with the community.

#	Action Step	Assigned to	Start Date	Due Date	Completed Date
1	Develop a succinct message about what our programs do.				
2	Present/disseminate message to the community using various strategies				
3	Initiate a system/agency-wide data collection system and create a database for monitoring and evaluating the effectiveness of disseminated information				
4	Consider recommendations for implementation				

Responsible:

Action Plan #2

STRATEGY: We will improve communication and marketing of our programs and services to member districts and our clients.

SPECIFIC RESULT: ACES will provide a web site that is user friendly and reflects important content about ACES.

#	Action Step	Assigned to	Start Date	Due Date	Completed Date
1	Organize information about ACES Programs by updating existing materials and streamlining information				
2	Identify target audiences and prepare materials for dissemination				
3	Distribute information to target audiences				

Responsible:

Action Plan #3

STRATEGY: We will improve communication and marketing of our programs and services to member districts and our clients.

SPECIFIC RESULT: Specific information about ACES programs and services will be available to meet the needs of various target groups (and to help them understand how ACES programs and services match their needs).

#	Action Step	Assigned to	Start Date	Due Date	Completed Date
1	Develop specific information about ACES' overall functioning, targeted to specific "markets," i.e. health care providers, parents, districts (sped, pdsi, tech services), legislators, others.				
2	Create a needs assessment to better target our markets and identify their needs				
3	Determine how to deliver the information to each target group				

Responsible:

Action Plan #4

STRATEGY: We will improve communication and marketing of our programs and services to member districts and our clients.

SPECIFIC RESULT: ACES will provide a web site that is user friendly and reflects important content about ACES.

#	Action Step	Assigned to	Start Date	Due Date	Completed Date
1	ACES will update information regularly				
2	ACES will provide a staff directory with essential contact information				
3	ACES will identify and translate essential pages of the web site into Spanish				
4	ACES will provide opportunities for web site visitors to leave feedback				
5	ACES will design, review and revise the current style/format of the current web site to make categories more easily visible				

Responsible:

STRATEGY #4

We will develop and implement plans to effectively use assessment data, improve instruction, and identify appropriate interventions to improve student achievement.

Action Team Leader

Dr. Jim Hoko

ACES Behavior Services

Action Team Members

Ms. Cara Cappalli

ACES Village School (ABA)

Ms. Patricia Dobroth

ACES Technology Services

Ms. Maureen Dooley

ACES Whitney High School East & West

Mr. Mark Dougherty

ACES Whitney High School North

Ms. Gina Drury

ACES Whitney High School East & West

Ms. Lucia Fonseca

ACES Thomas Edison Middle School

Mr. Adam Ganzle

ACES Collaborative Alternative Magnet School

Mr. Rob Hartmayer

ACES Whitney High School North

Ms. Rose Morrow

ACES Town Campus Learning Center

Ms. Christine Parisi

ACES Thomas Edison Middle School

Mr. Joseph Pulit

ACES Thomas Edison Middle School

Ms. Priscilla Remington

ACES Village School

Ms. Lois Rho

ACES Early Childhood Services

Ms. Sarhanna Smith

ACES Wintergreen Interdistrict Magnet School

Ms. Judy Terrill

ACES Village School

Ms. Wanda Wagner

ACES

Action Plan #1

STRATEGY: We will develop and implement plans to effectively use assessment data, improve instruction, and identify appropriate interventions to improve student achievement.

SPECIFIC RESULT: Ensure that Professional Learning Communities are established in every ACES school.

#	Action Step	Assigned to	Start Date	Due Date	Completed Date
1	Review PLC pilot at CAMS. Share results with other schools				
2	Provide ongoing school-based professional development in support of PLCs				
3	Develop PLCs in all ACES schools. Determine organization structure				
4	Develop a building schedule to ensure collaboration in support of PLC work				
5	Use data teams at each school throughout the year				
6	Develop SMART goals (Specific, Measurable, Attainable, Realistic, Timely) and use common assessments in each PLC and system wide, as appropriate				

Responsible:

Action Plan #2

STRATEGY: We will develop and implement plans to effectively use assessment data, improve instruction, and identify appropriate interventions to improve student achievement.

SPECIFIC RESULT: Ensure that all curriculum revision/development includes appropriate assessment instruments.

#	Action Step	Assigned to	Start Date	Due Date	Completed Date
1	Review the assessment tools currently utilized in ACES school programs				
2	Ensure that the evaluation phase of the Curriculum Management Cycle, based on its research, addresses the issue of student and program assessment				
3	Develop necessary budgets to build, develop or purchase assessment tools				
4	Provide the necessary training for the implementation of new assessment tools				

Responsible:

Action Plan #3

STRATEGY: We will develop and implement plans to effectively use assessment data, improve instruction, and identify appropriate interventions to improve student achievement.

SPECIFIC RESULT: Ensure ACES curricula are aligned with state standards including NAEYC.

#	Action Step	Assigned to	Start Date	Due Date	Completed Date
1	Curriculum Management Cycle teams will ensure that all ACES curricula meet state standards				
2	Update Curriculum Management Cycle annually				
3	Distribute Curriculum Management Cycle to all ACES instructional staff				

Responsible:

Action Plan #4

STRATEGY: We will develop and implement plans to effectively use assessment data, improve instruction, and identify appropriate interventions to improve student achievement.

SPECIFIC RESULT: Provide professional development for the implementation phase of the Curriculum Management Cycle.

#	Action Step	Assigned to	Start Date	Due Date	Completed Date
1	Develop and implement an annual professional development plan that is integrated with the implementation phase of the Curriculum Management Cycle				
2	Develop and implement an annual budget that supports the professional development of the Curriculum Management Cycle				
3	Annually evaluate the professional development plan				

Responsible:

Action Plan #5

STRATEGY: We will develop and implement plans to effectively use assessment data, improve instruction, and identify appropriate interventions to improve student achievement.

SPECIFIC RESULT: Provide resources to implement the Curriculum Management Cycle and ensure the integration of assessment data.

#	Action Step	Assigned to	Start Date	Due Date	Completed Date
1	Annually revise and publish the Curriculum Management Cycle				
2	Annually develop and implement a Curriculum Management Cycle budget detailing costs for each phase of the Cycle				
3	Ensure representation from all schools on each phase of the Cycle				
4	Publish and distribute the findings, reports and work of the curriculum committee				

Responsible:

Action Plan #6

STRATEGY: We will develop and implement plans to effectively use assessment data, improve instruction, and identify appropriate interventions to improve student achievement.

SPECIFIC RESULT: Incorporate Response to Intervention (RtI) in all ACES instructional programs.

#	Action Step	Assigned to	Start Date	Due Date	Completed Date
1	Provide resource materials on RtI to all professional staff				
2	Provide professional development on RtI to all professional staff				
3	Develop printed materials for parents/guardians on RtI				
4	Develop and implement a plan to incorporate RtI at all buildings, based on audits conducted				

Responsible:

STRATEGY #5

We will improve interpersonal and intra-agency communication in order to ensure that all of our programs and schools are working collaboratively and effectively to ensure that ACES achieves its mission.

Action Team Leader

Ms. Carol Bunk
ACES Village School

Action Team Members

Ms. Claudette Beamon
ACES Human Resources

Ms. Penny Bobarsky
ACES Village School

Ms. Jennie Caldwell
ACES Village School

Ms. Jackie Chorney
ACES Professional Development
and School Improvement

Ms. Annie Cole
ACES Whitney High School East

Ms. Shari Collins
ACES Whitney High School East

Ms. Beverly Cuseo
ACES Village School

Mr. Greg Dandio
ACES Technology Services

Ms. Ingrid Doviak
ACES Wintergreen Interdistrict Magnet School

Ms. Marianne Enslein
ACES Extension Therapy Services

Ms. Laura Evangelist
ACES Extension Therapy Services

Ms. Dorothy Gillespie
ACES Thomas Edison Middle School

Ms. Beth Greenberg
ACES Village School

Ms. Barbara Hedberg
ACES Mill Road School

Ms. Jennifer Knoth
ACES Village School

Ms. Nancy Lamont
ACES Village School

Ms. Jean Langevin
ACES Technology Services

Ms. Karen McHugh
ACES Program Development and Pupil Services

Ms. Michelle Metzger
ACES Village School

Ms. Carolyn Nelson
ACES Whitney High School East

Ms. Lenore Orsillo
ACES Village School

Ms. Patricia Perno
ACES Mill Road School

Ms. Jennifer Place
ACES Wintergreen Interdistrict Magnet School

Ms. Jaime Plancan
ACES Village School

Ms. Leah Posey
ACES Village School and
ACES Wintergreen Interdistrict Magnet School

Ms. Mary Ellen Rourke
ACES Wintergreen Interdistrict Magnet School

Ms. Jenn Santarcangelo
ACES Village School

Ms. Lisa Tereshko
ACES Village School

Mr. Joe Tommaselli
ACES ACCESS

Ms. Laura Trentacosta
ACES Village School

Ms. Mary Zunda
ACES Village School

Action Plan #1

STRATEGY: We will improve interpersonal and intra-agency communication in order to ensure that all of our programs and schools are working collaboratively and effectively to ensure that ACES achieves its mission.

SPECIFIC RESULT: Re-design the ACES intra-agency web site to be a more essential and collaborative entity.

#	Action Step	Assigned to	Start Date	Due Date	Completed Date
1	Ensure technology infrastructure is in place to support new ACES Intranet				
2	Develop and release version of new ACES Intranet				
3	Identify content leader for each program to ensure accurate and current information				
4	Provide training to staff on uses/access of site				
5	Develop a system to obtain feedback from programs and staff on suggested content and uses				

Responsible:

Action Plan #2

STRATEGY: We will improve interpersonal and intra-agency communication in order to ensure that all of our programs and schools are working collaboratively and effectively to ensure that ACES achieves its mission.

SPECIFIC RESULT: Develop program specific orientation process for all new employees.

#	Action Step	Assigned to	Start Date	Due Date	Completed Date
1	Appoint person in each program to coordinate the development of the process				
2	Formalize introduction of new employees to fellow staff				
3	Establish periodic support meetings				
4	Evaluate orientation process annually and revise accordingly using questionnaire outcomes in each program				

Responsible:

Action Plan #3

STRATEGY: We will improve interpersonal and intra-agency communication in order to ensure that all of our programs and schools are working collaboratively and effectively to ensure that ACES achieves its mission.

SPECIFIC RESULT: Improve respectful and open communication among ACES staff.

#	Action Step	Assigned to	Start Date	Due Date	Completed Date
1	Develop organizational chart that describes personnel and their responsibilities				
2	Provide ongoing training centered on open communication and team building				
3	Evaluate internal communication between staff and make appropriate adjustments				

Responsible:

Action Plan #4

STRATEGY: We will improve interpersonal and intra-agency communication in order to ensure that all of our programs and schools are working collaboratively and effectively to ensure that ACES achieves its mission.

SPECIFIC RESULT: School-based programs, pre-K-12, will establish opportunities to ensure open respectful communication among staff, students, and families.

#	Action Step	Assigned to	Start Date	Due Date	Completed Date
1	Establish parent advisory councils at each program				
2	Formalize welcome process for new families				
3	Establish calendar for parent interaction and collaboration				
4	Establish mechanism for parent/family feedback				
5	Provide training to build skills for staff and family members regarding effective communication				
6	Develop informational materials for parents regarding advocacy				
7	Establish family support networks at each program				

Responsible:

Action Plan #5

STRATEGY: We will improve interpersonal and intra-agency communication in order to ensure that all of our programs and schools are working collaboratively and effectively to ensure that ACES achieves its mission.

SPECIFIC RESULT: Create a culture that supports collaboration

#	Action Step	Assigned to	Start Date	Due Date	Completed Date
1	Revise practices and procedures for transitioning students to incorporate a collaborative team approach				
2	Establish collaborative teams within and across programs/agency				
3	Establish an annual calendar with dates and times for collaboration				
4	Provide training for teams on how to make collaborative decisions about student learning and goal setting				
5	Provide a process for sharing collaboration successes				
6	Evaluate collaboration results and adjust resources accordingly				

Responsible:

Action Plan #6

STRATEGY: We will improve interpersonal and intra-agency communication in order to ensure that all of our programs and schools are working collaboratively and effectively to ensure that ACES achieves its mission.

SPECIFIC RESULT: Strengthen dissemination of promising resources or service delivery ideas by establishing an intra-agency resource inventory accessible through the ACES intranet.

#	Action Step	Assigned to	Start Date	Due Date	Completed Date
1	Identify types of resources for instruction and/or service delivery to post on the inventory site				
2	Create a system to categorize resources electronically				
3	Determine team from program to catalogue materials and location				
4	Identify personnel to contact for resources in each program				
5	Coordinate with Tech Services to organize site				
6	Train staff how to access site				
7	Develop process for keeping site information current				

Responsible:

