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**Bedford Central School District  
District Goals  
2016-17**

Issue	Background	District Goal for 2016-17
<p>Reflection upon and clarification of Values/Beliefs, Mission, Vision and BIG Goals is needed.</p>	<p>The last time these critical constructs were contemplated was in 2004, which is 12 years ago. The educational philosophy of the district was visited at that same time.</p> <p><a href="http://www.bcsdny.org/files/policies/0000%20educational%20philosophy%20final.pdf">http://www.bcsdny.org/files/policies/0000%20educational%20philosophy%20final.pdf</a></p> <p>Revisiting and clarifying the Values/Beliefs, Mission (Purpose), Vision, and BIG Goals in collaboration with a broad representative stakeholder group can act as a healing process, and bring the community together about our future.</p>	<p><b>1. Convene a group of representative stakeholders to articulate the current values/beliefs, mission, and vision of the district. This is a 6-8 month project.</b></p>
<p>Budget 2017-18</p>	<p>Review of most recent tax cap worksheet. OSC website info at: <a href="http://www.osc.state.ny.us/localgov/realprop/index.htm">http://www.osc.state.ny.us/localgov/realprop/index.htm</a></p> <p>Prepare Position Control Document.</p> <p>Conduct a Position Analysis.</p> <p>Work with Clearfctr to understand various budget models</p> <p>Obtain better economic ratio data per SED, and improve the collect of facts surrounding the budget process to improve lobbying efforts.</p> <p>Consider non-taxables and the impact on the budget; illustrate this better in the context of the broader community and equalization rates.</p>	<p><b>2. Budget Development 2017-18:</b></p> <ul style="list-style-type: none"> <li>● Development of a Position Control Document, and more fine-grained budget documents.</li> <li>● Conduct a Position Analysis.</li> <li>● Reformat how budget documents are prepared and presented. Use of newly formatted budget documents to utilize Clearfctr in the analysis and development of the 2017-18 budget.</li> <li>● Use Clearfctr to analyze various budget models to find efficiencies, and</li> </ul>



		<p>engage in responsible long-range planning.</p> <ul style="list-style-type: none"> <li>● Develop 2017-18 Budget.</li> </ul>
<p>Transparency and two-way communication with the community.</p>	<p>How is data and information provided and in what form/structure?</p> <p>The public gets frustrated when Board and admin do not engage in “discussion” during public comment section of the Board agenda. However, doing so is a real slippery slope. You can’t engage on some comments or topics, and not on others (unless prohibited by law or confidentiality). Public comment is not the ideal time or place for two-way communication. It is “public comment”, not board/public discussion or debate.</p> <p>There needs to be more forums for actual dialogue outside the formal Board meeting structure. These can easily be established and fulfil the need for community members to engage with Board members and the administration.</p>	<p><b>3. Design appropriate forums for public discourse with the Board and admin.</b></p>
<p>Negotiations</p>	<p>BTA negotiations are at Impasse.</p>	<p><b>4. Resolve negotiations.</b></p>
<p>Curriculum, Instruction, Assessment and Professional Development</p>	<p>There appears to be a thoughtful, well-established model/structure to review, evaluate, develop and implement curriculum across content areas and programs.</p> <p>Based on my entry interviews with administrators and teacher leaders, the pride in its support of professionals is clear. Bedford has a strong tradition of professional growth, and building of leadership capacity.</p> <p>While there are numerous structures built into the calendar/days to support PD, there does not appear to be sufficient time to accomplish all our desired curricular goals and objectives.</p> <p>Funds have been cut for PD, so teachers teaching</p>	<p><b>5. Continue to engage in Curriculum Review Cycle.</b></p> <p>Specifically:</p> <ul style="list-style-type: none"> <li>● Implement <a href="https://sites.google.com/a/bcsdny.org/curriculum/home/curriculum-cycle">https://sites.google.com/a/bcsdny.org/curriculum/home/curriculum-cycle</a></li> <li>● Review and evaluate K-5 math program.</li> <li>● Plan for revisions of the K-12 PE and Health curriculum.</li> <li>● Continue to develop revised K-12 science curriculum aligned with the Next Gen Science Standards.</li> <li>● Continue to develop</li> </ul>





	<p>teachers in house is now difficult, as is bringing in experts/consultants for concentrated PD. We need to get creative about how to deliver PD to support program. Technology may offer some solutions; however, there's no getting around contractual obligations to compensate people for their time. This needs lots of thought and creativity.</p> <p>Need to reflect on practices and approach to identifying and meeting the needs of gifted /exceptional children. Review opportunities that are embedded in curriculum and co- and extracurricular programs, and in the instructional model/strategies of individual teachers.</p>	<p>and implement revised K-12 social studies curriculum.</p> <ul style="list-style-type: none"> <li>● Implement curricular revisions: WL, ELA, ESOL, VPA, secondary math, secondary STEM, K-12 information literacy.</li> <li>● Work with the new Board of Education Curriculum, Instruction, and Assessment Subcommittee to continue the many ongoing discussions across the district regarding assessment, the use of data, and many other educational philosophy and pedagogical matters. Work with the Board Subcommittee to fully understand the intricacies of these issues and initiatives, and their impact on budget planning.</li> <li>● Evaluate opportunities for exceptional children; present recommendations to the Board of Education.</li> <li>● Prepare and present a State of the Curriculum Public presentation.</li> </ul>
<p>Communications, Marketing and Branding of the District.</p>	<p>There appears to be an underlying feeling of lack of transparency and trust by some in the community. A coherent, comprehensive communications plan should be developed.</p> <p>There does not appear to be a simple one-stop place for prospective families, realtors, or the media to easily access information about the district. The website contains extensive information, and the District Profile is rich with information. However, very simple, quick and</p>	<p><b>6. In collaboration with the Communications Committee, create a comprehensive communications plan and present to the BoE. Plan to include numerous systems for conveying information; and, forums for engagement, i.e. two-way communication.</b></p> <p>Create polished and consistent</p>





	<p>easy access to critical information and data points is needed.</p> <p>A communications plan should include various facets of communication, including not only the sharing of information, but the opportunity for two-way communication.</p> <p>Electronic Means:</p> <ul style="list-style-type: none"> <li>● The website is in need of evaluation and refinement. Information is difficult to find. Feedback I have received is that the website is difficult to navigate.</li> <li>● It is difficult to find specific individuals and their contact information on the website. There appears to be no general email directory. This may send the message, “we don’t want you to contact us.”</li> <li>● Email addresses are very awkward, with the numbers attached to each email that don’t have meaning.</li> <li>● Social Media is underutilized due to fear of developing a forum for the community. Social media can be used strategically to tell the district’s story of achievement and success of students and staff.</li> <li>● Resolve BCTV issue.</li> </ul> <p>The district appears to have a clear identity and brand. This seems to be conveyed through culture and word of mouth, and generally “understood.” However, it does not appear to be consistently articulated and conveyed its brand in every communication and presentation, including via visual and graphic means.</p>	<p>templates for letters, memos, email signatures, PowerPoint Presentations templates, etc. should be developed and used by all staff and administrators. Every correspondence from a representative of the district should scream BCS D in its look and feel.</p> <p>Create electronic press/realtor packet.</p> <p>Improve the use of social media to tell the positive story of the district.</p>
Policy	The policy manual does not appear comprehensive, and is dated.	<b>7. An evaluation of policy and regulation should be conducted by NJSSBA or BOCES to identify policy/regulation for</b>





		<b>refinement, addition, deletion.</b>
Special Education	<p>Review the program in its entirety through a lens of program coherence.</p> <p>The district appears to have comprehensive programs and interventions available for students with varying disabilities.</p> <p>Concerns from the parents with whom I have spoken include ensuring LRE and effective inclusion practices. It will be important for the Supt. to conduct focus groups with more parents of special needs children.</p> <p>It is of concern that the most LR intervention, a collaborative classroom, is only offered in one school for grades K-4, and given the population of the district and number of identified children, there appears to be a very low number of kids in this program. There appears to be a dramatic increase in collaborative classroom placements in middle school.</p> <p>We should work toward ensuring a consistent set of values, protocols and procedures are implemented across buildings.</p> <p>Review, evaluate and address disproportionality findings as required by the NYSED. (Technical Assistance Center - Disproportionality, TAC-D)</p>	<p><b>8. Create a detailed action plan for SE.</b></p> <p>Focus our work on developing a shared understanding on the term “Inclusion” and developing a <i>Theory of Action</i> that guides our work, and program models.</p> <p>Implement refined processes to ensure teachers understand and are prepared to implement accommodations set forth in IEPs and 504s.</p> <p>Seek additional parental input regarding special educational programming and services.</p>
Restructure the Board Meeting Cycle	<p>Improve the use of Board of Education subcommittees.</p> <p>Provide a “Work Session” to allow BoE members a forum to have substantive discussion of items, hear subcommittee reports, hear and engage in brief presentations about specific issues, and analyze and ask questions about the major items for action that month, at the subsequent Action Meeting.</p>	<p><b>9. Create and implement a new board meet schedule.</b></p> <p>Evaluate and refine Board committee descriptions.</p> <p>Evaluate and refine Board/community advisory committees.</p>





<p>Filling leadership positions</p>	<p>Implement a consistent, transparent process such that:</p> <ul style="list-style-type: none"><li>● Process is thorough and consistent.</li><li>● Process is transparent and understood by all.</li><li>● Process ensures confidentiality, respect, and dignity for all candidates.</li><li>● Process ensures the staff/parent/student input feels valued and relevant by those individuals; yet, the role of staff/parent/student input or involvement is clearly advisory.</li></ul> <p>Need to fill the many interim positions with permanent leaders.</p>	<p><b>10. Design processes for each position. Present to BoE. Consider placing a philosophy and general guidelines for an approach in policy. Consider how the district can systematically engage in succession planning.</b></p>
<p>Continue Space and Enrollment Committee</p>	<p>Evaluate the need to close a school or other options for efficiencies and cost savings. Fully review the committee's report of last spring.</p> <p>Send letter to existing committee members to initiate the committee for 2016-17, and solicit for new members. Ensure there is representation from each community.</p> <p>The timeframe is a tight one. In order to execute any significant plan for 2017-18, a solid recommendation must be received and reviewed by the Board early in the winter of 2016-17.</p>	<p><b>11. Continue Space and Enrollment Committee. Evaluate the need to close a school or other options for efficiencies and cost savings.</b></p>

