

San Juan Board of Cooperative Education Services



Strategic Plan

2025-2028

Adopted 5/14/2025

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Introduction

About Us

The San Juan BOCES is the Administrative Unit for Special Education in our 8 member public school districts. We provide specialized services and support to schools to ensure that all students with disabilities receive a free and appropriate public education (FAPE) in the least restrictive environment (LRE).

Vision and Mission

The SJBOCES works in partnership with member districts to build capacity to ensure the personal success of all students. Together we build collaborative and cooperative regional education reform initiatives, by maximizing and leveraging regional resources to provide a continuum of quality services for all students and families.

Values and Norms

The San Juan BOCES fosters a caring work culture through the embodiment of these organizational norms, created by our Leadership Team in 2018.

- Listen to Understand
- Communicate with Integrity
- Maintain a Shared Vision
- Assume Best Intent
- Joyful Effort
- Be an Ambassador

Impact Statement

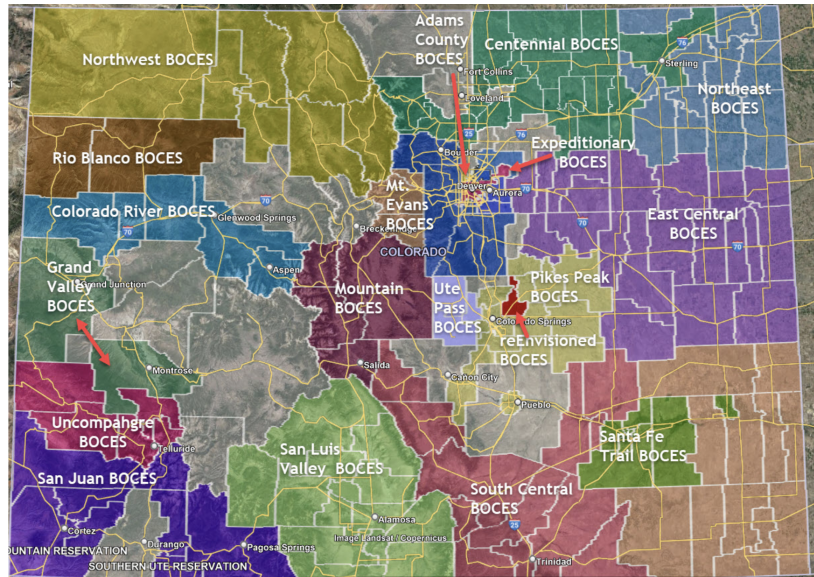
The San Juan Board Of Cooperative Education Services is a respected organization of empowered educators that surpasses community expectations through collaborative relationships and innovative services that prioritize the needs of students and collaborators.



What is a BOCES

What is a BOCES

In 1965 the Colorado Legislature established Boards of Cooperative Services (CRS 22-5-101) to support member school districts in a variety of ways. There are 21 BOCES in Colorado. Most BOCES (16) serve as the Special Education Administrative Unit for their member districts. For reference, there are 179 School Districts in Colorado and 137 utilize a BOCES as their AU.



Why have a BOCES?

BOCES exist to supply educational services to two or more school districts that alone cannot afford the service, or find it advantageous and cost-effective to cooperate with other districts. These services represent a financial commitment that is best met by several districts sharing costs and programs. In some instances, BOCES also operate as Special Education Administrative Units, in which Colorado Revised Statutes require a minimum number of students or participants in order to qualify.

The success of the BOCES concept is rooted in its cooperative, service-driven philosophy. Each BOCES exists because the school districts it serves see the value of the services provided. Individual districts may lack the personnel or the fiscal resources required to provide a broad range of administrative and student services. By pooling resources, districts reduce costs, avoid duplication, and provide for a more comprehensive range of services and programs.

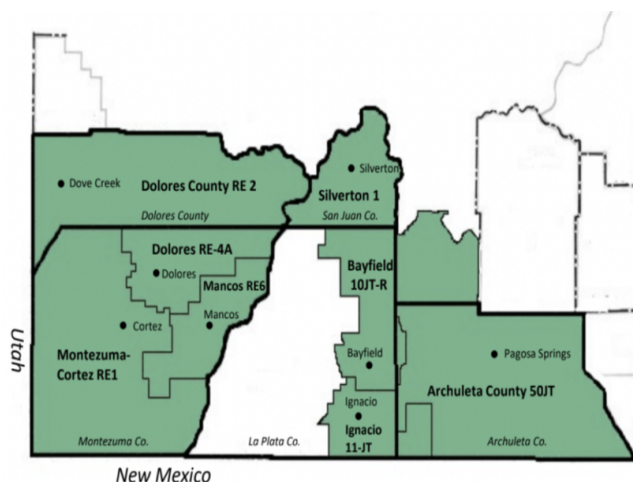
Being service-driven, BOCES have the flexibility to respond quickly to the evolving needs of today's changing student population. Programs can be developed,

training provided, or outside expertise engaged as situations arise. BOCES also understand that school districts do not exist in isolation and most reach out to engage the community-at-large. To that end, the BOCES work in partnership with colleges, libraries, health care providers, mental health professionals and others.

The San Juan BOCES

San Juan BOCES was created in 1973 and in 2010 merged with the Southwest BOCES to form a regional collaborative across 5 counties.

The San Juan BOCES serves the following districts: Archuleta County (Pagosa Springs), Bayfield, Dolores, Dolores County (Dove Creek), Ignacio, Mancos, Montezuma-Cortez, and Silverton. In addition, we provide contracted services to Durango Schools, and a number of private and charter schools in our region.



Member districts are:

- Archuleta County School District No. 50 Jt. (Pagosa Springs)
- Bayfield School District No. 10 JT-R
- Dolores County School District RE-2J (Dove Creek)
- Dolores School District No. RE-4A
- Ignacio School District No. 11 JT
- Mancos School District RE-6
- Montezuma-Cortez School District RE-1
- Silverton (San Juan) School District No. 1

What is an Administrative Unit

An Administrative Unit is approved by the Department of Education to oversee the provision of special education services to children with disabilities. According to the Rules for the Administration of the Exceptional Children's Educational Act, "An administrative unit shall carry out all applicable state and federal statutes

and regulations and shall be responsible for and provide assurances for":

- Financial commitments and agreements of the unit and participating districts for special education programs and services;
- Method or standards utilized to determine the number and types of special education personnel required to meet the needs of children with disabilities;
- Procedures for regular, periodic evaluation of programs, services and student progress.
- Resource allocation and management to assure adequate personnel, facilities, materials and equipment to meet the needs of children with disabilities;
- Qualified personnel;
- Maintenance of and access to student records;
- Child Find, referral, assessment, planning and delivery of services;
- Procedures for prior notice, consent, confidentiality and due process;
- Staff development;
- Program evaluation.

Special Education Publications:

To learn more about the US Department of Education Rules: Assistance to States for the Education of Children With Disabilities and Preschool Grants for Children With Disabilities, visit: [Idea 2004FedRegist](#)

To learn more about the Colorado Department of Education Rules for the Administration of the Exceptional Children's Educational Act, visit [ECEARules Effective12-30-07](#)

Other Resources regarding BOCES and Administrative Units in Colorado:

Colorado BOCES Association
<https://www.coloradoboces.org/>

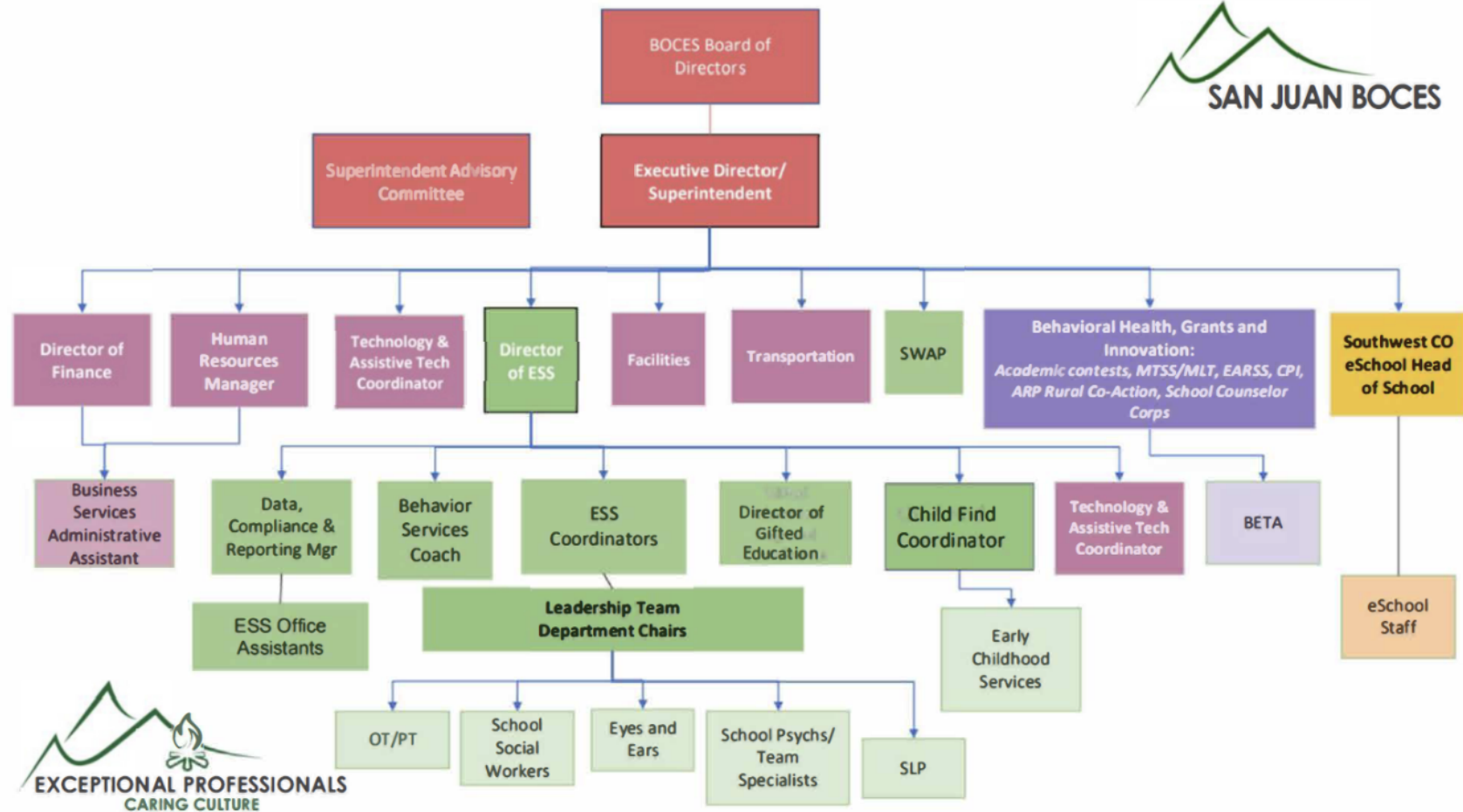
Administrative Unit State Performance Plan Indicator Profiles
<https://www.cde.state.co.us/cdesped/auperformanceprofiles>

San Juan BOCES Funding

All BOCES in Colorado are funded according to the Memorandum of Understanding agreement between the BOCES and each member district.

Participating member districts financially support BOCES.

			
IDEA	ECEA	Local Assessment	Grants
Federal funds to support special education services. Federal IDEA funds are allocated to the BOCES based on the official December 1 count from the year prior.	State funding for special education and gifted education services. State ECEA funds are allocated to the BOCES based on the official October 1 count from the year prior.	Local district contributions to the BOCES support administrative costs and supplement the cost of special education services. Local Assessment to districts is calculated on a proportionate basis using the October 1 count from the year prior.	The San Juan BOCES has been the recipient of numerous grants, public and private, to support needs identified by the local districts in a collaborative regional service delivery model.



The San Juan BOCES Board of Directors

Kim Alexander - Board
President
Dolores County School District

Butch Mackey - Board Vice
President
Archuleta School District

Rachel McWhirter- Board
Treasurer
Mancos School District

JayDee Brunson - Board
Secretary
Ignacio School District

Clay Tallmadge
Dolores School District

Rachel McWhirter
Mancos School District

Ed Rice
Montezuma-Cortez School
District

Holly Copenhagen
Silverton School District

The San Juan BOCES Board of Directors is composed of one School Board member from each of the member school districts. Membership is in accordance with the provisions of CRS 22-5-10.

To learn more about the San Juan BOCES governance and Board, please visit our website at www.sjboces.org.

Overview of the Strategic Plan Process

The San Juan BOCES Strategic Plan was completed in the Spring of 2025 with implementation beginning July 1, 2025.

The process began in August 2024 with the Board of Directors and San Juan BOCES Leadership. Throughout the Fall 2024 a variety of involved parties and impacted groups including:

- The San Juan BOCES Board of Directors
- All 8 member district Superintendents
- All San Juan BOCES Staff
- Member district Principals
- Member district Special Education Teachers
- Parents of students with identified disabilities in the 8 member school districts
- Organizational community partners

Multiple sources of student, staff and fiscal data were thoroughly reviewed including:

- CDE Facilitated Assessment
- Gifted Education Monitoring
- Annual Audits
- Grant Reporting
- Staff and Partner Surveys

The San Juan BOCES Board is committed to use the Strategic Plan as a growth tool to guide and monitor our priorities as an organization. The Executive Director will provide **quarterly reports** to the Board of Directors on all 4 Goal Areas annually. Measurement data will be thoroughly reviewed and the need for adjustments, modifications and updates to each goal area will be discussed and decided at those meetings.

- ☐ August 2025, 2026, 2027
- ☐ October 2025, 2026, 2027
- ☐ February 2026, 2027, 2028
- ☐ May 2026, 2027, 2028

Strategic Plan Summary

Goal Area 1: The San Juan BOCES delivers high quality Exceptional Student Services to students in our member districts.

San Juan BOCES aims to achieve and maintain 100% procedural compliance for all ESS services (IEP and ALP) annually by conducting regular training sessions, implementing a monitoring system, and developing a compliance checklist. We will notify member districts of assessments and reports, posting them on the website. Additionally, San Juan BOCES will improve Early Childhood Special Education services performance year over year and enhance collaboration and communication among ESS team members and school and community partners.

Goal Area 2: The San Juan BOCES maintains exceptional financial responsibility and fiscal transparency.

San Juan BOCES aims to achieve a balanced budget and maintain detailed accounting records by December 2025 through monthly financial reviews, a robust accounting system, and compliance with federal and state reporting requirements. We will increase financial transparency and school/community partner understanding by May 2026 by developing a fiscal information calendar, creating reference guides, and providing annual fiscal training. Additionally, San Juan BOCES will advocate for BOCES and rural education funding at the state level through active participation in relevant professional associations.

Goal Area 3: Culture: High Performance, Growth Mindset, Support and Connection

San Juan BOCES will recruit and retain highly qualified, licensed staff by reviewing and adjusting salaries and benefits annually, and developing a structured onboarding program. We will provide consistent and quality training through ongoing professional development opportunities and creating a regional hub for professional development. Additionally, San Juan BOCES will maintain high performance expectations by implementing a quality evaluation system, conducting annual staff surveys, and utilizing exit interview data to identify areas for improvement.

Goal Area 4: School and Community Partner Cohesiveness

San Juan BOCES will increase awareness, understanding, and collaboration with district leadership and community partners by December 2025 through regular 1:1 meetings, utilizing the Superintendent Advisory Council, and developing marketing materials. We will also organize community events and participate in coalitions supporting children with disabilities. Additionally, San Juan BOCES will improve cohesiveness and alignment among district and community partners by creating a communication plan, developing protocols for updates and feedback, and implementing a system to address concerns.

Goal Area 5: The Southwest Colorado ESchool supports students to succeed in THEIR future.

The Southwest Colorado eSchool aims to provide a quality, locally connected, rigorous secondary education that prepares students for their future. To achieve this, the school will foster strong connections with students, families, and the community, increase awareness of its offerings, and build a diverse and accessible learning structure. Actions include regular academic progress monitoring, monthly family communications, community outreach events, and curriculum development, with success measured by open house attendance and annual enrollment growth.

Goal Area 1: The San Juan BOCES delivers high quality Exceptional Student Services to students in our member districts.

Objective	Timeframe	Actions/Measures
San Juan BOCES will achieve and maintain 100% procedural compliance for all Special Education and Gifted Education services annually.	2025-26 2026-27 2027-28	1. Conduct regular training sessions for staff on federal and state compliance requirements. a. ESS Orientation b. ESS Institute c. ESS Office Hours 2. Implement a monitoring system to track compliance status and address any issues promptly. 3. Develop a checklist for procedural compliance to be used during IEP and ALP meetings. Measures: • Monitoring System Analysis • Spot Checks for use of Checklist • Gifted Education Monitoring and Special Education Facilitated Assessments provided as part of the CDE Audit cycle. • Annual indicator reports, provided as part of the CDE annual Audit process. • Administrative Unit for Exceptional Student Services Authorization

		*San Juan BOCES will notify member districts of these assessments and reports through regular newsletters and post them on the website.
San Juan BOCES will improve Early Childhood Special Education services performance by 5% year over year on indicator 7 data between 2025-2028. <i>Indicator 7 measures the percent of preschool children aged 3 through 5 with IEPs within the AU who demonstrate improvement in the following areas:</i> <i>A. Positive social-emotional skills (including social relationships);</i> <i>B. Acquisition and use of knowledge and skills (including early language/communication and early literacy); and</i> <i>C. Use of appropriate behaviors to meet their needs.</i>	2025-26 2026-27 2027-28	1. Analyze historical performance data to identify areas needing improvement. 2. Develop targeted early childhood focused professional development for preschool Directors and Teachers. a. Deliver annual training 3. Recruit and retain highly qualified early childhood special education staff. Measures: • Performance year over year on Indicator 7 data within the Colorado Department of Education annual review process for AU Authorization. • TS Gold Teaching Strategies Assessment Outcomes reported to the CDE for Indicator 7.
San Juan BOCES will recruit and retain Specialized Service providers who are highly qualified, trained and licensed to provide individualized services for students in person.	2025-26 2026-27 2027-28	1. Maintain a competitive salary schedule, reviewed annually by the Board of Directors. 2. Provide accessible, cost efficient PD that is researched, relevant, up to date and is provided by knowledgeable, and high quality presenters. Measures:

		• Salary Table/Benefit Package • PD Feedback Survey Data
San Juan BOCES will enhance collaboration and communication among ESS team members, including Special Educators, Gifted Educators, Parents/Caregivers and District Administrators annually.	2025-26 2026-27 2027-28	1. Create and distribute informational materials that are accessible to parents regarding all ESS Services, including compliance, process, service delivery and make materials available in a variety of formats at all district sites and locations. 2. Organize regular community events to foster engagement and collaboration. 3. Provide annual collaborative learning opportunities between BOCES staff and district staff to build knowledge, skills and teamwork. 4. Provide each district administrator with a Principal Handbook and offer annual administrator focused training to increase clarity and understanding around legal and procedural issues related to special and gifted education. 5. Provide training on the ESS Procedural Manual annually. 6. Provide all partners with ongoing written updates about relevant special and gifted education information through the use of a monthly ESS newsletter. Measures: • Special Education Advisory Committee (SEAC) meetings • Newsletters • Updated website information • Principal Handbook • ESS and Gifted Procedural Manual • Attendance and Feedback from ESS Training Opportunities

		• Informational Materials • Participation in district - community events
San Juan BOCES will advocate for students with disabilities at the state and national level.	2025-26 2026-27 2027-28	1. The San Juan BOCES Executive Director, Director of Special Education and Director of Gifted Education will remain active in state organizations that advocate for students with exceptional needs. Measures • Attendance at CBA, CASE, Sped and GT Director meetings • Executive Director, ESS Director and GT Director evaluations

Goal Area 2: The San Juan BOCES maintains exceptional financial responsibility and fiscal transparency.

Objective	Timeframe	Actions/Measures
The San Juan BOCES will achieve a balanced budget and maintain detailed accounting records by December 2025.	2025-26 2026-27 2027-28	1. Conduct monthly financial reviews to ensure budget adherence between Finance Director and Executive Director. 2. Implement a robust accounting system to track all funding sources and expenditures. 3. Ensure compliance with all federal and state reporting requirements. 4. Maintain detailed and accurate accounting records of all funding. 5. Complete an annual audit by December 31 which is posted on the website. 6. The San Juan BOCES Director of Finance will report monthly to the Board of Directors. 7. Maintain a competitive salary table that is reviewed annually by the Board of Directors. Measures: • Board Reports • Salary Table • Audit • Financial Transparency Compliance • Quarterly District Billing

The San Juan BOCES will increase financial transparency and District and Community Partner understanding by May 2026.	2025-26 2026-27	1. Develop and update a fiscal information calendar to be posted on the website. 2. Create reference guides, using a variety of formats as well as training materials to help district and community partners understand BOCES Special Education, Gifted Education and Administrative budgets. 3. Create reference guides, using a variety of formats as well as training materials to help district and community partners understand BOCES budgets associated with: a. The SouthWest Colorado eSchool b. The School to Work Alliance Program (SWAP), c. Other grant funded programs - Behavior Emotion Transition Academic/Attendance (BETA), Perkins, School Counselor Corps (SCCG), Multi - Tiered System of Supports (MTSS), Educator Training (HB1345) and other regional grants. 4. Provide annual fiscal training for 4 target audiences; SJBOCES Staff, District ESS staff/Principals, the BOCES Board of Directors and member district Superintendents. 5. The Director of Finance will present updated and accurate financial data monthly to the Board and Superintendents through BOD and Superintendent Advisory Council meetings.

		Measures: • Informational Materials - Reference Guides • Training attendance and feedback • Fiscal reporting calendar published on website
San Juan BOCES will provide advocacy for BOCES and rural education funding at the state level.	2025-26 2026-27 2027-28	1. Executive Director will be active at the Colorado BOCES Association, Colorado Association of School Executives, and other BOCES and education focused professional associations to advocate for BOCES and rural public education funding needs. Measure: • Attendance at State Advocacy Opportunities

Goal Area 3: The San Juan BOCES exemplifies a culture of High Performance, Growth Mindset, Support and Connection

Objective	Timeframe	Actions/Measures
San Juan BOCES will recruit and retain the best highly qualified, licensed staff who provide services in person to students annually.	2025-26 2026-27 2027-28	1. Review and adjust salaries and benefits annually to remain competitive through the use of the San Juan BOCES Board Of Directors and San Juan BOCES Salary Committee analysis. 2. Develop a structured onboarding program that includes district orientation and specific ESS compliance training. Measures: • Salary Tables • Onboarding Program
San Juan BOCES will provide consistent and quality training that is relevant to all providers annually.	2025-26 2026-27 2027-28	1. Provide ongoing professional development opportunities using the SJBOCES MTSS Leadership Team to ensure data driven decision making, and a layered continuum of support. Create a regional hub for quality professional development. 2. Collect and analyze participant feedback to continuously improve training programs. Measures • Professional Learning Opportunities Offered

		Participant Attendance and Feedback
San Juan BOCES will maintain high performance expectations in a culture of support and interconnectedness annually through the use of quality evaluations.	2025-26 2026-27 2027-28	- Grow and improve a quality system of evaluation balanced with robust supervision and leadership support that uses coaching to support employee growth and development. - Implement coaching/mentoring program for new/novice staff - Provide targeted training to Leadership positions around evaluation and coaching/supervision Measures: - Annual staff surveys to gather feedback and identify areas for improvement. - Analysis of exit interview data and retention/turnover data to identify areas for growth and improvement.
San Juan BOCES will increase the visibility of the organization and the services that are provided by July 2026.	2025-26	- Increase the visibility of BOCES services through marketing and presentations. - Provide schools, community partners and parents a variety of informational tools about the BOCES that clarify roles, responsibilities, services, monitoring for compliance and funding. - Present to member district school boards annually. - Provide 2 annual presentations for a target audience of community partners and parents/caregivers to be offered in the BOCES regional area. Measures: - Board Presentations

		• Community Presentations • Informational tools and resources
San Juan BOCES will increase the knowledge and engagement of both principals and parents of children with disabilities regarding the role, responsibilities and purpose of the San Juan BOCES along with the collaborative structure and relationship with member districts by July 2026.	2025-26	1. Enhance the ESS Procedural manual to include additional information and guidance documents about service delivery models, schedules, and purpose. 2. Create and offer work sessions directly for district building principals focused on ESS and GT services, roles, responsibilities and expectations using the Principal Handbook as an anchor. 3. Provide annual compliance and performance focused training for employee responsibilities under IDEA, ECEA, the San Juan BOCES Comprehensive Plan and ESS Procedural manual for all Special Education staff at the BOCES and in member districts. 4. Provide additional information to families and parents at IEP meetings and in a variety of other school locations and settings about the San Juan BOCES services and providers. Measures: • Parent Surveys • Parent participation at IEP meetings • Attendance and feedback from Principal Work Sessions • Attendance and feedback from ESS Compliance and Performance Training Sessions.

San Juan BOCES will ensure the completion of a compliant policy manual by December 2025.	2025-26 2026-27 2027-28	1. Conduct a comprehensive review of all policies to ensure compliance. 2. Update policies as needed to reflect changes in regulations through a system for regular monitoring and feedback on procedure adherence. 3. Communicate policy updates to all staff through regular training sessions. Measures: • Policy Manual Completion and ongoing maintenance per a Board Approved maintenance schedule.
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Goal Area 4: The San Juan BOCES Facilitates Strong School and Community Partner Cohesiveness

Objective	Timeframe	Measures
San Juan BOCES will increase awareness, understanding and collaboration with district leadership and community partners by December 2025 and ongoing.	2025-26 2026-27 2027-28	1. Facilitate 1:1 meetings 3 times annually with district leadership to discuss collaboration opportunities. 2. Utilize the Superintendent Advisory Council to provide more opportunity for reciprocal feedback. 3. Develop and distribute a variety of marketing materials to explain BOCES services and their benefits. 4. Organize and actively engage public participation in community events to build relationships. 5. The Executive Director and ESS - Director will actively participate in community coalitions that support children with disabilities in the BOCES geographic community. Measures: • Attendance at Superintendent Advisory Council and 1:1 meetings • Attendance community coalitions by Executive Director and ESS Director • Attendance and participation at SEAC meetings • Marketing Materials

San Juan BOCES will improve cohesiveness and alignment between teachers, principals, families, specialists, and district and BOCES leaders by December 2025.	2025-26 2026-27 2027-28	1. Create a communication plan to ensure consistent messaging across all school and community partners. 2. Develop protocols for regular updates and feedback sessions. 3. Implement a system for recognizing and addressing concerns from all partner groups. Measures: • Communication Plan for BOCES-Districts • Participation in professional learning • Annual school and community partner feedback survey
San Juan BOCES will continue to seek and support the implementation of grant funded regional initiatives as determined annually by the Board of Directors under the recommendation of the Superintendent Advisory Council.	2025-26 2026-27 2027-28	1. Monthly discussion at the Superintendent Advisory to determine unified areas of interest and need. 2. Quarterly reporting to the Board of Directors regarding identified areas of interest and need for approval. 3. Complete and submit grant applications as indicated. Measures • SAC Agendas • Quarterly Reports • Timely and compliant grant applications and reporting

Goal Area 5: The Southwest Colorado eSchool will provide a quality, locally connected, rigorous secondary education that prepares students for their future.

Objective	Timeframe	Action/Measures
The Southwest Colorado eSchool will grow and sustain a school culture of strong and meaningful connection with students, families and the local community. The Southwest Colorado eSchool will increase and improve community knowledge and understanding of the SWCO eSchool as a locally based rigorous secondary school available for students in Southwest Colorado. The Southwest Colorado eSchool will build a structure of learning that is diverse, relevant and accessible for all learners.	2025-26 2026-27 2027-28	- Weekly academic progress monitoring for all students with routine communication to both families and students. - Monthly communication with each family regarding school information. - Development of informational tools for community distribution - Twice annual open house - Twice annual informational meetings with school counselors in all local secondary schools - Investigate and implement creative technology to enhance teaching and learning. - Expand the development of curriculum that is taught by SWCOeSchool staff. Measures - Open House attendance and feedback - Increased enrollment by 3-5% annually to achieve a total enrollment of 60-75 students.

Glossary of Terms

- AU - Administrative Unit
- BOCES - Board of Cooperative Education Services
- BOD - Board of Directors
- ECEA - Exceptional Students Education Act
- ESS - Exceptional Student Services
- GT - Gifted and Talented
- IDEA - Individuals with Disabilities Education Act
- IEP - Individualized Education Plan
- MTSS - Multi Tiered System of Support
- OT - Occupational Therapist
- PD - Professional Development
- PSY - School Psychologist
- PT - Physical Therapist
- RtI - Response to Intervention
- SEAC - Special Education Advisory Committee
- SLP - Speech and Language Pathologist
- SSPs - Specialized Service Providers
- SSW - School Social Worker
- TOD - Teacher of the Deaf and Hard of Hearing
- TVI - Teacher of the Visually Impaired and Blind