



Region 10 ESC

Experience the Power of 10

Annual Regional Plan for Improvement 2018-2019

EXECUTIVE DIRECTOR

Dr. Gordon Taylor

**Performance Objectives, Indicators and Targets
(Structured by TEC §8.002 and in compliance with TEC §8.051)**



MOTTO

Students * Service * Solutions

MISSION

The mission of Region 10 is to be a trusted, student-focused partner that serves the learning community through responsive, innovative educational solutions.

BELIEFS

We believe that student success is our primary goal.

We believe that every student deserves a quality education.

We believe that service is based on trust and relationships.

We believe that we can impact positive change.

We believe that we must take risks to transform schools.

We believe that we must be leaders for best practice, innovation, and lifelong learning.

We believe that people matter.

PARAMETERS

We will put the needs of our students and districts first.

We will always ensure policies and practices support student, teacher and organizational success.

We will always give voice to our stakeholders in the design and implementation of initiatives.

We will respect and encourage others through our words, actions, and work.

We will ensure that all employees share in the beliefs of Region 10 ESC.

We will view excellence and expertise as our standard performance measures.

We will positively embrace innovation and adapt to our ever-changing world.

Objective 1: Relevant, Innovative Programs and Services

To provide relevant and innovative programs, services, and solutions to Region 10 educator, district, and other LEA partners to enhance general student achievement or improve other local school services.

*Purpose	Activity	Service Area Responsible	Timeline	Success Measure(s)	Progress
B	Design a comprehensive collection plan to identify, market, and collect relevant data regarding district/charter participation in programs and services	Lead: Director of Technology/Data; Secondary: Director of Digital Learning & Resources	June 2016 - August 2016	100% of data collection plan designed	Advancing
B	Develop and implement tool(s) for collecting data regarding district/charter participation in programs and services at Region 10 and regarding district needs	Lead: Director of Technology/Data; Secondary: Director of Digital Learning & Resources	October 2016 - April 2017	100% completion of tool designed and operational	Advancing
B	Collect and distribute data to all service areas for annual reporting and goal setting	Lead: Director of Technology/Data; Secondary: Director of Digital Learning & Resources	March 2017- April 2017	100% of Region 10 staff will have access to data collected	Advancing
B	Develop an annual district/charter report providing data related to participation in programs & services by service area, comparative data with performance, & cost savings analysis	Director of Digital Learning & Resources	March 2017- October 2019	100% of districts/charters provided a report annually by end of calendar year	Advancing
B	Conduct annual reviews of data from district/charter reports with superintendent cluster groups and collect input at the meetings	Deputy Executive Directors	October 2017 - December 2017	100% of districts/charters are provided an opportunity to review annual report data	Pending

* (A) - Excellence and Equity in Student Achievement [TEC § 8.002(1)]; (B) - Efficiency, Effectiveness and Economy of Educational Programs [TEC § 8.002(2)]; (C) Fulfillment of Statewide Initiatives [TEC § 8.002(3)].

*Purpose	Activity	Service Area Responsible	Timeline	Success Measure(s)	Progress
B	Redesign the external website to create user-friendly access to trainings and services and provide a better understanding of what/how each area serves its customers	Chief Communications Officer	April 2016 - January 2017	100% completion of all aspects of the website; 90% of a random sampling of customers indicate an ability to easily access trainings and services	Advancing
B	Design a Region 10 app with push notifications about upcoming trainings, events, and services	Lead: Chief Communications Officer; Secondary: Director of Technology/ Data	June 2016 - July 2018	100% completion of app design and deployment	Advancing
B	Increase the awareness of Region 10 staff regarding access to information through various means including but not limited to internal site, electronic notifications, and video updates	Chief Communications Officer	July 2017 - December 2017	75% of Region 10 staff will indicate awareness of how to access center information	Advancing
B, C	Create tracking system to monitor and increase timely technical assistance contact with customers within one business day of request for assistance	Lead: Director of Technology/ Data; Secondary: Director of Digital Learning & Resources	October 2016 - November 2017	90% of customers will receive assistance within one business day as measured through tracking of contact	Initiated
B	Seek and encourage Region 10 professional staff to attend innovative professional development opportunities that will foster new approaches in training methodology	Director of Digital Learning & Resources	October 2016 - June 2018	98% of professional staff will attend at least two innovative professional development opportunities annually	Advancing
C	Implement digital approaches for ensuring all districts/charters are informed in a timely manner and equipped to implement federal/state initiatives	Director of Digital Learning & Resources	April 2016 - June 2017	70% of customers will indicate they feel informed and equipped to address state/federal initiatives	Advancing

*Purpose	Activity	Service Area Responsible	Timeline	Success Measure(s)	Progress
B	Seek remote training locations throughout the region to support access to professional development with a goal of reducing single-district trainings	Deputy Executive Directors	November 2016 - July 2017	>/=4 remote training locations will be determined in quadrants of the region	Advancing
B	Provide teachers an online learning community of resources that are research-based and in alignment with the TEKS and accessible 24/7	Lead: Director of Technology/ Data; Secondary: Director of Teaching & Learning	July 2017- April 2018	100% completion of the learning community, and 75% of teachers indicate this community as a valuable resource	Pending
B	Provide parents a warehouse of digital resources to help support their student learning, social, emotional, and behavioral needs	Lead: Director of Technology/ Data; Secondary: Director of Teaching & Learning	July 2017- April 2018	100% completion of the community >500 monthly users	Pending
B	Shift from delivery-based to experienced-based model for a majority of professional development opportunities	Lead: Director of Teaching & Learning; Secondary: All Directors	October 2016 - January 2018	60% of trainings will be experienced-based	Advancing
B	Extend learning beyond the training rooms at the Center through graphic designs, digital displays, accessible resources, inspirations, etc.	Lead: Director of Administrative Services; Secondary: Housing	May 2017 - July 2017	70% of clients will indicate the environment at Region 10 fosters learning beyond the training rooms	Advancing
A, C P3	Create and support consortiums/cooperatives to share resources for CTE programs in fulfillment of HB5 requirements	Director of Teaching & Learning	November 2016 - November 2017	>/=8 regional CTE consortiums based on like programs	Advancing
A, B P3	Expand resources and training to support districts with increasing participation in ACT/SAT testing, AP/IB courses, and Dual Credit programs	Director of Teaching & Learning	July 2016 - December 2017	10% regional increase in ACT/SAT testing, 10% increase in AP/IB course participation, 10% increase in dual credit program participation	Advancing

*Purpose	Activity	Service Area Responsible	Timeline	Success Measure(s)	Progress
A	Increase access to available resources through an online portal to support educators in preparing all students for post-secondary opportunities	Teaching & Learning; and Digital Learning	October 2017- May 2018	100% completion of portal, 60% of survey respondents identify portal as a valuable resource	Initiated
A P3	Equip teachers at all levels with the ability to design student learning experiences that align to college & career readiness standards	Director of Teaching & Learning	November 2016 - July 2018	25% of regional teachers will be trained through a TOT model; 60% of regional districts/charters will have a representative trained as a TOT	Advancing
B	Design an initial trainer preparation course and annual refresher courses for all Region 10 internal professionals and IRPTs that includes methods for effective digital integration	Lead: Director of Digital Learning & Resources; Secondary: Director of Teaching & Learning	June 2016 - June 2017	90% of R10 internal professionals have annually received initial training or a refresher and demonstrated evidence of implementation of digital integration tools	Advancing
B	Measure annually the digital competencies of the region and center professionals including contractors for comparison	Director of Digital Learning & Resources	August 2016 - December 2016	100% development of measurement instrument and collection of data	Advancing
B	Establish center targets based on annual digital competency measures and post on center website	Director of Digital Learning & Resources	January 2017 - February 2017	100% of service areas have targets developed and are observable on the website	Advancing
B	Incorporate digital integration in all learning experiences based on a defined system of effective practices	Director of Digital Learning & Resources	November 2017 - April 2018	90% of presenters will demonstrate digital integration and effective use of digital tools	Advancing

*Purpose	Activity	Service Area Responsible	Timeline	Success Measure(s)	Progress
B	Utilize an online third party vendor to create customized, valid surveys for internal and external collection of feedback	Director of Digital Learning & Resources	April 2016 - October 2017	100% development of a third party partnership >/=2 trainings conducted for staff on survey development	Advancing
B	Design a center wide survey plan for comprehensive data collection without redundancy/overburdening	Digital Learning	April 2016 - October 2017	100% of plan will be developed and executed	Advancing
B	Establish and display on our website annual customer satisfaction goals and areas of targeted improvement	Lead: Director of Digital Learning & Resources; Secondary: Chief Communications Officer	July 2016 - January 2018	100% of Region 10 leadership will evaluate the survey annually and form service area committees to create a plan of action	Pending
B, C	Implement "listening sessions" to invite stakeholders to engage in topic discussions virtually with the executive leadership/cabinet	Chief Communications Officer	May 2016 - June 2018	>/=4 sessions will be conducted annually	Pending
B	Implement a client tracking system to ensure all issues and concerns are submitted and responded to in a timely manner	Lead: Director of Technology/Data Services; Secondary: Director of Digital Learning & Resources	April 2016 - November 2016	100% implementation of tracking system, 95% of customers rate their satisfaction as high	Advancing
A	Design a yearly review of student achievement data with all professional employees	Director of Teaching & Learning	October 2016 - September 2017	90% of professional employees indicate a comprehensive understanding of regional student achievement data as measured by a staff survey	Advancing
A	Re-establishment of a turnaround team with quarterly targets established by a review committee of Region 10 leaders	Director of Teaching & Learning	November 2016 - December 2017	100% of targets and review meeting minutes will be posted on the internal site as measured through observation; 80% of campuses in school improvement make progress as measured by performance data	Advancing

*Purpose	Activity	Service Area Responsible	Timeline	Success Measure(s)	Progress
A, B	Require ongoing training of Region 10 professionals in the areas of data analysis and understanding of data systems	Lead: Director of Digital Learning & Resources; Secondary: Director of Teaching & Learning	November 2016 - June 2017	95% of all professionals receive a minimum of 3 hours of training as measured by annual report	Advancing
A	Create and provide single page infographics to all LEAs that highlight early warning targets for the upcoming year	Lead: Chief Communications Officer; Secondary: Director of Digital Learning & Resources and Director of Teaching & Learning	April 2017 - October 2017	100% of LEAs will be provided an annual infographic as measured by production records; 90% of superintendents will indicate the infographic is a valuable resource as measured through a survey	Pending

Objective 2: Employee Support, Development, and Service Delivery

To guarantee that every Region 10 ESC employee can deliver effective high quality client-based professional development, technical assistance and/or related services to the regional learning community.

*Purpose	Activity	Service Area Responsible	Timeline	Success Measure(s)	Progress
B	Create opportunities for Region 10 staff to learn more about the products and services offered by each team through vendor fair type events, lunch and learns, or brown bag sessions	Deputy Executive Directors	December 2016 - July 2017	75% of employees feel informed about programs and services	Advancing
B	Develop a "Who To Call" list internally that includes photographs of all staff members	Chief Communications Officer	May 2016 - September 2017	100% updated directory on R10 Connect	Advancing
B	Develop standard mentoring program that includes center wide procedures, processes, and culture; assign a team mentor for each new employee	Director of Human Resources	May 2016 - June 2017	90% of new employees indicate satisfaction with orientation	Advancing
B	Communicate and utilize the R10 Connect to gather ongoing feedback regarding awareness of trainings and services	Lead: Chief Communications Officer; Secondary: Directors	May 2016 - December 2016	75% of employees feel informed about programs and services	Advancing

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*Purpose	Activity	Service Area Responsible	Timeline	Success Measure(s)	Progress
B	Develop and communicate service expectations to all staff members	Deputy Executive Director (LI)	January 2017- May 2017	100% of Region 10 staff has received customer service training	Advancing
B	Obtain feedback on Region 10 services from stakeholders	Director of Digital Learning & Resource	March 2016 - September 2017	100% of clients are provided the opportunity to give feedback on services	Advancing
B	Establish written communication standards that include vocabulary, expectations, and modeling to support employees with internal and external interactions	Chief Communications Officer	May 2016 - May 2017	100% of standards have been developed and deployed	Advancing
B	Establish a "personal" Region 10 point of contact for each LEA for the purpose of establishing relationships, addressing concerns and gaining comprehensive knowledge of the district's needs	Lead: Director of Administrative Services; Secondary: All Directors	May 2016 - August 2017	100% of leadership team will be the point of contact for 1 or more districts	Advancing

Objective 3: Addressing Underperforming Students and Institutions

To provide effective turnaround programs and services that meet the instructional needs of underperforming students, schools and/or districts.

*Purpose	Activity	Service Area Responsible	Timeline	Success Measure(s)	Progress
A, C P2	Provide follow-up virtual coaching through TORSH (Today's One Room School House) for third grade teachers who participated in state reading and math academies.	Teaching & Learning	August 2017 - August 2018	% improvement in student reading and math scores of the third-grade teachers participating in virtual coaching by campus. % of third grade teachers receiving virtual coaching that demonstrated implementation of 1 or more reading and math academy strategies in each coaching session.	Advancing
A, C P2	Provide job embedded coaching opportunities for 3rd grade teachers in low performing campuses in the areas of reading and math in alignment with reading and math academy strategies.	Teaching & Learning	August 2017 - August 2018	% of 3rd grade reading/math teachers selecting to participate in coaching opportunities post academy attendance % improvement in the reading/math scores from prior year for the post academy teachers engaging in coaching opportunities	Advancing

*Purpose	Activity	Service Area Responsible	Timeline	Success Measure(s)	Progress
A, C P2	Offer "Learning on Location" experiences for teachers that provide real opportunities to integrate content areas and design meaningful lessons aligned with the research based best practices in reading and math.	Teaching & Learning	August 2017 - August 2018	% of 3rd grade reading/math teachers participating in "Learning on Location" experiences % of submitted 3rd grade plans aligning with best practices in reading and math (based on sampling)	Advancing
A, C P2	Offer an instructional leadership symposium to support elementary campus leaders in monitoring the implementation of effective practices in reading and math.	Teaching & Learning	August 2017 - August 2018	% of campus leaders within the region participating in symposium. % of campus leaders indicating a high level of awareness of effective strategies in reading & math based on post-assessment responses.	Advancing
A, C P2	Offer an instructional leadership symposium to support early childhood administrators in monitoring the implementation of effective practices in reading and math.	Early Childhood	August 2017 - August 2018	% of early childhood administrators participating in symposium. % of early childhood administrators indicating a high level of awareness of effective strategies in reading and math based on post-assessment responses.	Advancing
A, C P2	Implement a "Classroom Makeover" program including coaching for pre-Kindergarten and Kindergarten classroom teachers to support implementation of effective instructional practices including reading and math academy strategies and in alignment with the PK guidelines.	Early Childhood	August 2017 - August 2018	# of classrooms receiving a makeover including coaching for Pre-Kindergarten and Kindergarten classroom teachers % growth, based on a pre/post observation, of the early childhood teacher's implementation of effective instructional practices including reading and math academy strategies and their alignment with the PK guidelines	Advancing
A, C	Develop a collaborative support process that identifies and provides solutions for underperforming campuses	Lead: Director of Teaching & Learning; Secondary: Director of Administrative Services	June 2016 - August 2018	75% of underperforming campuses in Region 10 have partnered and benefited from the collaborative support process	Advancing
A, C	Ensure campuses and stakeholders are aware of programs and services and how they can help positively impact student performance at all levels EC-12	Lead: Director of Teaching & Learning; Secondary: Director of Administrative Services and Director of Early Childhood Services	June 2016 - August 2018	100% of underperforming campuses in Region 10 are aware of provided programs and services and how they can help positively impact student performance at all levels EC-12	Advancing

*Purpose	Activity	Service Area Responsible	Timeline	Success Measure(s)	Progress
A, C P4	Provide more frequent in-depth training and resources to assist principals and teachers in gaining deeper understanding of Texas Accountability Intervention System (TAIS), 7 Critical Success Factors, and accountability	Director of Teaching & Learning	June 2016 - August 2018	80% of underperforming campuses in Region 10 have taken advantage of in-depth TAIS and accountability training	Advancing
A, C	Develop a colleague networking program for principals to target issues that contribute to underperformance	Lead: Director of Teaching & Learning; Secondary: Director of Administrative Services	June 2016 - August 2018	25% of underperforming campuses involved	Advancing
A, C	Improve the instructional effectiveness of teachers in underperforming campuses by developing and implementing a Targeted Instructional Improvement and monitoring process from EC-12	Lead: Director of Teaching & Learning; Secondary: Director of Early Childhood Services	June 2016 - August 2018	50% of underperforming campuses have had training in the Targeted Instructional Improvement process;	Advancing
A, C P4	Develop a program to assist teachers (EC-12) in developing non-instructional skills needed to be successful in an underperforming classroom	Lead: Director of Teaching & Learning; Secondary: Director of Early Childhood Services	June 2016 - August 2018	100% of program developed and implemented in Region 10; 25% of underperforming campuses trained	Advancing
A, C	Provide guidance, training, and support for the development of campus instructional leaders targeting skills needed for the underperforming campus	Lead: Director of Teaching & Learning; Secondary: Director of Administrative Services	June 2016 - August 2018	75% of underperforming campuses have had staff training in instructional leadership development	Advancing
A, C	Modify and align existing services and ensure new services are designed as engaging solutions that are practical, proven, and aligned to the critical success factors	Director of Teaching & Learning	June 2016 - August 2017	100% of all pertinent training is tightly aligned with the Critical Success Factors	Advancing
A	Provide a series of monitoring tools to assist underperforming campuses plan	Director of Teaching & Learning	June 2016 - August 2017	100% of tools developed, communicated, and training provided to all underperforming campuses	Advancing

Objective 4: Developing and Sustaining the Collaborative Organizational Model

To sustain the Region 10 organizational culture that encourages and augments internal communication, collaboration, collegiality, and connectivity between and among programs, services, projects, departments, and individual staff members.

*Purpose	Activity	Service Area Responsible	Timeline	Success Measure(s)	Progress
B	Identify organized, regular opportunities during working hours for all staff members to develop professional relationships that strengthens professional and collegial bonds	Deputy Executive Directors	February 2016 - August 2016	90% of employees state they are provided opportunities to collaborate	Advancing
B	Provide opportunities for staff members to job shadow other job-alike staff members in other areas of service	Lead: Director of Early Childhood Services; Secondary: All Directors	September 2016 - August 2017	1 or more organized opportunities provided annually; 25% participation rate	Initiated
B	Provide opportunities for all staff members to attend internal Region 10 workshops for professional growth inside/outside their service area	Lead: Director of Administrative Services; Secondary: Executive Cabinet/ Directors	August 2016 - August 2017	100% of staff participate in a minimum of 1 opportunity annually	Advancing

Objective 5: Enhancing Long-Term Financial Viability

To develop and implement long-term financial integrity for Region 10 that continues to diversify and multiply the Center's revenue base.

*Purpose	Activity	Service Area Responsible	Timeline	Success Measure(s)	Progress
B	Identify "current entrepreneurial type" of activities already being offered in our organization by center wide service survey and share them on R10 Connect	Lead: Chief Financial Officer; Secondary: All Directors	February 2016 - September 2017	90% Response rate to survey; 100% of Ideas posted	Advancing
B	Identify innovative ideas we could implement across service areas that will generate future revenue.	Lead: Chief Financial Officer; Secondary: All Directors	February 2016 - April 2017	>/= 6 collaborative ideas annually that are shared between two or more service areas	Advancing

*Purpose	Activity	Service Area Responsible	Timeline	Success Measure(s)	Progress
C	Identify and analyze all current revenue streams and their fee structures	Chief Financial Officer	June 2016 - December 2017	60% of sales and revenue will be tracked electronically	Advancing
C	Engage in a comprehensive analysis of external fee structures, share analysis with Cabinet/Directors, and develop an appropriate fee structure for products, services, and cooperatives	Lead: Director of Digital Learning and Resources; Secondary: Chief Financial Officer	February 2016 - July 2017	100% of analysis is completed and new fee structure or criteria defined	Advancing
B	Identify/define what Region 10 considers as a "recognition" (financial compensation/bonus, comp time/paid leave, gift cards, recognition, etc.) and post on R10 Connect	Director of Human Resources	May 2016 - August 2017	100% of staff can access the recognition opportunities	Initiated
B, C	Review all services/products to identify those that no longer serve our customers, generate funds or have fees associated	Lead: Deputy Executive Directors; Secondary: All Directors	February 2016 - May 2017	100% of programs and services reviewed annually for cost effectiveness	Advancing
B	Create Zero Base Budget culture for administration and local/entrepreneurial funds	Lead: Executive Director; Secondary: Chief Financial Officer	February 2016 - May 2017	100% of service areas and ESC utilized a zero based approach for administrative and local/entrepreneurial funds	Advancing
B	Review the possibility of repackaging current cooperatives into leveled packages	Deputy Executive Directors	February 2017- February 2018	100% of service areas reviewed with recommendations provided	Initiated
B	Partner with for-profit educational groups or employ a grant writer to write grants for Region 10 and LEA's	Lead: Director of Early Childhood Services; Secondary: Chief Financial Officer	February 2016 - June 2017	1 group or employee selected to write grants	Initiated

Objective 6: Facilities Use in a Digital Delivery Arena

To comprehensively plan for the effective use of Region 10 facilities and identify other suitable spaces for training and content delivery to stakeholders as more programs and services transform to digital modalities.

*Purpose	Activity	Service Area Responsible	Timeline	Success Measure(s)	Progress
B	Create a more inviting, modern color scheme throughout both campuses	Lead: Housing; Secondary: Deputy Executive Directors	November 2016 - July 2017	100% of the color scheme has been updated as measured through observation	Advancing
B	Update and increase signage to support customer convenience	Lead: Housing; Secondary: Deputy Executive Director (LI)	July 2018 - August 2018	100% of signs have been replaced or added as measured through observation; 90% of stakeholders indicate signage is helpful	Advancing
B	Create a distraction free environment through the removal of clutter and increased storage	Lead: Housing; Secondary: Deputy Executive Director (LI)	June 2016 - August 2016	90% of stakeholders will identify the environment as being orderly and organized as measured through periodic surveys; 25% increase to storage capacity as measured through facility study	Initiated
B	Design soundproof spaces for digital recording and conferencing	Lead: Director of Technology & Data Services; Secondary: Chief Communications Officer	July 2016 - July 2018	100% completion of soundproof spaces at each campus as measured through a facility study	Advancing
B	Increase facility safety and security	Lead: Housing; Secondary: Deputy Executive Director (LI)	June 2016 - August 2016	100% completion of safety/security features as measured by installation records. 95% of the staff will indicate they feel safe at work as measured by periodic surveys. 75% reduction of access to work areas as measured through facilities study	Advancing
B	Seek and implement environmentally friendly approaches towards flooring, furnishing, lighting, restrooms, etc.	Lead: Housing; Secondary: Deputy Executive Director (LI)	July 2016 - July 2018	75% of the LEED criteria will be met as measured by a facility study	Advancing
B	Increase the broadcasting and video conferencing capabilities to allow for virtual training formats	Director of Technology & Data Services	June 2016 - July 2017	95% of the time, the capabilities support the virtual need as measured through the tracking of requests	Advancing

*Purpose	Activity	Service Area Responsible	Timeline	Success Measure(s)	Progress
B	Expand the virtual collaboration capabilities utilizing open source resources	Director of Technology & Data Services	June 2016 - July 2017	95% of the time, the infrastructure capabilities support the virtual need as measured through the tracking of requests	Pending
B	Increase the reliability of the technology infrastructure to allow for varied and large audiences	Director of Technology & Data Services	November 2016 - April 2017	90% of the time, audiences indicate an ability to connect to the internet at a speed allowing for optimal use as measured through periodic surveys	Advancing
B	Transform courtyard to an atrium and/or outdoor learning environment	Lead: Housing; Secondary: Deputy Executive Director (LI)	June 2017 - April 2018	100% of the courtyard will be redesigned as measured through observation	Advancing
B	Seek new approaches for maximizing space in order to accommodate large crowds/conferences on-site	Lead: Housing; Secondary: Deputy Executive Director (LI)	July 2017 - August 2018	75% of conferences hosted are able to take place on-site as measured by documented conferences	Advancing
B	Expand and/or maximize parking to support larger crowds	Lead: Housing; Secondary: Deputy Executive Director (LI)	June 2018 - August 2018	30% increase in parking spaces as measured through a facilities study	Advancing
B	Establish criteria for selecting types of partnerships Region 10 would want to engage in for the purpose of ensuring cutting edge technologies, environments and spaces	Lead: Housing; Secondary: Deputy Executive Director (LI)	May 2016 - November 2017	100% of criteria will be established	Advancing
B	Create a partnership committee that annually reviews partnerships and determines sustainability and value of the relationship for the benefit of Region 10	Lead: Housing; Secondary: Deputy Executive Director (LI)	August 2016 - August 2017	100% establishment of committee	Advancing
B	Establish a capital partners recognition and/or showcase program to support sustainability	Housing	January 2018 - August 2018	100% establishment of recognition program and visible evidence of recognition	Initiated

*Purpose	Activity	Service Area Responsible	Timeline	Success Measure(s)	Progress
B	Identify and purchase furniture for office areas that design the space for open collaboration and planning	Lead: Housing; Secondary: Deputy Executive Director (LI)	December 2017 - August 2018	90% of office spaces are equipped with new furniture	Advancing
B	Redesign office spaces to support increased flexibility, collaboration, and visibility	Lead: Housing; Secondary: Deputy Executive Director (LI)	August 2017 - August 2018	90% of office spaces will be redesigned	Advancing
B	Seek and observe innovative office designs for the purpose of incorporating new layouts and models	Lead: Housing; Secondary: Deputy Executive Director (LI)	June 2016 - August 2016	>/= 10 office designs observed during site visits	Advancing