

# MONROE RIC
## Chapter 793 Plan

Monroe One BOCES and Monroe 2-Orleans BOCES
Regional Plan for Technology Services

## 2027–2032

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This regional technology plan describes Monroe RIC's collaborative planning process, regional technology priorities, five-year goals, aligned NYSED priorities, and evidence of progress from the previous planning cycle. It is intended to guide shared technology leadership, instructional support, data services, privacy and security practices, and cost-effective service delivery for component districts across the Monroe RIC region.

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# INTRODUCTION

## PURPOSE OF THIS PLAN

Boards of Cooperative Educational Services (BOCES) are required by law and regulation to prepare a regional plan for providing technology services within the supervisory district. These plans must address the requirements outlined in Education Law 1950(4)(c) and Part 115.1 of the Commissioner's Regulations. Under the direction of the District Superintendents, the Monroe Regional Information Center (RIC) facilitates the planning process and develops the regional technology plan for the two BOCES within its service region.

## MONROE RIC REGION

### Monroe One BOCES

- Brighton
- East Irondequoit
- East Rochester
- Fairport
- Honeoye Falls-Lima
- Penfield
- Pittsford
- Rush-Henrietta
- Webster
- West Irondequoit

### Monroe 2-Orleans BOCES

- Brockport
- Churchville-Chili
- Gates Chili
- Greece
- Hilton
- Holley
- Kendall
- Spencerport
- Wheatland-Chili

## FOCUS OF THE PLAN

**This plan addresses the scope of work in the following areas:**

- Technology Leadership
- Instructional Leadership
- Data Leadership
- Data Privacy and Security Leadership

# SECTION 1: REGIONAL TECHNOLOGY PLANNING PROCESS

The planning process begins with recurring input from component districts, BOCES leaders, and regional committees. That input is used to identify common needs, prioritize shared work, and update the plan over time.



The plan is further developed and refined with input from stakeholders across component districts and BOCES. This input is gathered through surveys, subgroup discussions, district and BOCES meetings, and review of component district technology plans to identify common needs and goals. Members of RIC leadership also meet regularly with District Superintendents, Assistant Superintendents for Instruction, School Business Officials, Directors of Technology, Data Protection Officers, and the Regional Information Center Regional Advisory Committee (RICRAC).

Participation in statewide groups and committees provides additional information that is also a factor in the planning process. These groups include the SED CBT work group, DATAG, RIC Directors group meetings, RIC One committees, NYSCATE, and SLSA.




## TWO PRIMARY COMMITTEES

### RIC Strategic Planning Team

The RIC Strategic Planning Team is a multidisciplinary technical team that meets monthly and focuses on state and regional priorities that support organizational goals. Team members represent the following service areas: Data Reporting; Data Integration and Analytics; eCommunications; Finance and HR Systems; Infrastructure and Facilities; Project Management and Procurement; Integrated Educational Information Systems; and Instructional Technology.

### RIC Regional Advisory Committee (RICRAC)

The RIC Regional Advisory Committee (RICRAC) is an advisory group of district and BOCES leaders that meets quarterly. The committee advises the RIC on day-to-day operations, long-term operational needs, and service offerings. Membership is represented as follows:

- District Superintendent, Monroe One BOCES
- District Superintendent, Monroe 2-Orleans BOCES
- Assistant Superintendent for Instruction and Technology, Monroe One BOCES
- Assistant Superintendent for Accountability, Technology, and Regional Services, Monroe 2-Orleans BOCES
- Assistant Superintendent for Finance & Operations, Monroe One BOCES
- School District Superintendents (2)
- School District Assistant Superintendents for Instruction (2)
- School District Technology Directors (2)
- School District Business Officials (2)
- Director of Monroe RIC (1)
- Assistant Director of Monroe RIC (1)
- Supervising Manager of Communication & Technology Services (CaTS), Monroe 2-Orleans BOCES
- MAARS Coordinator, Monroe 2-Orleans BOCES
- Infrastructure Manager of Monroe RIC

# SECTION 2: CURRENT CONTEXT

The scope table below organizes Monroe RIC's regional services into four planning areas. These categories provide the framework for identifying priorities, setting goals, and aligning work to state and regional needs.

## PLAN SCOPE

| Technology | Instruction | Data | Data Privacy and Security |
|---|---|---|---|
| NOC/WAN | Professional Learning | Information Systems | Access Control & Identity Management |
| LANs | Student Learning (aligned with NY Inspires and PoG) | Data Management | Risk Assessment |
| Cloud | NYS Computer Science and Digital Fluency Standards; NYS Professional Learning Standards | Data Analytics | Data Security |
| Communication/ Collaboration | Emerging Technology Resources | Accountability | Vendor Management |

The following priorities reflect the regional needs identified through stakeholder engagement, statewide collaboration, and review of component district plans. They provide the foundation for the five-year goals outlined in Section 3.

## REGIONAL PRIORITIES AND NEEDS

| Technology | Instruction | Data | Data Privacy and Security |
|---|---|---|---|
| Standard Systems and Responsibilities | Enhanced Teaching and Learning aligned to NY Inspires and Portrait of a Graduate | Data Informed Educators and Staff | Tiered Security Programs and Services with Actionable Testing Resources |
| Best Practices and Operating Procedures | Emerging Technology integration with systems and processes | Enhanced Data Quality and Analytical Processes | Consistent Mature Cyber and Contingency Programs and Plans |
| Cloud and Hybrid Efficiencies and Security | NYS Computer Science and Digital Fluency Standards; Media and AI Literacy | Secure Data Ecosystem and Workflows aligned to NY Inspires & Portrait of a Graduate | Secure Protection, Transport, and Storage of Sensitive Data |
| Contingency Planning | Purposeful Integration of Safe Instructional Resources | Mindful Integration of AI Tools | Consistent and Effective Vendor Management Practices |

# TECHNOLOGY LEADERSHIP

## Regional Priorities

NOC/WAN, Cloud, LAN, Communication and Collaboration

## Goal

Provide cost-effective, reliable, enterprise-level internet service and infrastructure support to component districts.

| Objectives/Tasks | Metrics |
|---|---|
| Continue aligning the regional network topology to a hub-and-spoke model to support standardized management, enhanced security, and cost efficiency | • % of districts with centralized network topology<br>• Network availability, mean time between failure (MTBF), mean time to repair (MTTR)<br>• Development of standardized tools and disaster recovery procedures |
| Develop network and system performance monitoring tools that provide rapid actionable data to enhance network security, performance, and reliability | Monitoring platforms in place across arenas of security, performance, and reliability by district |
| Identify and implement secure and cost-effective cloud-based resources that provide enhanced flexibility and performance | • Number of systems, tools, and resources effectively migrated to cloud-hosted platforms<br>• Reduction in locally hosted systems and associated hardware refresh expenses |
| Implement standard base templates, configurations, access levels, operating systems, and firewall rules for district infrastructure | Number of districts adopting standard base template |
| Assist districts in the selection and integration of compliant platforms for parent, student, and internal communications | • Number of standard integrations and implementations<br>• RIC involvement and support in the selection process |

## NYSED Aligned Priority

Improving digital equity, including increasing student and teacher access to devices and broadband internet both in school buildings and in place(s) of residence

# INSTRUCTIONAL LEADERSHIP

## Regional Priorities

Professional Learning, Student Learning, NYSED CSDF Standards, Technology Resources

## Goal

Engage students in safe and effective use of instructional technology to build college and career readiness skills, knowledge, and dispositions aligned with the NY Inspires competency-based learning model.

| Objectives/Tasks | Metrics |
|---|---|
| Design and deliver high-quality professional learning, instructional technology integration support, and curated resources that help districts strengthen curriculum, instruction, assessment and education systems in alignment with NYS Portrait of a Graduate and NY Inspires. These efforts promote purposeful technology use, authentic demonstrations of learning, culturally responsive practices, and multiple pathways for student success | Documented progress in a targeted area (curriculum, instruction, assessment, or education systems) as measured through implementation evidence, participation, and feedback |
| Assist districts in the purposeful evaluation and integration of diverse technologies to strengthen classroom practice and support meaningful student learning | Data survey measuring relevance and effectiveness |
| Provide synchronous and asynchronous professional development aligned to NYSCSDF Standards and Media and AI Literacy Skills to strengthen teaching and learning for all students | • Attendance data for PD and regional meetings and collaborative networks<br>• Percentage of participants reporting an increased understanding and application of shared resources and strategies |
| Develop guidance on supporting early college access and other enrichment opportunities with virtual classroom support and standard technology recommendations | Menu of courses and learning experiences offered |

## NYSED Aligned Priorities

- Increasing access to technology-enhanced, culturally- and linguistically responsive learning environments to support improved teaching and learning for all students, including students with disabilities and English language learners (ELLs)
- Increasing equitable access to high-quality instruction, courses, and multi-modal learning experiences through digital technology, including but not limited to advanced courses, for all districts, including small, rural, and/or high-needs districts
- Providing access to relevant and rigorous professional development to ensure educators and leaders are proficient in technology for both instructional and administrative purposes

# DATA LEADERSHIP

## Regional Priorities

Information Systems, Data Management, Data Analytics, Accountability

## Goal

Increase the sophisticated use of data to improve instructional effectiveness, student learning, and fiscal efficiency.

| Objectives/Tasks | Metrics |
|---|---|
| Support districts in the investigation of emerging data technologies, workflows, and information systems | • Analysis of districts implementing and utilizing new systems, workflows and features, including AI<br>• Participation of districts in professional development |
| Implement an enterprise-level CRM application to document, track, and secure information workflows throughout the region | • District adoption of modern CRM application workflows<br>• User satisfaction workflow-specific feedback surveys |
| Provide modern, secure tools to manage, view, and analyze data sources and produce actionable information for data-informed decision making, including multiple pathways to demonstrate learning | Review of districts with access to online dashboards and analytical tools |
| Provide ESSA and State reporting guidance and resources to ensure data quality | • Reduction in instances of inaccurately reported data<br>• Hours of targeted ESSA support |
| Collaborate with regional colleagues to review and develop data systems and workflows related to NY Inspires, Portrait of a Graduate analysis, and pathway planning | Collaborative development of system readiness assessments and planning tools aligned to NY Inspires transformation initiative |

## NYSED Aligned Priorities

- Providing access to relevant and rigorous professional development to ensure educators and leaders are proficient in technology for both instructional and administrative purposes
- Utilizing, maintaining, and continuing to enhance a robust data environment, including, but not limited to, the multiple data collection points within the Student Information Repository System (SIRS) and all data applications within the New York State Business Application Portal, to positively impact instruction and decision making

# DATA PRIVACY AND SECURITY LEADERSHIP

## Regional Priorities

Access Control and Identity Management, Risk Assessment, Data Security, Vendor Management

## Goal

Improve operational practices for accessing, protecting, and using protected data.

| Objectives / Tasks | Metrics |
|---|---|
| Use target profile trends and federal K–12 Cybersecurity Best Practices to identify risk and maintain a multiyear roadmap for RIC and regional cybersecurity priorities | • Annual cybersecurity program development, adoption, and accountability<br>• Vulnerability tracking and remediation reports (internal) |
| Develop and implement NIST CSF 2.0-aligned cyber practices that are documented and shared | • Publication of organizational Written Information Security Plan<br>• Cybersecurity reviews aligned to federal standards such as CPGs, NIST 2.0, SCuBA, CIS, etc. |
| Provide training to support best practices for information security aligned to practical K–12 environments | Participation in professional development opportunities |
| Effectively manage vendor relationships to mitigate risks and support compliance with data protection laws | • RIC One Risk Operations Center (ROC) District/BOCES adoption<br>• RIC One ROC DPAs available to districts |
| Collaborate with the 12 RICs to enhance cybersecurity program development and event support | Participation and leadership in RIC One teams including ROC, Cyber Intelligence Task Force (CITF), Directors Technology Committee (DTC), and Data Privacy and Security Service (DPSS) |

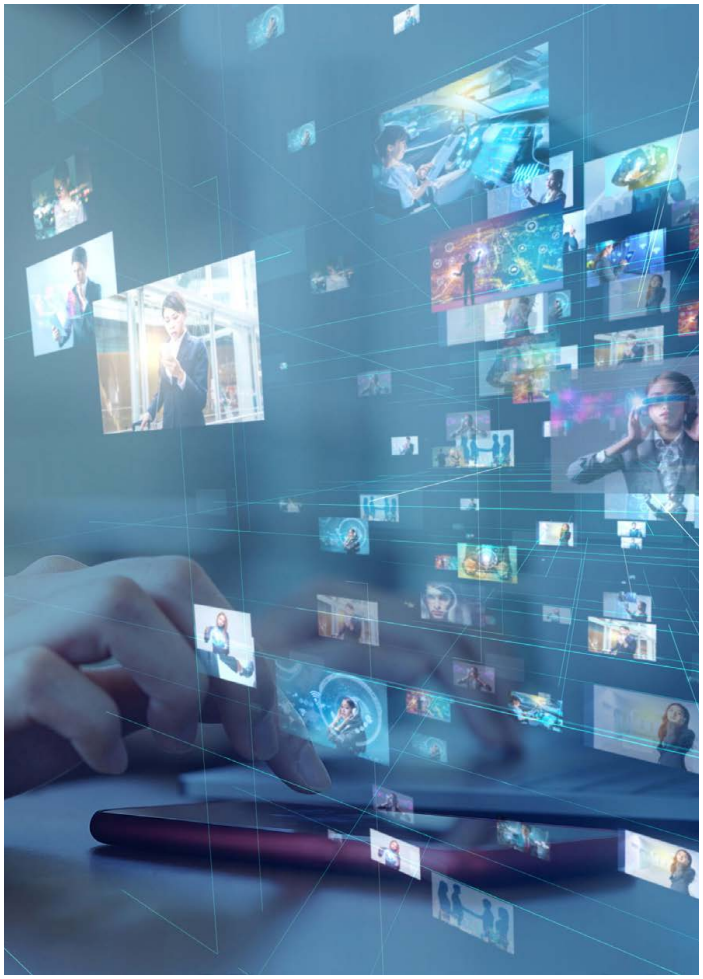
## NYSED Aligned Priorities

Implementing and maintaining data privacy and security controls ensuring compliance with all applicable privacy laws and regulations including, but not limited to, New York Education Law 2-d

# SECTION 4: PLAN VALUE

Shared services provided by Monroe One BOCES and Monroe 2-Orleans BOCES help districts improve operational efficiency and cost effectiveness through standards, collaboration, and coordinated planning. Service pricing is reviewed annually, with a targeted maximum increase of 2%, except when specific services experience cost increases due to changes in industry standards. Proposed rates are shared with districts before approval. Individual district meetings are held to review current service utilization, identify modernization opportunities, and discuss potential new service development.

Public education organizations often face capacity, funding, and procurement constraints that limit access to technology-based resources. The Monroe Regional Technology Plan supports prioritization of shared work and responsive allocation of resources. It is designed to increase school district access to technology and assist districts in developing and maintaining robust information privacy, information security, and cybersecurity controls. Page 5 summarizes current needs and priorities, and pages 6-9 outline the Monroe RIC regional five-year plan.



## Goal

Explore opportunities to improve operational performance and cost effectiveness through standards and shared service models.

| Actions | Metrics |
|---|---|
| Identify service enhancements and potential cost savings for each district based on feedback and modify services as needed | • Data shared annually at district level meetings<br>• Identified service models shared with RICRAC, Directors of Technology, and School Business Officials |
| Identify tools and resources for establishing and monitoring business intelligence and IT metrics | List of tools and resources providing business intelligence and IT metrics shared with Directors of Technology |

# SECTION 5: RESULTS FROM PREVIOUS PLAN

The following section summarizes progress and accomplishments from the previous regional technology planning cycle, organized by major service area.

## DATA

- Conducted an overview of ESSA for all districts and provided district-specific deep dives into ESSA data including historical proficiency tracking
- Launched early regional data analytics and visualization services
- Provided professional development focused on understanding and accurate reporting of SIRS data
- Developed and distributed a set of regional reports with aggregate state testing data broken down by subgroups for component district ASIs
- Collaborated with districts to develop district data teams and associated policies and procedures for data verification
- Developed a streamlined CRM process flow application for the Monroe County Urban-Suburban Interdistrict Transfer Program
- Provided increased professional development and best practices assistance to District Business Departments due to high staff turnover and vacancies
- Implemented timekeeping modules to increase efficiencies within district payroll offices
- Increased direct support and training for participating districts in managing employee benefits through an online enrollment system, including implementation of the Employee Self Service module to improve HR staff productivity
- Produced customized, actionable performance reports aligned to regional assessment banksbenefits through an online enrollment system, including implementation of the Employee Self Service module to improve HR staff productivity
- Produced customized, actionable performance reports aligned to regional assessment banks

## NETWORK AND DATA CENTER INFRASTRUCTURE

- Automated server and application patching and upgrade systems to provide enhanced protection against zero-day threats
- Upgraded network operations center bandwidth capability to support increasing district needs for enhanced bandwidth and reliability
- Established cloud landing zones with multiple cloud- and hybrid-workflow providers to enhance RIC and district flexibility in managing server and storage needs
- Upgraded core firewall systems configured to enhance support, monitoring, and reliability with automated on-the-fly patching capability
- Refined enterprise-level internet access platform to provide additional future bandwidth flexibility with enhanced alerting and multiple pathways supporting reliability improvements
- Developed and communicated district telephony cloud migration pathways in preparation for anticipated legacy system deprecation
- Collaborated with neighboring RICs and partners to roll out a shared SIEM, SOC, and DNS security suite that component districts can customize for their individual environments
- Refurbished the data center power system to enhance uptime and reliability

## DATA PRIVACY AND SECURITY

- Refinement of Cyber Security Incident Response Plans aligned to district, vendor, and law enforcement collaboration
- Cybersecurity workshops and related exercises aligned to identified district needs through cohort progression model
- Development and operationalization of cyber practices aligned to NIST CSF 2.0 through Data Governance team
- Developed modern identity management and authentication protocols for both modern and legacy system security improvements
- Developed SCuBA GEAR and SCuBA GOGGLES automated assessment and reporting tools aligned to individual district environments
- Reconfigured priority cybersecurity response protocols for AI-enhanced phishing and account compromise attacks in collaboration with the statewide Cyber Intelligence Task Force
- Participated in and facilitated tabletop cybersecurity and disaster recovery drills with district technical staff as well as cabinet-level leadership

# SECTION 5: RESULTS FROM PREVIOUS PLAN

## DIGITAL CONTENT/CURRICULUM

- Expansion of media resources including curated resource guides, audio books, eBooks, and videos aligned to communicated instructional needs including thousands of resources in languages other than English
- Implemented and supported technology-enhanced learning experiences that foster creativity, collaboration, problem solving and computational thinking through MakerSpaces, Spheros, Minecraft Edu, BreakOut Edu, LittleBits, and coding robots
- Provided asynchronous and live webinar professional development in hybrid learning environments that equipped educators to create inclusive and culturally responsive environments that support social-emotional learning, family engagement, technology integration, and meeting the needs of multilingual learners, English language learners, and students with disabilities
- Engaged thousands of students on interactive STEAM topics through hundreds of video conferences at the Challenger Learning Center, which has received the Pinnacle Award from the Center for Interactive Learning Collaboration 14 years running
- Provided asynchronous and live webinar professional development that helped educators align instructional technology to state initiatives such as NY Inspires and Portrait of a Graduate advancing meaningful student-centered learning

## VENDOR RISK MANAGEMENT

- RIC One Risk Operations Center (ROC) expansion supporting collaborative DPA development across the state
- Collaborative tabletop exercises with Districts, RIC, law enforcement, and 3rd party vendors to better understand roles, responsibilities, and challenges of shared cyber events
- Integration of RIC One ROC and supported statewide workgroups into incident response planning
- Development of priority collaborative vendor incident response playbooks
- Refined process for collaboratively developing third-party vendor contracts that maximize district value while maintaining high information security and performance standards

## INTEGRATION OF TECHNOLOGY INTO INSTRUCTION AND CURRICULUM

- Facilitated regional conferences and training sessions on implementation strategies, safe use, and best practices in Artificial Intelligence
- Provided professional development and 1:1 coaching to support purposeful integration of technology to strengthen instruction
- Trained administrative and teaching staff throughout the region on Office 365, OneNote, Classroom OneNote, and SharePoint for classroom implementation to support instruction, collaboration, and resource sharing
- Supported educators in integrating Google Classroom to organize instruction, engage students, and facilitate learning
- Utilized virtual field trips to allow K-12 students to participate in instructional experiences throughout the world
- Professional development for instructors designed to optimize use of digital tools for creation of formative assessments that accurately measure student understanding and inform instruction
- Supported user groups and blended learning course development with the use of learning management systems and college and career readiness platforms

## COST EFFECTIVENESS AND OPERATIONAL EFFICIENCIES

- Development of clarified network service menu with competitive pricing and support aligned to variety of individual districts' needs
- Enhanced use of RFPs and RFQs to support a fair and open procurement process while returning maximum value to stakeholders
- Refinement of project management protocols to enhance focus on up-front planning to reduce project change orders supporting increased on-time, on-budget delivery
- Audited purchasing to ensure unused funds were credited back to districts in a timely manner
- Development of project management tools for streamlined communication and workflow optimization

# APPENDIX A: REGULATORY REQUIREMENTS SUMMARY

## NYSED APPENDIX A

All plans must include Appendix A, which identifies the pages of the plan that address the required regulatory elements. Please indicate the page number(s) where the Regional Technology Plan addresses the following required elements:

| Required Element | Page(s) |
|---|---|
| 1. A description of the regional collaborative planning process | 4 |
| 2. A description of how the regional technology plan supports efficient and effective provision of technology services, which includes a description of major challenges to be addressed by the plan | 5, 10 |
| 3. A description of how the regional technology plan addresses the technology and data priorities and needs of the state, and how such plan will increase school district access to technology and assist school districts in developing and maintaining robust information privacy, information security, and cybersecurity controls | 6–9 |
| • State Priority 1: Improving digital equity, including increasing student and teacher access to devices and broadband internet both in school buildings and in place(s) of residence | 6 |
| • State Priority 2: Increasing access to technology-enhanced, culturally- and linguistically responsive, differentiated, and personalized learning environments to support improved teaching and learning for all students, including students with disabilities and English language learners (ELLs) | 7 |
| • State Priority 3: Increasing equitable access to high-quality instruction, courses, and multi-modal learning experiences through digital technology, including but not limited to advanced courses, for all districts, including small, rural, and/or high-needs districts | 7 |
| • State Priority 4: Providing access to relevant and rigorous professional development to ensure educators and leaders are proficient in technology for both instructional and administrative purposes | 7, 8 |
| • State Priority 5: Utilize, maintain, and continue to enhance a robust data environment, including but not limited to the multiple data collection points within the Student Information Repository System (SIRS) and all data applications within the New York State Business Application Portal, to positively impact instruction and decision-making | 8 |
| • State Priority 6: Implementing and maintaining data privacy and security controls ensuring compliance with all applicable privacy laws and regulations including, but not limited to, New York Education Law 2-d | 9 |
| 4. A list of regional priorities and needs that the regional technology plan will address | 5 |
| 5. A description of the methods used to identify and prioritize needs in the region, which shall include engagement with key stakeholder groups | 4 |
| 6. A list of quantifiable goals and a description of how the goals will directly address the regional technology needs and improve service delivery over the next five years | 6–9 |
| 7. Performance objectives for the first two years of the plan | 6–9 |
| 8. A description of the procedures which will be put in place to monitor the plan's implementation | 6–9 |
| 9. An evaluation of the performance objectives for the previous two years | 11, 12 |
| 10. Appendix A | 13 |
| 11. Appendix B | 14 |
| 12. Appendix C | separate |
| 13. Appendix D | 15 |

# APPENDIX B

The BOCES District Superintendents within the service delivery area are responsible for approving the regional planning process and certifying the assurances outlined below:

## District Superintendent Signatures

- I approve the regional collaborative planning process used to develop and maintain our regional technology plan.
- I assure that my BOCES participated fully in the development of this regional plan.
- I assure that users, as defined in guidance, were substantively involved in the development of this plan.
- I assure that all technology services offered by my BOCES and Regional Information Center are cost-effective.

**Monroe One BOCES**

Cathy Hauber 10-27-26

**Dr. Cathy Hauber, District Superintendent, signature** **Date**

**Monroe 2-Orleans BOCES**

Thomas K. Putnam 10/29/2026

**Dr. Thomas K. Putnam, District Superintendent, signature** **Date**

# APPENDIX D: NYSED AND 12 RIC PRIORITIES

## NYSED PRIORITIES

Below is a list of state priorities that impact the regional technology plan:

| | |
|---|---|
| **Digital Equity** | Improving digital equity, including increasing student and teacher access to devices and Broadband internet both in school buildings and in place(s) of residence |
| **Tech-Enhanced Environments** | Increasing access to technology-enhanced, culturally- and linguistically responsive, differentiated, and personalized learning environments to support improved teaching and learning for all students, including students with disabilities and English language learners (ELLs) |
| **Digital Learning Experiences** | Increasing equitable access to high-quality instruction, courses, and multi-modal learning experiences through digital technology, including but not limited to advanced courses, for all districts, including small, rural, and/or high-needs districts |
| **Tech Proficient Educators** | Providing access to relevant and rigorous professional development to ensure educators and leaders are proficient in technology for both instructional and administrative purposes |
| **Data Decision Making** | Utilizing, maintaining, and continuing to enhance a robust data environment, including but not limited to the multiple data collection points within the student information repository system (SIRS) and all data applications within the New York State Business Application Portal, to positively impact instruction and decision-making |
| **Data Privacy and Security** | Implementing and maintaining data privacy and security controls ensuring compliance with all applicable privacy laws and regulations including, but not limited to, New York Education Law 2-d |

## SHARED RIC PRIORITIES

Below is a list of common RIC priorities to support collaborative solutions, partnerships, and communications:

| | |
|---|---|
| **Data Leadership** | Provide leadership, assistance, and resources to enhance districts' data ecosystems in support of local, regional, and state priorities. |
| **Data Privacy and Security** | Provide leadership, assistance, and resources to enhance districts' security posture in support of local, regional, and state priorities. |
| **Technology Leadership** | Provide leadership, assistance, and resources to enhance districts' technology ecosystems in support of local, regional, and state priorities. |
| **Vendor Management** | Establish, manage, monitor, and evaluate vendor relationships to reduce risks and drive innovation in support of local, regional, and state priorities. |



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