A Message from Clackamas ESD

We are pleased to present our 2022-23 local service plan, developed over several months in partnership with the 10 Clackamas County school districts we are proud to support.

Each education service district in Oregon provides services that reflect unique regional needs. At Clackamas ESD, we continue to evolve our service offerings provided through resolution, contracts and grants, to make sure all children have access to equitable and exceptional educational opportunities. For example, this year’s plan outlines our continued efforts to:

• Provide highly specialized and personalized support to children ages birth through young adulthood who experience significant challenges and obstacles to learning
• Offer a range of professional development and training opportunities to educators and other school and district staff, to ensure they are delivering the best possible learning opportunities and support to all students in a fast-changing environment
• Provide secure, state-of-the art data and technology tools and support

In addition, our 2022-23 plan highlights our increased support for addressing students’ physical, mental and emotional health needs, a mission that has grown ever more critical during the COVID-19 pandemic.

Our local service plan was approved by district superintendents and our Clackamas ESD Board of Directors in December 2021. The plan is merely a guide and a starting point, however. We’ve done our best to anticipate needs for the coming year, but we have learned how quickly needs can change. We are well positioned to respond to evolving circumstances, and retool services and support accordingly.

We deeply value our relationships with the 10 outstanding school districts in Clackamas County, as well as with the families we serve directly. Thank you for entrusting us as a partner in your life-changing work to educate the children of Clackamas County, and help all of them achieve to their highest potential.

In service,

Larry Didway
Superintendent

Wade Byers
Chair, Board of Directors
1. Lake Oswego School District
2. West Linn-Wilsonville School District
3. Gladstone School District
4. Canby School District
5. Molalla River School District
7. Oregon City School District
8. Oregon Trail School District
9. Estacada School District
10. Colton School District
About the Local Service Plan

Oregon requires its 19 education service districts to submit a local service plan each year reflecting their state-mandated mission to promote equal educational opportunity, and provide programs, services and leadership to school districts that are best managed on a regional basis. In other words, Clackamas ESD’s annual local service plan is the roadmap to how we serve our 10 partner school districts in Clackamas County. The plan includes services required by state statute, services to all districts adopted by local school board resolutions, and explanations of services provided by contracts, grants and other partnerships.

Any Oregon public school district may use Clackamas ESD services. In addition, non-public schools, colleges and nonprofit agencies may use some services on a cost-reimbursement basis.
How our plan is developed

We work collaboratively with our school district partners throughout the year to assess the services we offer and determine additional needs. This year, for example, we have significantly stepped up the level of mental and physical health support we offer to our partner districts, as well as training and tools to help districts successfully deliver learning in multiple environments. We finalize the local service plan each fall, and it goes through a lengthy series of district and CESD approvals before being adopted.

Requirements

The local service plan must address how Clackamas ESD will provide support to component school districts in the following areas:

- Programs for children with special needs, including, but not limited to:
  - Special education services for at-risk students
  - Professional learning for employees who provide services to children with special needs

- Technology support, including, but not limited to:
  - Technology infrastructure services
  - Data services
  - Instructional technology services
  - Distance learning support
  - Professional development for employees who provide technology-related services

- Teaching and learning support, including, but not limited to:
  - Services that help districts meet the requirements of state and federal law
  - Services that allow the ESD to assist in review of state and federal standards requiring districts to provide a quality education
  - Services designed to address curriculum and school improvement issues
  - Professional learning for employees who provide teaching and learning services

- Administrative and support services, including, but not limited to:
  - Services designed to consolidate school district business functions
  - Liaison service between the Oregon Department of Education and school districts
  - Registration of children being taught by private teachers, parents or legal guardians, pursuant to ORS 339.035

Performance measures

Clackamas ESD will regularly assess the cost and effectiveness of its programs. As required by Senate Bill 250, Clackamas ESD submits an annual report to the Oregon Department of Education measuring performance and finances for the previous school year. We also compile student outcome data for the state’s Early Intervention/Early Childhood Special Education report card. We conduct periodic surveys and interviews of ESD advisory groups to gauge satisfaction with programs and services. At the end of each year, we also produce a report highlighting key agency accomplishments and areas of service. In addition, our local service plan is augmented by individual district reports that show the cost and reach of programs and services provided to each school district during the most recent year.

Approval process

After the local service plan is approved by school district superintendents, it is presented to each local school board for review and approval. Two-thirds of our partner districts representing at least 50 percent of students enrolled in Clackamas County school districts must approve the plan, per ORS 334.175 (a) (b).

Amendment procedure

If a situation occurs that requires an amendment to the local service plan, a resolution to amend the plan will be presented to the CESD Board of Directors and partner school districts. The same criteria and process used to approve the original plan will be applied to approve and implement any proposed amendment.

Other requirements

Oregon ESDs are required to spend at least 90 percent of funds received from the State School Support Fund and local property taxes for services approved by partner school districts, per ORS 327.019.
**September – October**
Clackamas ESD directors meet with district advisory groups to discuss any recommended changes to the local service plan

**November**
Proposed LSP produced

**December**
CESD superintendent presents LSP to district superintendents, who take formal action to recommend services to the CESD Board of Directors
CESD Board of Directors approves LSP

**January – February**
CESD superintendent and board members present proposed LSP to school boards in each partner district, and boards take action to approve the plan

**May**
Clackamas ESD Budget Committee reviews and approves budget for upcoming school year

**July**
LSP is implemented
Our District Partners

Clackamas ESD develops and implements programs and services in partnership with our regional school districts. Our regular collaborations with superintendents and other district leaders are critical to guiding and modifying our work. During 2021, these partnerships remained highly valued, as we collectively dealt with the continuing challenges of the COVID-19 pandemic, and kept our students front and center in our decision making.

Chief Administrators’ Council

The Chief Administrators’ Council consists of superintendents of all 10 Clackamas County school districts, plus the president of Clackamas Community College. These leaders meet regularly to collaborate, connect with regional partners, increase shared understanding of current issues and initiatives, and coordinate educational services for our region’s students.

2021-22 Chief Administrators’ Council Chair

Aaron Bayer
Superintendent, Oregon Trail School District 46

Ryan Carpenter
Superintendent, Estacada School District 108

Tim Cook
President, Clackamas Community College

Aaron Downs
Superintendent, Canby School District 86

Shay James
Superintendent, North Clackamas School District 12

David Kline
Interim Superintendent, Colton School District 53

Kyle Laier
Interim Superintendent, Oregon City School District 62

Kathy Ludwig
Superintendent, West Linn-Wilsonville School District 3J

Tony Mann
Superintendent, Molalla River School District 35

Jennifer Schiele
Superintendent, Lake Oswego School District 7J

Bob Stewart
Superintendent, Gladstone School District 115

District Advisory Groups

In addition to coordinating the Chief Administrators’ Council, Clackamas ESD facilitates nine job-alike advisory groups that meet regularly to collaborate on projects, share information and best practices, and problem-solve responses to issues and challenges. These groups continued to meet frequently in 2021, as the ongoing pandemic created new sets of challenges for regional schools.

(See page 10 for advisory group members)
Top row (left to right): Aaron Bayer, Ryan Carpenter, Tim Cook. Second row: Aaron Downs, Shay James, David Kline. Third row: Kyle Laier, Kathy Ludwig, Tony Mann. Bottom row: Jennifer Schiele, Bob Stewart
## Clackamas County Advisory Groups

<table>
<thead>
<tr>
<th>Clackamas ESD</th>
<th>Business</th>
<th>Communications</th>
<th>English Learners/ Migrant</th>
<th>Facilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clackamas ESD</td>
<td>Tim Witcher</td>
<td>Shirley Skidmore</td>
<td>Leah Hinkle</td>
<td>Tim Witcher</td>
</tr>
<tr>
<td></td>
<td>Makoa Jacobsen</td>
<td>Amy Mintonye</td>
<td></td>
<td>Pam Bonner</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Rod Bashor</td>
</tr>
</tbody>
</table>

| Canby School District| Denise Lapp   | Kristen Wohlers | Danielle Reynolds        | Larry Burich  |
|                      |                |                |                          | Shawna Grant  |

<table>
<thead>
<tr>
<th>Colton School District</th>
<th>Chris Gibb</th>
<th>Dave Kline</th>
<th>Jesus Ramos</th>
<th>Eric Bjarnson</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Estacada School District</th>
<th>Christina Weinard</th>
<th>Maggie Kelly</th>
<th>Leah Riedell</th>
<th>Michael Waer</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>John Simpson</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gladstone School District</th>
<th>Rachel Lopez Hopper</th>
<th>Leslie Robinette</th>
<th>Petra Hoghova</th>
<th>Ryan Johnson</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Tressa Aplanalp</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Lake Oswego School District</th>
<th>Stuart Ketzler</th>
<th>Mary Kay Larson</th>
<th>Ewa Chompka-Campbell</th>
<th>Tony Vandenberg</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Natalie Smotkina</td>
<td></td>
<td></td>
<td>Brent Paul</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Molalla River School District</th>
<th>Rick Gill</th>
<th>Allison Holstein</th>
<th>Larry Conley</th>
<th>Tony Tiano</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Maria Segoviano</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>North Clackamas School District</th>
<th>Carey Pinto</th>
<th>Shelly Reggiani</th>
<th>Laurie Meisner</th>
<th>Melinda Shumaker</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Gayellyn Jacobson</td>
<td>Seth Gordon</td>
<td></td>
<td>Rob Martinez</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Katie Cunningham</td>
<td></td>
<td>Ron Stewart</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Oregon City School District</th>
<th>Elaine Fagan</th>
<th>Lisa Normand</th>
<th>Meg Sundseth</th>
<th>Michael Sweeten</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Matthew Deeds</td>
<td>Vicki Guthrie</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Oregon Trail School District</th>
<th>Tim Belanger</th>
<th>Julia Monteith</th>
<th>Nicole Johnston</th>
<th>Jim Seipel</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Nolan O'Meara</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>West Linn-Wilsonville School District</th>
<th>Son Le Hughes</th>
<th>Andrew Kilstrom</th>
<th>Elisa Lee</th>
<th>Pat McGough</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Jeff Chambers</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Special Education</td>
<td>Student Success Act</td>
<td>Teaching and Learning</td>
<td>Technology</td>
</tr>
<tr>
<td>-----------------</td>
<td>-------------------</td>
<td>---------------------</td>
<td>----------------------</td>
<td>------------</td>
</tr>
<tr>
<td>Jeff Fish</td>
<td>Jared Hayes</td>
<td>Angie Kautz</td>
<td>Ewan Brawley</td>
<td>Makoa Jacobsen</td>
</tr>
<tr>
<td>Ken Griffin</td>
<td></td>
<td></td>
<td>Robi Osborn</td>
<td>Schay Esparza</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Angie Kautz</td>
<td>Jeremy Pietzold</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Schay Esparza</td>
<td>Andrew Winter</td>
</tr>
<tr>
<td>Michelle Riddell</td>
<td>Kathy Sullivan</td>
<td>Danielle Reynolds</td>
<td>Danielle Reynolds</td>
<td>Bret Adkins</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Katrina Raasch</td>
<td>Marti Hofenbredl</td>
<td>Dave Kline</td>
<td>Dave Kline</td>
<td>Chris Gibb</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kelly Hayes</td>
<td>Jason Hobson</td>
<td>Scott Sullivan</td>
<td>Scott Sullivan</td>
<td>Kristy Cheshier</td>
</tr>
<tr>
<td>Lisa Akins</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jeremiah Patterson</td>
<td>Michael Shelton</td>
<td>Jeremiah Patterson</td>
<td>Jeremiah Patterson</td>
<td>Ryan Johnson</td>
</tr>
<tr>
<td>Tammy Tracy</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donna Atherton</td>
<td>Scott Schinderle</td>
<td>LaKeyshua Washington</td>
<td>LaKeyshua Washington</td>
<td>James Miller</td>
</tr>
<tr>
<td>Jennifer Ellis</td>
<td>Michael Salitore</td>
<td>Kathleen French</td>
<td>Kathleen French</td>
<td>Daniel Hunter</td>
</tr>
<tr>
<td>Kathleen Costley</td>
<td></td>
<td></td>
<td></td>
<td>Gary Dix</td>
</tr>
<tr>
<td>Lori Harper</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mark Moser</td>
<td>Vivian Garrison</td>
<td>Joel Stuart</td>
<td>Mayra Gomez</td>
<td>Derrick Brown</td>
</tr>
<tr>
<td>Shawnee Halligan</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chelsi Reno</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Will Ruehle</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>John Ogden</td>
<td>Todd Nicholson</td>
<td>Sara Deboy</td>
<td>Sara Deboy</td>
<td>David Klusmann</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ken Bucchi</td>
<td>Rachael George</td>
<td>Rachael George</td>
<td>Rachael George</td>
<td>Scott Coleman</td>
</tr>
<tr>
<td>Chelsea Leymaster</td>
<td>Kim Ball</td>
<td></td>
<td>Kim Ball</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shyla Waldern</td>
<td>Lauren Briggsby</td>
<td>Jennifer Spencer-iams</td>
<td>Barb Soisson</td>
<td>Curtis Nelson</td>
</tr>
<tr>
<td>Casey Fenner</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Clackamas ESD**

- Tim Witcher
- Pam Bonner
- Rod Bashor
- Jeff Fish
- Ken Griffin
- Jared Hayes
- Angie Kautz
- Schay Esparza
- Andrew Winter

**Canby School District**

- Denise Lapp
- Kristen Wohlers
- Danielle Reynolds
- Larry Burich
- Shawna Grant
- Michelle Riddell
- Kathy Sullivan
- Danielle Reynolds
- Bret Adkins

**Colton School District**

- Chris Gibb
- Dave Kline

**Estacada School District**

- Michael Waer
- John Simpson
- Kelly Hayes
- Lisa Akins
- Scott Schinderle
- LaKeyshua Washington
- James Miller

**Gladstone School District**

- Rachel Lopez Hopper
- Leslie Robinette
- Petra Hoghova
- Ryan Johnson
- Tressa Aplanalp
- Jeremiah Patterson
- Tammy Tracy
- Michael Shelton
- Michael Salitore
- Kathleen French

**Lake Oswego School District**

- Stuart Ketzler
- Natalie Smotkina
- Mary Kay Larson
- Tony Vandenberg
- Brent Paul
- Donna Atherton
- Scott Schinderle
- LaKeyshua Washington
- Daniel Hunter

**Molalla River School District**

- Rick Gill
- Allison Holstein
- Larry Conley
- Maria Segoviano
- Tony Tiano
- Shalin Akins
- Jennifer Ellis
- Kathleen Costley
- Lori Harper

**North Clackamas School District**

- Carey Pinto
- Gayellyn Jacobson
- Shelly Reggiani
- Seth Gordon
- Katie Cunningham
- Laurie Meisner
- Melinda Shumaker
- Rob Martinez
- Ron Stewart
- Cindy Detchon
- Amanda Wall
- Shawnee Halligan
- Chelsi Reno
- Will Ruehle

**Oregon City School District**

- Elaine Fagan
- Matthew Deeds
- Lisa Normand
- Vicki Guthrie
- Meg Sundseth
- Michael Sweeten
- John Ogden
- Todd Nicholson
- Sara Deboy
- David Klusmann

**Oregon Trail School District**

- Tim Belanger
- Julia Monteith
- Nicole Johnston
- Jim Seipel
- Nolan O’Meara
- Ken Bucchi
- Chelsea Leymaster
- Rachael George

**West Linn-Wilsonville School District**

- Son Le Hughes
- Andrew Kilstrom
- Elisa Lee
- Pat McGough
- Jeff Chambers
- Shyla Waldern
- Casey Fenner

**Technology**

- Makoa Jacobsen
- Schay Esparza
- Jeremy Pietzold
- Andrew Winter
- Bret Adkins
- Chris Gibb
- Kristy Cheshier
- Ryan Johnson
- James Miller
- Daniel Hunter
- Gary Dix
- Derrick Brown
- David Klusmann
- Scott Coleman
- Curtis Nelson
Teaching and learning

The CESD teaching and learning team collaborates with regional school districts to help improve student achievement. Educators increase their skills through the professional development and assessment literacy support we provide. We also offer an array of contracted services that enhance collaboration and cost savings. The skills and agility of our team allow us to respond rapidly to changing district needs. For example, we have continued to expand our support in online learning tools and practices, and have discovered innovative new ways to provide educational support to students through our science, technology, engineering and mathematics (STEM) camps.

Key leaders:
Ewan Brawley, Assistant Superintendent
Robi Osborn, Assistant Director, Teaching & Learning
Angie Kautz, Student Success Leader
Schay Esparza, Assistant Director, Data, Evaluation and Information Systems
Resolution services

Instruction and assessment literacy improvement
We provide multiple services, all guided by our active collaboration with our teaching and learning advisory:

• Best and emerging practices in increasing student learning through effective use of data and technology, including practices that provide feedback for learning
• Curriculum renewal support, with a focus on high-quality materials that support students and teachers, including digital curriculum
• Increased capacity to meet the needs of diverse learners, with a focus on culturally responsive curriculum, practices, and data and assessment literacy
• Help in interpreting state and federal policies to implement assessments, graduation requirements and continuous improvement plans
• Representation of and advocacy for districts in work groups and ad-hoc task forces, such as the Region One Assessment Consortium, ODE Assessment Advisory Committee, South Metro STEM Partnership Executive Advisory Board, ODE ELA Collaborative and Oregon Community Foundation Healthcare Steering Committee
• Consultation services to district and building leadership and educators in the areas of early literacy, second language acquisition (including dual language immersion) and STEM

Research and program evaluation support
We work with district administrators and teachers to help them use the most effective strategies to reach students. Our technical assistance includes:

• Development of program evaluation plans, logic models, and quantitative/qualitative data analysis
• Creation of equity briefs that disaggregate achievement, discipline and other data
• Survey design, consultation, training and reporting, including translations in Spanish and Russian, and interpretation of results
• Evaluation of curriculum adoption options
• Support in developing longitudinal growth targets and Student Investment Account progress markers
• Access to the Hanover Research Library, which provides insights into curricular, teaching, technology and operational topics

Our staff also stay current on educational initiatives, and represent partner districts on local, regional and state-level committees.

English language learner work group
The ELL work group supports services for emergent bilingual students. The group is a network that shares best practices and identifies priorities to guide teaching and learning services. The ELL work group and migrant education advisory collaboratively provide cost-effective, integrated and relevant services for students and families, including:

• Support with Title III district plans
• Use of the Sheltered Instruction Observation Protocol
• Interpreter training for classified staff
• Dual Language Immersion Cadre

STEM leadership team
The Regional STEM Leadership Team is composed of exceptional science, technology, engineering and mathematics teachers and teachers on special assignment (known as TOSAs) from 21 school districts in the region who meet monthly. Together we identify
common goals and create collaborative regional action teams to meet school and district needs with grant funding through the South Metro-Salem STEM Partnership.

**State assessment support and training**

We provide training, consultation and support to help districts meet the Oregon Diploma Essential Skills requirement, and implement state-required assessments, including:

- Kindergarten assessments
- Oregon Assessment of Knowledge and Skills
- Smarter Balanced Summative Assessment

**Other services provided through contracts and grants**

**Migrant Education Consortium**

We coordinate the Migrant Education Consortium, comprised of eight local districts, which provides summer school, graduation support, preschool services, family engagement and other supplemental supports to students from pre-K through 12th grade. We also provide technical support to help all districts comply with state and federal Title I-C requirements.

**Career and Technical Education Consortium**

Our teaching and learning team coordinates C-TEC, which facilitates career education and work-based learning for high school students in collaboration with Clackamas Community College. C-TEC’s work is guided by a steering committee of district and community partners. Funding for the program comes mainly from the federal Carl Perkins grant, coordinated through ODE.

**C-TEC Youth Services**

C-TEC Youth Services supports 16-to-24-year-old out-of-school youth in obtaining ongoing education and/or employment. Our career advisers help youth create goal plans that best fit their interests and strengths, and connect to the many resources and opportunities available to them. The program is funded through a Workforce Innovation Opportunity Act (WIOA) grant provided through Clackamas Workforce Partnership. The program emphasizes connections and partnerships among regional school districts, the Career and Technical Education Consortium, Clackamas Community College and other county programs for out-of-school youth.

**Youth Development Partnership re-engagement grant**

In 2021, C-TEC Youth Services secured a nearly $200,000 two-year grant from the Oregon Department of Education on behalf of the Youth Development Division. This re-engagement opportunity grant will allow us to provide a range of supports and services to 14-to-21-year-olds in Clackamas County who have left high school or are at risk of leaving, with the goal of helping them obtain a diploma or GED credential. We will partner with Clackamas Community College and Clackamas Workforce Partnership to help students feel comfortable returning to school, eliminate the many barriers to education, and provide workforce development opportunities, such as training, career exploration and paid work experience.

---

**Seeking continuous improvement**

**Ongoing feedback to meet district needs and priorities**

We ask our school district partners to respond to periodic surveys about the quality and effectiveness of our services. Evaluation metrics are reviewed with district staff through formal and informal meetings and discussions.

**Evaluation of staff development**

We use surveys and direct feedback from educators to evaluate department-sponsored professional development activities. We also collect and analyze a variety of data to determine the impact of our grant programs on meeting district, school, classroom and student-level goals. Data are determined by both program-specific metrics (such as Title IC and Perkins) and through discussion with advisories, education partners and work groups.
Student Success Act
Technical Assistance Plan

The Student Success Act of 2019 continues to fund a range of supports to districts as they work to improve equity in the state’s education system. Clackamas ESD provides technical assistance to our partner districts in meeting their expanded educational goals. In particular, CESD has ramped up its support dramatically in the critical area of physical, mental and emotional health support. The following page highlights SSA support plans for 2021-23.
Student mental health and safety

Our mental health, safety and prevention specialist can now offer multiple levels of suicide prevention training for our partner districts, including QPR, ASIST and YouthSAVE. In addition to the Flight Team trainings we offer, we are convening a team with representatives from each district to design a Clackamas County Regional Flight Team. This will create more options for coordinated and collaborative crisis response across all districts.

We also are increasing equity through language access:

- Our student health access coordinator is now available to provide medical interpretation for meetings involving medically complex students from homes where the primary language is Spanish.
- Our student health access coordinator has begun hosting monthly workshops for Spanish-speaking families related to student mental and physical health.
- We are providing access for district nurses, counselors and others to Linguava translation services for documents to be shared with families.
- We continue to provide access to the 321 Insights trauma-informed practices digital professional learning platform for every staff member in all 10 school districts we support.

View the complete 2021-23 Clackamas ESD SSA Comprehensive Support Plan on the CESD website www.clackesd.org/ssa-plan/

Academic achievement and disparities

Early literacy has a proven and significant relationship with graduation rates across a variety of contributing factors. By braiding funding (part teaching and learning support, part Student Success Act funds), we offer early literacy support services to districts to help them build strong foundational literacy skills with students. Services include high-quality professional learning, coaching and leadership focused on best practices in early literacy. In addition, we offer several paraprofessional support services, including the 321 Insights ParaSharp digital professional learning platform, which we have made available to every paraprofessional staff member in all 10 school districts we support.

Evidence-based planning and decision making

We continue to lean in to help districts collect and use relevant data to make thoughtful decisions about targeting resources and making other improvements to elevate student achievement. We provide an array of Student Investment Account-related data services that include both the technical creation and implementation of data tools, and consulting and coaching around the analysis and reporting of the data.

Alignment of grant support

There are a number of state and federal grants funding school-related work in Oregon. Like other ESDs, CESD provides many services to help leverage and align grants that help our region collectively achieve the goals set out by the Student Success Act.
Special education

Many students in our region experience cognitive, physical, emotional or behavioral challenges that impact their ability to learn. Our partnership with area school districts gives them additional capacity to serve the educational needs of all of these children. Districts refer school-age children experiencing significant learning challenges to us, and we provide individualized services tailored to their needs. We also provide educational support for students in alternative living situations, from short-term, temporary foster care to longer-term residential facilities.

We work closely with families, caregivers and school district partners to develop personalized learning plans that will allow students to return to their home schools as quickly as possible. We also help older students ages 18 to 21 to transition to the next stages of their lives by building employable skills and independent living capacity.

Our goal is to continue to enhance and diversify our resolution services to meet all districts’ general programmatic needs, while also creating new options to fulfill the many individual requests for support we receive from districts. We place special emphasis on creating strong and collaborative transitions for our LEEP and Heron Creek students to their home school district programs. We collaborate with district special education staff, and focus heavily on providing consultation, coaching and professional development to districts to better help them deliver multi-tiered support to address the academic, adaptive, behavioral, communication and social/emotional needs of this valued group of students.

Key leaders:
- Jared Hayes, Director, Special Education
- Stacey Sibley, Assistant Director, Heron Creek
- Chris Schwerdtfeger, Coordinator, Heron Creek
- Robin Shobe, Assistant Director, LEEP
- Teresa Copeland, Coordinator, LEEP
- Charles Gallia, Medicaid Billing Specialist
- Kriss Rita, Transition Network Facilitator
- Robin Shobe, Assistant Director, LEEP
Resolution services

Life Enrichment Education Program
LEEP offers specially designed instruction and companion services to students ages 5 to 21 who are living with complex and multiple disabilities. LEEP focuses on building independence so students exit with core communications skills, and greater ability to make positive choices and set a direction for their lives. Our adapted academic instruction reflects Common Core state standards. We create Individualized Education Program plans and provide multiple related services, including speech/language, occupational and physical therapy; adaptive physical education; and specialized behavioral and nursing support.

Medicaid Administrative Claiming
Clackamas ESD helps school districts with the process of Medicaid administrative claiming, a three-times-a-year survey to collect federal dollars for connecting eligible students with community health supports. We use a “train the trainer” model to build district capacity to handle the surveys, and serve as a liaison to the Oregon Health Authority to develop cost pools, process match payments and resolve questions. We currently offer support in this area to the Colton, Estacada, Gervais, Gladstone, Molalla River and Oregon Trail school districts.

Other services provided through contracts and grants

Heron Creek Therapeutic Program
(includes educational support at Parrott Creek Ranch and Robinswood)

Our Heron Creek program supports students experiencing significant social and emotional challenges, addressing their barriers to success and helping them build the self-regulation skills that enable them to make a successful return to their home school.
Districts’ Individualized Education Program teams refer students to our program. Our evidence-based strategies emphasize collaborative problem-solving in a trauma-informed learning environment. We use strength-based assessments and collaborate with local systems of care. As needed, we provide a range of additional supports, including speech and language therapy; occupational therapy; specialized behavioral consultation; psychiatric consultation with the family’s medical providers; and nursing supports.

Heron Creek has merged to become one school on the former Marylhurst University campus. The 2021-22 school year is the first full year with all students on campus at this new location.

Medicaid administrative billing
Medicaid’s fee-for-service process allows districts to recover a portion of the cost of providing medically necessary supports to students. CESD collaborates with school districts and the Oregon Department of Human Services to identify and account for time spent on reimbursable activities, so that health and education funds are directed appropriately. We help staff use tools to collect the necessary data, and submit claims and reports. We currently support the Gladstone, Molalla River and Oregon Trail school districts through this service, and will expand our support to include the Canby, Colton and Estacada school districts in 2022-23.

Transition network facilitation
A CESD transition network facilitator works with educators in five counties to help students with developmental disabilities ages 16 to 21 shift from school to integrated, competitive employment. We share best practices, strategies and curriculum that help students explore vocations, gain work experience and set post-secondary goals. We’re also a convener, connecting educators with relevant agencies to identify and address school-to-work transition barriers.

Occupational/physical therapy program
We provide trained staff needed in four school districts to serve students whose IEPs require occupational and/or physical therapy support.

Seeking continuous improvement
We conduct interviews with district special education directors every summer to identify areas of strength and growth to inform plans for the coming year.

We consistently work in both our LEEP and Heron Creek programs to diversify our services to support a continuum of district requests and needs, including facilitating positive transitions for LEEP and Heron Creek students back to their home school district programs; and providing consultation, coaching and professional development for districts to address the complete spectrum of students’ needs through multi-tiered systems of support.
Early learning

Clackamas ESD offers high-quality programs for infants, toddlers and preschoolers that focus on inclusion, social emotional development and pre-academic development. Our early learning professionals are experts in early childhood special education, and helping families learn how to support their children through their educational journey.

We offer services in three primary areas:

- **Early Intervention/Early Childhood Special Education** programs for young children who demonstrate disabilities or delays
- **Head Start to Success** free preschool program for young children in low-income families
- **Child Care Resource and Referral** to support high-quality child care

Our early learning department also is prepared to support district efforts to effectively partner with existing child care and pre-K providers, implement transition activities for incoming kindergarten students and their families, and explore opportunities for expanding access to district-run pre-K programs.

In 2021, Clackamas ESD received a one-time approval to use early learning funds to purchase a building adjacent to our Sunnybrook campus. This facility will allow us to expand our early learning programs. We are consulting with multiple stakeholders as we develop a vision for this facility that meets priority needs of regional children and families.

Our early learning programs are financed completely through contracts, grants and partnerships. Even though no resolution services are provided, our programs provide significant value to our districts in preparing our young learners for kindergarten.

Key leaders:
Ewan Brawley, Assistant Superintendent
Sara Snow, Assistant Director, Early Childhood Special Education Programs
Brett Walker, Assistant Director, Early Learning Programs
Services provided through contracts and grants

Child Care Resource and Referral

CCR&R services support high-quality child care throughout our region. We offer professional development, training and technical support to child care providers. Our team provides additional support that helps child care services earn licenses, inclusion on the Oregon registry and quality ratings in the state’s Spark program.

Early Intervention Services (birth to age 3) and Early Childhood Special Education (ages 3-5)

Clackamas ESD delivers EIS/ECSE support to young children who exhibit delays or disabilities that affect learning. We coordinate services, and provide specialized consultation and instruction at no cost to families. We work hard to fully include children with disabilities in their communities, providing our services in local preschools, child care centers and homes. In 2021, we served nearly 1,300 children, and hired more staff to support our inclusion work and to maintain appropriate service levels.

Early Childhood Evaluation Center

All preschool children in Clackamas County suspected of having disabilities or delays are referred to Clackamas ESD for comprehensive evaluations. Districts may contract with CESD for these evaluations to determine eligibility for our early intervention and special education services. Our specialized evaluation team includes early childhood specialists, speech and language pathologists, occupational therapists, physical therapists and school psychologists. Evaluations include:

- Play-based observation
- In-depth interviews with family members
- Assessment of communication, adaptive, social/emotional, fine and gross motor and cognitive skills

We completed 534 such evaluations in 2021.
Head Start to Success

Head Start to Success provides publicly funded, developmentally appropriate and culturally responsive preschool to three- and four-year-old children who are experiencing poverty. Additional funding through the Early Learning Account, which was created by the Student Success Act, allowed us to expand full-day preschool services to 118 children. With services based in the Canby, North Clackamas and Oregon Trail school districts, Head Start to Success served a total of 222 children in the 2020-21 school year – more than 30 percent of age- and income-eligible children in Clackamas County. Approximately 40 percent of the children we serve also receive early childhood special education services. Our robust approach to family engagement provides every family with a home visitor who works with them to set goals, access resources in their community, and support children’s learning and development at home. We also provide mental and dental health services, nutrition, mental health support, social services and parent education.

Community partnerships

The Early Intervention/Early Childhood Special Education team continues multiple partnerships – including with Head Start to Success and Clackamas County’s Children’s Commission Headstart – to create family-centered early learning systems aligned with best practices. Other 2020-21 examples:

- Clackamas ESD EI/ECSE completed its partnership with the University of Oregon to run parenting groups as part of a study. When the pandemic hit, the groups transitioned to online collaboration. The UO partnered with us to offer these groups virtually to area families.
- Our early learning team continued development of the early childhood education sector plan for Clackamas County with the Clackamas Early Learning Hub. The sector plan identifies needs to expand early learning opportunities for children and their families.
- Our early learning leadership team continued participation in the Clackamas County Early Childhood Committee. CCECC brings community partners together monthly to discuss and share community resources.

We also participate in the Early Learning Hub of Clackamas County governance council, which seeks to improve the early learning system by making it easier for families to navigate, and increasing access to/enrollment in quality child care and preschool.

In addition, our early learning team has expanded partnerships with several school districts, including Estacada, Gladstone and West Linn-Wilsonville. We’re a founding partner of the Gladstone Center for Children and Families, an innovative early learning center that operates a Teaching Preschool model classroom, and offers professional development and parent education. We also have spent years participating in the North Clackamas School District’s P-3 initiatives, hosting community events and providing resources.

Since the pandemic began, our CCR&R program has stepped up its support for regional child care programs to ensure children needing care are matched with quality providers. We also continue to look for ways to collaborate with regional groups looking to help families through these stressful times.

Seeking continuous improvement

Student outcomes/state report card

Our annual state EI/ECSE report card reflects progress of the children we serve. Specifically measured are social-emotional development, knowledge and skill acquisition, and use of appropriate behavior. We also are measured on our ability to provide services in a home or regular childhood program. We consistently meet or exceed state targets in these categories.

Professional development

We provide ongoing professional development for staff. For example, our educational assistants have a dedicated professional learning community that allows regular access to staff development opportunities and peer-to-peer learning.
Administrative Services

Clackamas ESD offers an array of administrative support and collaboration to school district leaders throughout our region. We’ve highlighted the specific resolution services we provide in the “administrative” category, as well as those offered through contracts and delivered via grants and other funding sources. However, much of our support doesn’t fall cleanly into one category. A few examples of those services:

• **Convening district leaders**: We facilitate regular meetings of the chief administrators’ council (all Clackamas County school district superintendents, plus the president of Clackamas Community College) and nine other role-specific advisory groups. In 2021, as the COVID-19 pandemic persisted, these groups continued to interact more frequently than usual, sharing information, coordinating responses and troubleshooting challenges.

• **Providing equity and inclusion support**: Clackamas ESD’s equity and inclusion coordinator provides equity-focused professional development and instructional coaching for administrators and educators across our region. This position is housed in Human Resources and funded through Student Success Act and Teaching & Learning dollars. As inequities in learning opportunities have intensified during the pandemic, CESD proactively has helped our partner districts address barriers to student wellness and academic success.

• **Serving as a regional and state liaison**: We are closely aligned with partners at the Oregon Department of Education, Clackamas County and other agencies, helping to influence decision making and policies that affect our regional schools. This work continued to be particularly vital in 2021, as a persistent pandemic created even more shifting guidelines around school operations that required constant vigilance.
• **Facilitating Regional Teacher of the Year selection**: We promote nominations and coordinate selection of the Regional Teacher of the Year each spring as part of the Oregon Teacher of the Year program. In 2021, all 10 of our districts were represented in teacher nominations. In May 2021, we honored Clackamas High School English teacher Ethelyn Tumalad as our regional winner in a meaningful surprise announcement at her school. We were thrilled when Ethelyn went on to be named 2022 Oregon Teacher of the Year in September 2021.

• **Coordinating Regional Art Show**: Each spring, we host a student art show to highlight the talents of students throughout Clackamas County. We coordinate the regional show in partnership with district middle and high school art teachers. The event culminates each year with an awards ceremony. In spring 2021, more than $50,000 in potential scholarship money was awarded to student artists.

Key leaders:
Tim Witcher, Chief Financial Officer
Jeff Fish, Director, Human Resources
Shirley Skidmore, Director, Strategic Communications
Resolution Services

Substitute teacher registration
Clackamas ESD maintains an online registry for substitute candidates in all Clackamas County districts, and reviews all registrations. After registering, substitutes can access required training and store proof of training completion. Districts use the registry to search for teachers with specific endorsements, and to review candidate information, such as results of background checks.

School announcement network
The FlashAlert Network, serving all school districts in Clackamas County, distributes emergency messages, breaking news, weather closures and news releases to local media outlets for broadcast and web display.

Home school registration
Oregon law requires ESDs to maintain records of students who are homeschooled. Clackamas ESD maintains an online database of homeschooled students, accessible to all partner districts. In fall 2020, Clackamas ESD maintained records for nearly 4,300 students. That number grew to nearly 4,700 students by June 2021.

Delivery services
Clackamas ESD provides delivery of instructional materials, printing projects, data, testing materials and correspondence to all school districts twice a week. We also provide delivery service to other metro-area schools via Multnomah ESD and Northwest Regional ESD.

Other services provided through contracts, grants and other funding sources

Human resources consultation
• Personnel management
• Employee contract management
• Customer service support in using data systems
• Labor and employment law

Business and facilities services
• Safety and emergency management training and consultation
• Financial consultation and advocacy

• Support and consultation in managing multiple finance systems, including payroll, accounts payable, fixed asset accounting, general accounting, fiscal analysis, and interpretation of local budget law and public bidding rules
• Assistance in filing budget documents with appropriate agencies
• Full business management services

Printing services
• Graphic design pre-press assistance
• High-quality production of brochures, fliers and other specialty materials (all stored electronically for future reference and use)

Communications services
• Website development, maintenance and hosting
• Communications audits
• Writing, messaging and design support
• Social media support
• Translation support
• Community outreach support
• Crisis communications and management support
• General communications consultation

Seeking continuous improvement
We undertake an annual financial audit in accordance with federal, state and General Accounting Standards Board requirements. Our goal each year is to have an “unqualified opinion,” free from major findings.

Our printing services and communications teams maintain highly competitive pricing for their services compared to those available through other regional vendors.

We consult regularly with our advisory members to get feedback on our services and how we can improve our support to districts.
Technology

Technology plays a foundational role in school operations, and its importance was on prominent display over the past year, as educators and students were forced into distance learning due to the COVID-19 pandemic. CESD’s technology service program is highly regarded regionally, offering support not only to our partner Clackamas County school districts, but to other school districts, governments and non-profit agencies throughout the state.

Our experienced, customer-focused team provides customer support and services in several core areas:

- Network and server administration and operations
- Finance and human resources management
- Student information and data management
- Data analysis
- Cybersecurity
- Technology hardware repair

CESD’s technology team is an active inter-agency collaborator. We’re a member of the Oregon Student Information System Consortium, which coordinates the statewide Synergy student information system contract. We’re also a key partner in Clackamas County’s initiatives to expand its broadband fiber-optic network, and serve as a major node for Link Oregon in the Portland metro area.

Key leaders:
Makoa Jacobsen, Chief Information Officer
Jeremy Pietzold, Assistant Director, Technology and Data Center Services
Schay Esparza, Assistant Director, Data, Evaluation, and Information Systems
Resolution services

Network and information security services
- Internet access, with a focus on working with providers to increase delivery capacity and speed
- Network design for both wired and wireless district online networks
- Internet firewall maintenance and yearly audits to ensure maximum protection from security threats
- Network and server status monitoring to provide proactive alerts on server outages and monitor usage trends and capacity
- Comprehensive network security configuration and monitoring
- Web filtering that restricts access to certain web pages
- Computer server administration to manage infrastructure for critical data systems
- Disaster recovery to protect mission-critical systems from failure
- Incident response planning to be prepared in the event of a cyberattack
- Internet services vulnerability monitoring and remediation

Finance and human resources system
We deliver and maintain Infinite Visions software for use in finance and human services operations. Infinite Visions is designed specifically for K-12 school districts and used by more than 120 districts in Oregon.

Document image/storage system
Our system directly integrates document archival into Infinite Visions’ existing business software and workflows.

Other services provided through contracts and grants

Student information management software
We deliver Edupoint Synergy, which provides an integrated platform to manage student data, scheduling, grade reporting, classroom administration and special education records. The Synergy system received a major upgrade in 2020, and now includes new features such as virtual class attendance tracking that are needed in distance learning environments.

Data center hosting
We provide rack space in CESD’s data center for districts to house their technology equipment. This shared resource lowers the capital cost that districts would otherwise incur to build and maintain specialized facilities to power and cool computer equipment.

Cloud computing
We offer cloud computer storage, using shared server capacity and data storage facilities, to lower districts’ costs of purchasing and maintaining server capacity.

Hardware repair
We repair computers, peripheral equipment and audio-visual equipment for six school districts in Clackamas County and three outside agencies. This service allows districts to extend the useful life of computer hardware through post-warranty repair work and affordable sourcing of parts.
Clackamas ESD is proud of the solid reputation we’ve built as a trusted technology partner. We hold data center services contracts with the following local, regional and state partners. This strong partnership reduces data center and equipment replacement costs, benefiting all clients.

- Christ the King School
- City of Gladstone
- City of Happy Valley
- City of Hillsboro
- City of Milwaukie
- City of Oregon City
- City of Sandy
- City of West Linn
- Clackamas Community College
- Clackamas County
- Clackamas County Library System
- Clackamas Fire District #1
- Clackamas River Water
- Clackamas Water & Soil Conservation District
- Good Shepherd Community School
- Hermiston School District
- Hoodland Fire District
- LaSalle Preparatory High School
- LiNK Oregon
- Multnomah Education Service District
- Newberg School District
- Northwest Regional Education Service District
- Oregon Health & Science University
- Oregon Institute of Technology
- Park Academy
- Parkrose School District
- Portland Public Schools
- Riverdale School District
- State of Oregon – Department of Administrative Services
- State of Oregon – Department of Education
- Yamhill-Carlton School District
Seeking continuous improvement

We receive qualitative feedback throughout the year through meetings and other discussions, and dedicate an advisory meeting in the fall to discussing technology offerings and any desire for changes. In addition, we measure the effectiveness of our services through interest and demand, both within our component districts and with other external partners.

Disaster recovery

This service allows districts to archive critical data from multiple computer systems to a secondary location outside of their district to minimize the chance of data loss if disaster strikes.

Cooperative server administration

We partner with six school districts to provide server administration expertise, augmenting district technology staff resources. These shared services allow districts to access more high-quality technology support for a fraction of the cost of an additional full-time staff member.

Cooperative telecommunications support

We partner with eight school districts to provide telecommunications engineering, administration and support expertise, augmenting district technology staff resources. These shared services allow districts to access more high-quality technology support for a fraction of the cost of an additional full-time staff member.

Cooperative district technology leadership support

We provide technology management expertise to two districts to augment district technology staffing, allowing districts to share staffing resources for a fraction of the cost of a full FTE.

Other services

- Amazon Web Services AppStream 2.0
- Email archiving
- Library software hosting
- Budgeting software partnership
- Firewall-as-a-service consortium
- Session Initiation Protocol consortium