

Local Service Plan | 2024 – 25



Clackamas
EDUCATION SERVICE DISTRICT



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This publication features selected entries from the 2023 Clackamas ESD Regional Art Show, an annual event showcasing middle and high school artists throughout Clackamas County



A Message from Clackamas ESD: Partners in Service

We're pleased to share Clackamas Education Service District's 2024-25 local service plan, an overview of the many services we provide to the 10 public school districts in Clackamas County, as well as other regional and state partners.

There are 19 education service districts in Oregon. Each of them is distinct, because ESDs tailor their staffing and services to the specific needs of their region. At Clackamas ESD, our services center on:

- **Highly individualized special education screening and support** to children and youth of all ages, from birth to age 21, with a focus on helping students with complex learning challenges
- **Professional development, training and coaching** for all levels of K-12 educators, specialists and support staff
- **Multiple health and safety supports**, from mental and behavioral health assistance to emergency management and planning services
- **Secure and reliable technology systems and supports**, ranging from data hosting, management and analysis to device repair

Our local service plan explains all services funded by a mix of state education dollars, contracts and grants. “Resolution services” are those offered to and paid for by all our partner school districts; these services are reviewed, adjusted as needed, and approved by district superintendents and school boards each year. In addition, we work hard to leverage other state and federal funding to enhance our regional support. Over the past two years we have expanded our ability to support district initiatives in early literacy, math education, mental health and crisis response, and school safety; most recently we have increased professional development and targeted technical assistance for special education staff.

Our 2024-25 local service plan represents our collective current understanding of needs for the coming year. Our strength as an organization lies in our ability to build relationships with our district and community partners, listen closely to their needs, and ensure we're providing high-quality, cost-effective services that meet those needs. We work hard to be nimble, responsive and creative in stepping up to address evolving requests and challenges.

We have the same mission as every one of our partner school districts: Ensure all students receive excellent, equitable education opportunities in a welcoming, nurturing environment that allows them to reach their full potential. We are proud and grateful to be partners with you in serving tens of thousands of Clackamas County children and their families.

In service,

Larry Hedway

Larry Didway
Superintendent

Aug 20 Kenzie

Greg McKenzie
Chair, Board of Directors

Biophilia

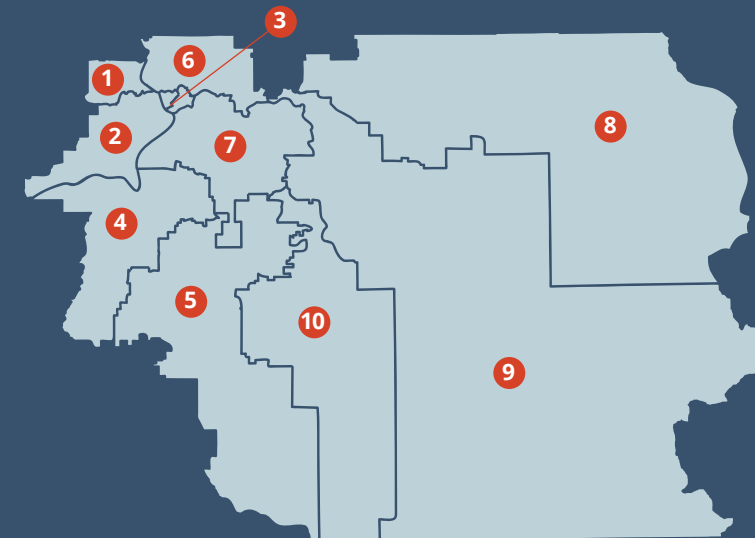
Sophie Gordon, 11th grade
Wilsonville High School



About the Local Service Plan

All 19 education service districts in Oregon must create and regularly update local service plans that reflect their state-mandated mission to promote equal educational opportunities, and provide programs and services to school districts that are best managed regionally. Clackamas ESD's annual local service plan serves as a roadmap to how we support 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.



- | | | |
|--|------------------------------------|---------------------------------|
| 1. Lake Oswego School District | 4. Canby School District | 7. Oregon City School District |
| 2. West Linn-Wilsonville School District | 5. Molalla River School District | 8. Oregon Trail School District |
| 3. Gladstone School District | 6. North Clackamas School District | 9. Estacada School District |
| | | 10. Colton School District |

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

intervention/early childhood special education report card. We conduct periodic surveys and interviews of ESD advisory groups to gauge satisfaction with programs and services. We also produce an annual report that provides Clackamas ESD impact highlights. 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.

Performance measures

Clackamas ESD regularly assesses the cost and effectiveness of its programs. Clackamas ESD submits a required 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

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 Clackamas ESD 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.

Plan development and approval

We work collaboratively with our school district partners throughout the year to assess the services we offer and determine any additional needs. We update the local service plan each fall, and it goes through a lengthy series of district and Clackamas ESD approvals before being implemented the following summer:



September – November:

LSP revised



December:

LSP presented to district superintendents and the Clackamas ESD Board of Directors for review and approval



January – February:

LSP presented to local school boards for review and formal adoption; two-thirds of 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)



July:

LSP implemented

How the plan is funded

Oregon ESDs collectively receive less than 5% of State School Fund dollars to provide regional services. Clackamas ESD spends at least 90% of its share of the SSF allocation and its local property tax allocation for services approved by partner school districts. Shared “resolution” services are paid for/available to all districts. Districts can use remaining ESD dollars to buy contracted services and/or receive direct allocations.



90% of Clackamas ESD’s State School Fund money is allocated for direct benefits to school districts, which they receive through shared “resolution” services, contracted services and/or direct payments



10% of Clackamas ESD’s State School Fund money may be used to fund ESD operations

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.

Chief Administrators' Council

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

2022-23 Chief Administrators' Council Chair
Jennifer Schiele
Superintendent, Lake Oswego School District 7J

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
Superintendent, Colton School District 53

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

Tony Mann
Superintendent, Molalla River School District 35

Dayle Spitzer
Superintendent, Oregon City School District 62

Bob Stewart
Superintendent, Gladstone School District 115

District Advisory Groups

In addition to coordinating the Chief Administrators' Council, Clackamas ESD facilitates 10 job-alike advisory groups that collaborate on projects, share information and best practices, and problem-solve responses to issues and challenges.



Top row (left to right): Aaron Bayer, Ryan Carpenter, Tim Cook. Second row: Aaron Downs, Shay James, David Kline. Third row: Kathy Ludwig, Tony Mann, Jennifer Schiele. Bottom row: Dayle Spitzer, Bob Stewart.

Clackamas County Advisory Groups										
	Business	Communications	Migrant Education	English Learners	Facilities	Human Resources	Safe Schools/ Emergency Mgmt	Special Education	Teaching and Learning	Technology
Clackamas ESD	Tim Witcher Jeremy Pietzold Carey Pinto	Shirley Skidmore Amy Mintonye Paul	Angelita Miller	Leah Hinkle Dan Kimbrow	Tim Witcher Pam Bonner	Chelsi Reno Carrie Hoffman	Pam Bonner Mark Dodge Dan Kraus Tim Witcher	Jared Hayes	Ewan Brawley Kayla Bell Angie Kautz Schay Esparza	Jeremy Pietzold Chris Kolb Andrew Winter Matthew Threlfall Daniel Hunter
Canby School District	Denise Lapp	Kristen Wohlers	Danielle Reynolds	Danielle Reynolds	Larry Burich Shawna Grant	Andy McKean	Bret Adkins Kathy Sullivan Michelle Wilson Kristen Wohlers Larry Burich Andrew Olney	Kathy Sullivan	Danielle Reynolds Michelle Wilson	Bret Adkins
Colton School District	Chris Gibb	Katrina Raasch		David Kline	Eric Bjarnson	Katrina Raasch	Chris Gibb Katrina Raasch	Christie Dudley	David Kline	Chris Gibb
Estacada School District	Christina Irish	Maggie Kelly	Jennifer Behrman	Jennifer Behrman	Michael Waer John Simpson	Kelly Hayes Lisa Akins	Michael Waer	Jason Hobson	Jennifer Behrman	Kristy Cheshier
Gladstone School District	Rachel Lopez Hopper	Raymond Rendleman	Petra Hoghova	Petra Hoghova	Ivan Leigh	Jeremiah Patterson Tammy Tracy	Jeremiah Patterson Rachel Lopez Hopper Ivan Leigh Jennifer Zamora	Michael Shelton	Jeremiah Patterson	Aubrey Jarvis
Lake Oswego School District	Stuart Ketzler	Mary Kay Larson		Scott Schinderle	Tony Vandenberg Brent Paul	Donna Atherton	John Parke Scott Thran	Scott Schinderle	LaKeyshua Washington	James Miller
Molalla River School District	Keith McClung	Allison Holstein	Tamara Jackson	Tamara Jackson	Tony Tiano Shalin Akins	Jennifer Ellis, Co-Chair	Amy Chapin	Robin Shobe	Tamara Jackson	Gary Dix
North Clackamas School District	Matt Makara Dawna Burke	Curtis Long	Laurie Meisner	Laurie Meisner	Melinda Shumaker David Kruse Cindy Detchon Amanda Wall Rob Martinez	Michelle Riddell Alma Morales Galia Will Ruehle Keylah Boyer	David Kruse Britta Johnson Kimmy Zubenko	Yvette Lightbourn	Tammy O'Neill	Leigh Anne Scherer
Oregon City School District	Jason Jensen Matthew Deeds	Caitlin Bergstrom Lisa Normand	Sara Deboy	Sara Deboy Kelly Gavrich Danielle Tebon	Michael Sweeten Tom Larson	Lisa Normand Bethany Bowers	Jeana Buxton Michael Sweeten Caitlin Bergstrom Liz Mogil	Melissa Berg	Sara Deboy, Co-Facilitator	David Klusmann
Oregon Trail School District	Tim Belanger	Garth Guibord Julia Monteith	Rachael George	Rachael George Nichole Johnston	Chelsea Lincoln Lane Lance Brooks	Ken Bucchi Chelsea Leymaster		Katie Schweitzer	Rachael George Kim Ball	Scott Coleman
West Linn-Wilsonville School District	Son Le Hughes	Andrew Kilstrom	Alyson McKay	Barb Soisson Yanette Ayala Elisa Lee	Pat McGough Jeff Chambers Steve Matthias	Shyla Waldern	Caitlin Sullivan Jeremy Nichols Steve Matthias Pat McGough	Lauren Brigsby	Barb Soisson	Curtis Nelson



Untitled
Nina Dawson, 12th grade
Adrienne C. Nelson High School

Teaching and learning

The Clackamas ESD 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 expanded our support for math and early literacy, and continued ramping up educational support to students through science, technology, engineering and mathematics (STEM) and emerging bilingual programs.

Key leaders:

Ewan Brawley, Assistant Superintendent

Kayla Bell, Assistant Director, Teaching and Learning

Angie Kautz, Assistant Director, Student Services

Schay Esparza, Assistant Director, Data, Evaluation and Information Systems

Dawnnesha Lasuncet, Equity and Inclusion Coordinator

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 to improve student experiences and support continuous improvement
- Curriculum renewal support, with a focus on high-quality materials that support students and teachers
- Support for inclusive learning environments, including partnership with the SWIFT Education Center
- Increased capacity to meet the needs of diverse learners, with a focus on culturally responsive curriculum, practices, and data and assessment literacy
- Support for interpreting state and federal policies to implement assessments, graduation requirements and improvement plans
- Representation of and advocacy for districts in work groups and ad-hoc task forces, such as the Region One Assessment Consortium, OAESD Program Cabinet, South Metro-Salem STEM Partnership Executive Advisory Board and ODE ELA Collaborative
- Consultation services to district/building leadership and educators in the areas of early literacy, second language acquisition (including dual language immersion), math, STEM and educator mentor development

Topic-specific professional learning, training and networks

Our high-quality professional development aligns with adult learning needs and best practices. It promotes educator efficacy and equity, assessment literacy, data-driven decision making and personalized learning experiences. Our liaison role with districts helps them collaboratively prioritize and plan professional development opportunities, whether delivered to classroom and school staff or countywide. Key topics include:

- Equity and culturally responsive instruction and assessment
- Instructional practices to support English learners and emergent bilinguals

- Building leader mentoring and support
- Classroom teacher mentoring
- Curriculum development
- STEM
- Increasing inclusive practices in classrooms and school buildings
- Best practices in early literacy for teachers and building leaders
- Multi-tiered systems of support (MTSS)
- Oregon Math Project and standards implementation

Research and program evaluation support

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

- Technical assistance with 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

Multilingual learner network

The multilingual learner network supports services for emergent bilingual students. The network shares best practices and identifies priorities to guide teaching and learning services. Clackamas ESD’s multilingual learner supports include:

- Support with Title III district plans
- Use of the Sheltered Instruction Observation Protocol
- Training on best practices in interpretation and translation

- Dual Language Immersion Cadre
- Guidance on building academic language

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 this group identifies common goals and creates collaborative regional action teams to meet school and district needs with grant funding through the South Metro-Salem STEM Partnership. Initiatives include Expanding Elementary Science (K-12) and Making and Tinkering (preK-2 engineering in the classroom).

Assessment support and training

We provide training, consultation and support to assessment coordinators in each of our partner districts.

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 support to preK-12 migrant students. We also provide technical support to help all districts comply with state and federal Title IC 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 D. 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 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.

Seeking continuous improvement

Ongoing feedback to meet district needs and priorities

We ask educators in our region 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.



Falling
Charlie Grimm, 12th grade
Lake Oswego High School

Student services

Operating across departments at Clackamas ESD but formally housed within our teaching and learning structure, the student services team promotes and supports practices that cultivate health and inclusive school communities so that children, families and educators have access to learning environments that are both physically and emotionally safe. The support this growing team provides is made possible primarily by funding from the Student Success Act, which continues to power our region to more expansively address pressing student needs that improve equity in our education system.

Key leaders and staff:

Ewan Brawley, Assistant Superintendent

Angie Kautz, Assistant Director, Student Services

Schay Esparza, Assistant Director, Data, Evaluation and Information Systems

Sandy Mathewson, Mental Health, Safety and Prevention Specialist

Sierra Wilson, Crisis Prevention and Response Specialist

Hoa Nguyen, Student and Community Engagement Specialist

Elaine Merighi Morelock, Support Staff Partnership and Learning Coordinator

Dianne Holme, Health Services Coordinator

Dawnnesha Lasuncet, Equity and Inclusion Coordinator

Alexis Burnett, Research Analyst

Melanie Inns, Administrative Assistant

Student services: Five main areas of focus

Student mental and emotional health

The team offers support for school counselors and other mental health professionals from across all 10 regional districts. This support includes professional learning based on needs expressed by the counselors themselves, collaboration opportunities and shared resources. Suicide prevention is a key area of support, with regional and on-demand, district-specific training provided in QPR (Question, Persuade & Refer), ASIST (Applied Suicide Intervention Skills Training) and

YouthSAVE. The team also liaises closely between districts and key community partners such as the county suicide prevention coordinator.

In addition, they coordinate the Regional Flight Team. A flight team provides mental health after-care for students and staff following a crisis or tragedy. We worked with a design team of representatives from all districts to develop a calibrated flight team response that can be utilized when districts request additional support from the Regional Flight Team. We provide the training on these calibrated processes and procedures,

as well as coordinate the logistics of recruiting and organizing Regional Flight Team members whenever requests are received.

To support districts with new legislation about responding to bias incidents, we have developed a new package of supports. The resources include a digital reporting tool, staff training, a bias incident response manual, communication templates and coaching/consultation.

Physical health and safety

The health services branch of the team offers support for school nurses and other health professionals from across all 10 partner districts. This support includes professional learning based on needs expressed by the nurses themselves, collaboration opportunities and shared resources. This team also serves as a liaison between our district nurses and the Oregon School Nursing Association and both the state and county departments of health.

In addition to supporting the professional learning of school nurses, our team also provides training tools and resources to help school nurses meet the demands for training paraprofessionals and others in their individual schools.

To help give students a strong, healthy start to their K-12 education, our team is developing systems to support transition from Head Start to Success to kindergarten, emphasizing physical, mental and emotional health.

Student and community engagement

Our team is concentrating on student and community engagement in multiple ways. Our student and community engagement specialist provides professional learning, consultation and coaching for districts on implementing strategies to recognize and address the root causes of chronic absenteeism. She works closely with our data and evaluation team to ensure districts have access to the relevant data they need for this work.

Our support staff partnership and learning coordinator provides professional learning, consultation and coaching for districts related to their professional learning/training plan for paraprofessionals and other classified staff. She offers training

and resources in areas such as trauma-informed practices and culturally relevant practices. This work is tied closely with student engagement because paraprofessionals play a key role in creating safe and inclusive learning environments for students. The social and emotional climate of a school can impact student engagement in school activities, as well as relationships with other students and staff. A positive social and emotional climate is conducive to effective teaching and learning and has an impact on academic achievement.

Clackamas ESD supports partner districts with the paraprofessional assessment required to demonstrate qualifications of educational assistants serving in Title I-A schools or programs (see OAR Division 37: 581-037-0006). We have developed a local assessment that meets this requirement for all schools across Clackamas County, measuring knowledge and skills in the areas of reading, writing and mathematics. The entire assessment is available in Spanish for staff working in Dual Language Immersion programs. We offer a variety of study resources in both English and Spanish for test-takers.

Communication is a key factor in student and community engagement. Our team uses available grant resources to help districts ensure their ability to communicate with families and the community through access to Linguava translation and interpretation services in more than 200 languages.

Evidence-based planning and decision making

The team has continued to expand its ability 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 multiple data services that include both the technical creation and implementation of data tools, and consultation and coaching around the analysis and reporting of the data.

Grant-related technical support

We offer consultation, coaching and advocacy for districts as they navigate complex funding frameworks. Our team liaises with the Oregon Department of Education to ensure that we can accurately provide guidance to districts on the application, needs assessment, budgeting, implementation, reporting and evaluation aspects of multiple grants and funding frameworks.

2023-2025 CESD Integrated Plan Comprehensive Support Overview	
Outcome #1	Student Emotional Wellbeing and Mental Health Regional implementation of systems, programs and services that promote student social emotional well-being and mental health, with particular focus on students who have been historically underserved in the education system.
Outcome #2	Student Health and Safety Regional implementation of systems, programs and services that promote student physical health, safety and well-being, with particular focus on students who have been historically underserved in the education system.
Outcome #3	Student and Community Engagement Regional implementation of systems, programs and services that create inclusive learning environments in which all students have equitable access and opportunity.
Outcome #4	Academic Achievement and Disparities Regional implementation of systems, programs and services that utilize targeted universalism as a strategy for increased student achievement and decreased disparities for focal students.
Strategy #1	Provide consultation and professional services relevant to specific topics aligned with stated outcomes in a variety of formats that include both remote and in-person opportunities.
Strategy #2	Provide professional learning, training and resources relevant to specific topics aligned with stated outcomes in a variety of formats that include both remote and in-person opportunities.
Strategy #3	Facilitate collaboration opportunities relevant to specific topics aligned with stated outcomes in a variety of formats that include both remote and in-person opportunities.
Strategy #4	Provide systems planning and performance support for the systematic use of data in planning and decision making aligned with stated outcomes.

View the complete 2023-25 Clackamas ESD SSA Comprehensive Support Plan online at www.clackesd.org/SSAplan



Serenity
Alexandra Smith, 11th grade
Estacada High School

Special programs

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 collaborate 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 district requests for support we receive. We partner 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 Programs

Stacey Sibley, Assistant Director, Heron Creek Therapeutic Program

Teresa Copeland, Assistant Director, Life Enrichment Education Program

Brandon Breeden, Supervisor, Heron Creek Therapeutic Program

Tiffany Wiencken, Coordinator, Life Enrichment Education Program

Charles Gallia, Medicaid Billing Specialist

Kriss Rita, Transition Network Facilitator

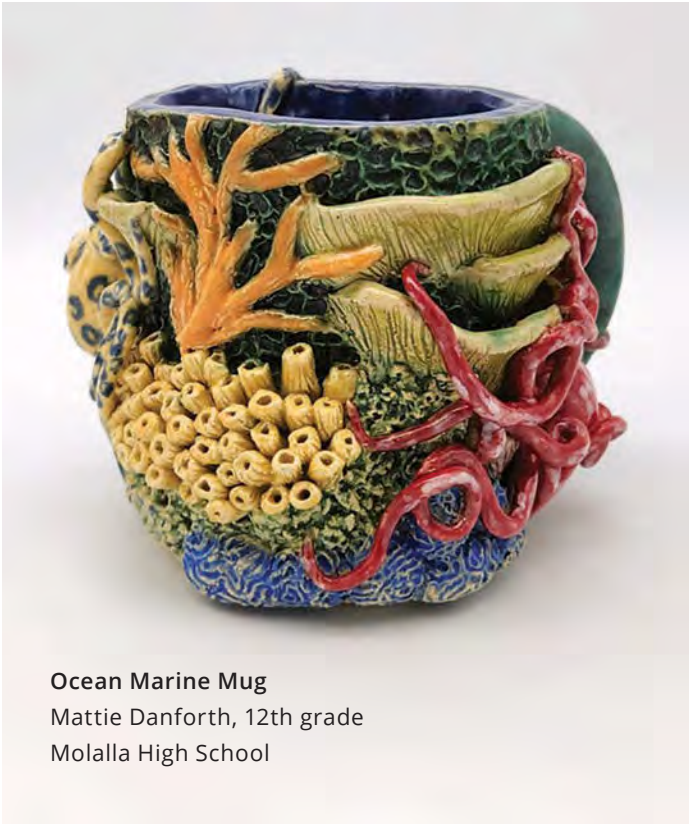
Resolution services

Life Enrichment Education Program

LEEP offers specially designed instruction and related 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 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



Ocean Marine Mug
Mattie Danforth, 12th grade
Molalla High School

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 Estacada, Gervais, Gladstone and Oregon Trail school districts and we are exploring partnerships with other districts both inside and outside Clackamas County.

Other services provided through contracts and grants

Heron Creek Therapeutic Program

Our Heron Creek program, located on the Marylhurst Commons campus, 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; 21 students returned to their home districts in 2022-23. 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.

Medicaid administrative billing

Medicaid’s fee-for-service process allows districts to recover the costs of providing medically necessary support to eligible students. Clackamas ESD collaborates with school districts and the Oregon Health Authority 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 and Oregon Trail school districts through this service. Our ESD staff members in the Heron Creek, LEEP and early intervention and early childhood special education programs also participate. Outside our county, we began assisting Douglas ESD’s EI/ECSE program

with Medicaid billing in 2022-23. We are discussing future partnerships with the North Clackamas School District and other districts outside Clackamas County.

Transition network facilitation

A Clackamas ESD 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.

Other regional services

Parrott Creek

We bring an educational team of a teacher and instructional coach to the Parrott Creek Ranch, a residential program for youth who are stepping out of incarceration. These professionals are supervised and supported by the administrative team at Heron Creek.

Regional technical assistance provider

This is a collaborative partnership position with the Office of Enhancing Student Opportunities within the Oregon Department of Education and the Oregon Association of Education Service Districts. Each ESD provides regional professional development and targeted technical assistance to special education teachers, case managers and directors. Technical assistance and professional development are provided via in-person and/or virtual means at no cost to districts.

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.



Iron Encased Chest
Cyan Belshe, 11th grade
Gladstone High School



Superior Tree
Alexis Tull, 7th grade
Welches Middle School

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 experiencing poverty, as well as comprehensive services for their 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. Clackamas ESD received one-time approval in 2021 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. Construction is under way, and we expect the new early learning center to open in fall 2024. We have consulted with multiple stakeholders to 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, Director, Early Intervention/Early Childhood Special Education Programs
Brett Walker, Assistant Director, Early Learning Programs (Head Start to Success and CCR&R)

Services provided through contracts and grants

Child care resource and referral

CCR&R services support high-quality child care throughout our region. We deliver professional development, training, technical assistance and coaching to child care providers serving children ages 0-12 throughout Clackamas County. Our team provides additional support that helps child care providers earn licenses, as well as inclusion on the Oregon Registry and quality ratings in the state’s Spark program. CCR&R also collaborates closely with the early intervention/early childhood special education team to promote and expand inclusive practices in early childhood settings.

Early intervention services (birth to age 3) and early childhood special education (ages 3-5)

Clackamas ESD delivers EI/ECSE support to young children who exhibit delays or disabilities that affect their development and learning. We coordinate services, and provide specialized consultation and instruction at no cost to families. We work hard to support inclusive opportunities for young children experiencing disabilities. We provide services in their homes, local preschools and child care centers. In 2023, we served close to 1,500 children, and hired more staff to support our inclusion work and to maintain appropriate service levels.

Early childhood evaluation

Through contracts with some county school districts, Clackamas ESD conducts comprehensive evaluations of children ages birth to 5 suspected of having developmental delays or disabilities to assess eligibility for EI/ECSE 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, gross motor and cognitive skills

We completed 654 such evaluations in 2022-23.

Head Start to Success

Head Start to Success provides publicly funded, developmentally appropriate and culturally responsive preschool to 3- and 4-year-old children who are experiencing poverty. 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 2022-23 school year. Approximately 30 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 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 current examples:

- Staff from our early childhood special education and Head Start to Success teams are participating in “Learning Experiences: An Alternative Program for Preschoolers and Parents,” a program facilitated by the University of Denver. The program focuses on implementing inclusive practices in early learning programs, and this year expanded to include multiple pilot projects — including one in our service region. We are piloting the program in an early childhood special education classroom in the North Clackamas School District.
- 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 work closely with stakeholders across the county on supporting inclusion. Our community inclusion team works to foster inclusion of young children by providing training and coaching on the Pyramid Model for Promoting Social Emotional Competence in Infants and Young Children. Through our community inclusion team work, we have added community sites committed to improving quality as it relates to inclusive practices.

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,

Seeking continuous improvement

Student outcomes/state report card

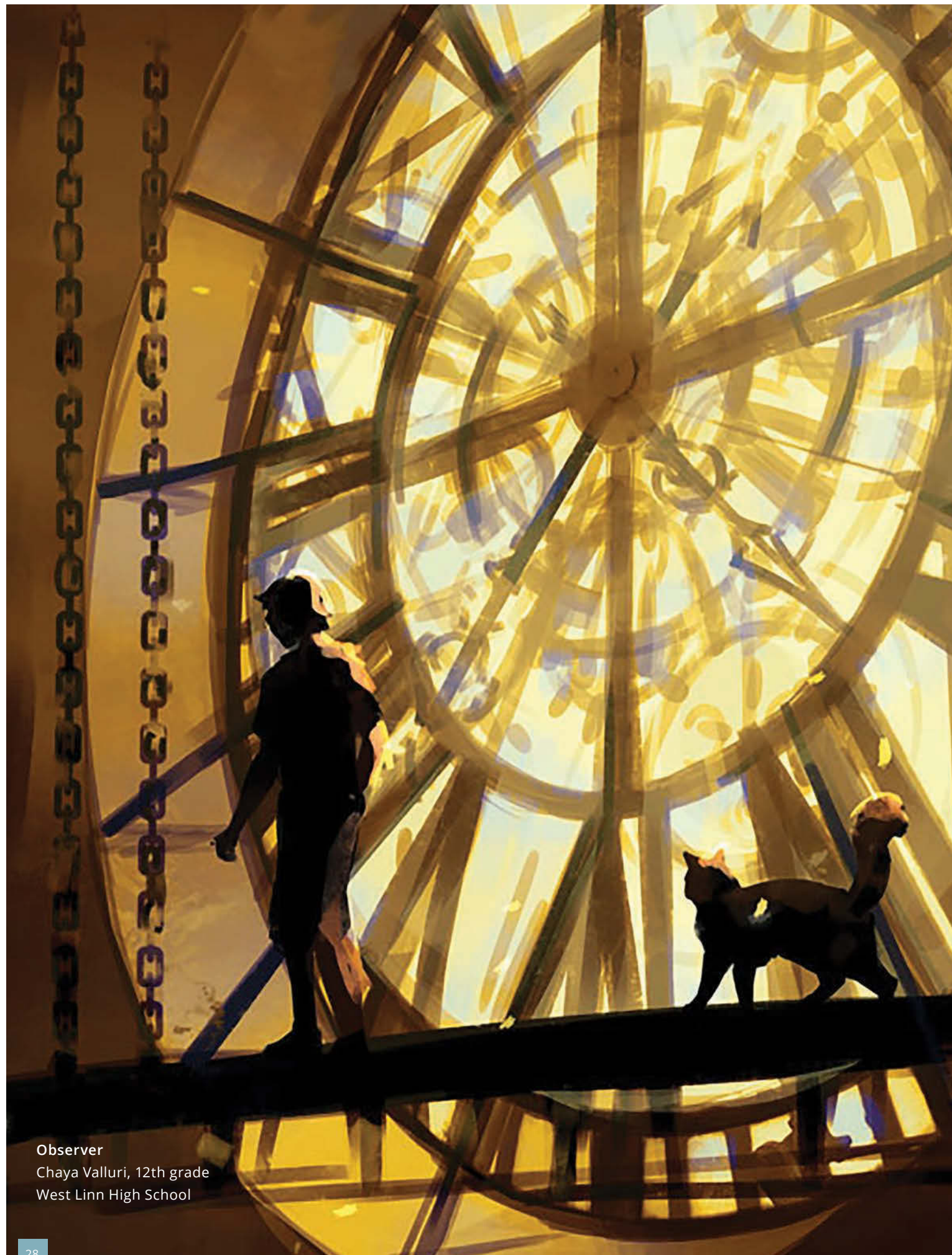
Our annual state EI/ECSE report card reflects progress of the children we serve. Specifically measured are social-emotional development, knowledge and skill acquisition, and use of appropriate behavior. We also are measured on our ability to provide services in a home or regular childhood program. We meet or surpass all state metrics, and the frequency with which all of our services are delivered significantly exceeds state averages. For example, 90 percent of children enrolled in our early learning and early childhood special education programs receive service at least once a week, compared to the statewide average of 74 percent.

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.

and increasing access to/enrollment in quality child care and preschool.

In addition, our early learning team has continued 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 frequently partner with North Clackamas School District early learning staff.



Observer
Chaya Valluri, 12th grade
West Linn High School

Administrative services

Clackamas ESD offers an array of administrative support and collaboration to school district leaders throughout our region. While we've highlighted administrative services offered via resolution, contracts, grants and other funding sources, much of our administrative 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 10 other role-specific advisory groups.
- **Providing equity and inclusion support:** Clackamas ESD's equity and inclusion coordinator creates equity-focused professional development opportunities, and provides policy and practices consultation and coaching for administrators and educators across our region. This position is housed in human resources and funded through the Student Success Act and teaching and learning dollars. Clackamas ESD continues to assist our partner districts with addressing barriers to student wellness and academic success that intensified as a result of the COVID pandemic.
- **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 and gain clarity around decision making and policies that affect our regional schools.

- **Facilitating Regional Teacher of the Year selection:** We promote nominations and coordinate selection of the Regional Teacher of the Year as part of the Oregon Teacher of the Year program. In 2023, more than 200 teachers from Clackamas County were nominated – a 500 percent increase over the previous year, and by far the highest nomination total of any region in the state. In September 2023, we honored Oregon Trail School District middle school teacher Mandy Vance as our 2023-24 Regional Teacher of the Year. Two weeks later, Mandy was named Oregon Teacher of the Year, the second time in three years this statewide honor has been awarded to a Clackamas County educator.
- **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 artist reception and awards ceremony. A record 242 students from all 10 Clackamas County school districts took part in the 2023 art show, and nearly \$100,000 in potential scholarship money was awarded to close to 50 student artists.

Key leaders:
Tim Witcher, Chief Financial Officer
Chelsi Reno, Chief Human Resources Officer
Shirley Skidmore, Director, Strategic Communications
Dawnnesha Lasuncet, Equity and Inclusion Coordinator

Resolution Services

Substitute teacher registration

Clackamas ESD maintains an online registry for substitute candidates in all 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 background check results.

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

As required by Oregon law, Clackamas ESD maintains an online database of homeschooled students, accessible to all partner districts.

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
- “Grow your own” teacher pathways program
- Staffing and recruitment services

Financial and safety 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
- Facilities services
- Safety and emergency management training and consultation

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.



Untitled
Raiden Sandoval, 8th grade
Gardiner Middle School

Technology

Technology plays a foundational role in school operations, and its role has been elevated over the last several years with the growing reliance on online interactions. Clackamas ESD's technology services 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
- Telecommunication management

Our 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 we serve as a major node for Link Oregon in the Portland metro area.

Key leaders:

Jeremy Pietzold, Chief Information Officer
Chris Kolb, Assistant Director, Data and Information Systems
Andrew Winter, Information Security Analyst
Matthew Threlfall, Systems Infrastructure Supervisor
Daniel Hunter, Technology Supervisor

Resolution services

Network and information security services

- Internet access, with a focus on working with providers to increase delivery capacity, speed and reliability
- 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 resources operations. Infinite Visions is designed for K-12 school districts and used by more than 120 Oregon districts.

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.

Data center hosting

We provide rack space in Clackamas ESD’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 eight school districts in Clackamas County and six outside agencies. This service allows districts to extend the useful life of computer hardware through post-warranty repair work and affordable sourcing of parts.

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 seven 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.

Other services

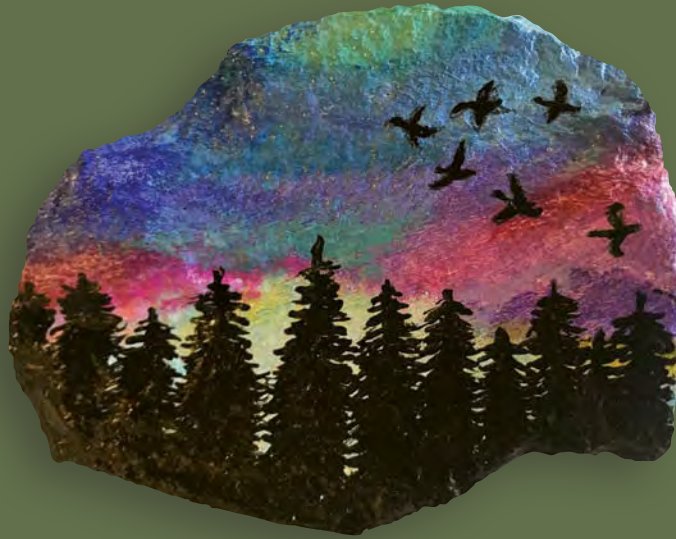
- Email archiving
- Library software hosting
- Budgeting software partnership
- Firewall-as-a-service consortium
- Endpoint security software monitoring
- Session Initiation Protocol consortium

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.

Clackamas ESD is proud of the solid reputation we’ve built as a trusted technology partner. In addition to the Clackamas County school districts we serve, we hold data center and/or technology repair service contracts with the following local, regional and state partners. These strong partnerships reduce data center and equipment replacement costs, benefiting all clients.

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



Flight Over the Firs
Rylee Beach, 10th grade
Colton High School



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