Local Service Plan | 2026–27

Clackamas
EDUCATION SERVICE DISTRICT

Longing
Sara Zhao, 11th grade
Lake Oswego High School

This publication features selected entries from the 2025 Clackamas ESD Regional Art Show, an annual event showcasing middle and high school artists from public schools throughout Clackamas County.

Partnerships with purpose: A message from Clackamas ESD

Strong schools are vital elements in healthy communities. At Clackamas Education Service District, we are privileged to partner with the 10 public school districts in Clackamas County to ensure we're providing all children, regardless of zip code, with robust and equitable educational opportunities to help them achieve their life goals. Especially important, we help "fill gaps," directly supporting some of our highest-need students and families.

We are one of 19 ESDs in Oregon. Our role in the education ecosystem is unique: We exist to support the school districts in our region, providing services that meet collective needs, save money and advance the educational mission of diverse schools small and large, rural and urban. In addition, we are a broad regional resource, offering many services that extend beyond Clackamas County.

Our services constantly evolve to meet the changing needs of our partners. Each year, we create a local service plan to outline how we will deliver on our commitments. The plan is structured around four primary service areas:

- **Direct special education screening and services** to children and youth ages birth to 21, specializing in highly individualized support for students with complex learning challenges
- **Professional development delivery**, focused on training, coaching and capacity building for educators, administrators and support staff to improve instructional quality and advance academic achievement
- **Student and school support services** designed to keep students connected to school, promote safe and inclusive learning environments, and address barriers to attendance and engagement
- **Technology supports** centered on providing secure, reliable networks, and data management and analysis services to dozens of customers

A full 90% of the money Clackamas ESD receives from the State School Fund benefits our partner school districts in the form of direct services or payments. These so-called resolution services are reviewed and approved annually by local superintendents and school boards, ensuring they reflect the priorities of each community. Many other ESD programs — including all of those that serve preschool children — are supported by state and federal grants, contracts and partnerships, allowing us to extend our impact beyond our core services. We have delineated all services by funding source in this year's local service plan.

We take our service mission seriously. Along with our many district and community partners, we share an unwavering commitment to ensuring all youth have pathways to success. We are here for you, and for the tens of thousands of Clackamas County children depending on all of us.

In service,

Larry Didway
Superintendent

Linda Brown
Chair, Board of Directors

Meander
Makayla Swift, 12th grade
Gladstone 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 is a 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.
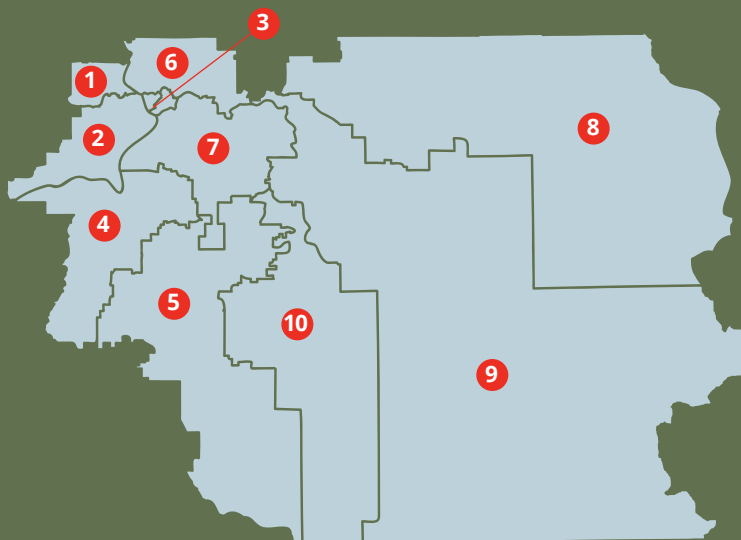
1. Lake Oswego School District
2. West Linn-Wilsonville School District
3. Gladstone School District
4. Canby School District
5. Molalla River School District
6. North Clackamas School District
7. Oregon City School District
8. Oregon Trail School District
9. Estacada School District
10. Colton School District

Requirements

The local service plan must address how Clackamas ESD will provide support to component school districts in the following areas:
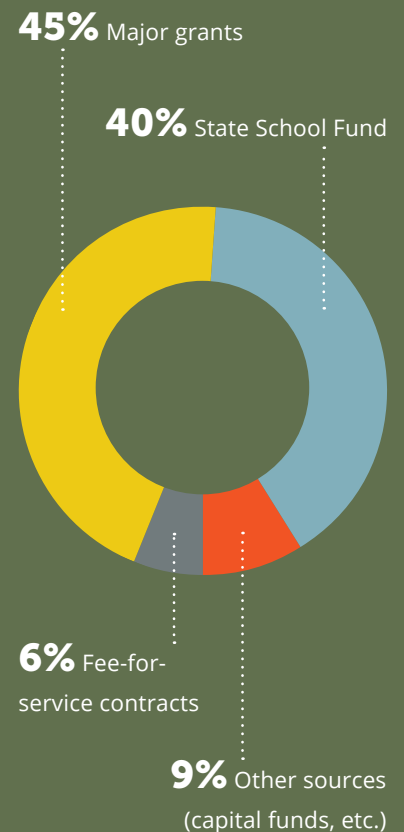
- **Programs for children with special needs**, including, but not limited to:
  - Special education services for at-risk students
  - Professional learning for employees who provide services to children with special needs

- **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 addressing curriculum and school improvement issues
  - Professional learning for employees who provide teaching and learning services
  - Services that assist with data analysis and program evaluation

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 Clackamas ESD is funded

45% Major grants

40% State School Fund

6% Fee-for-service contracts

9% Other sources (capital funds, etc.)

- **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 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 intervention/ early childhood special education report card. We conduct an annual services survey 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 fiscal year.

Amendment procedure

Any 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.

How the plan is funded

Oregon ESDs collectively receive less than 5% of State School Fund dollars to provide regional services. The State School Fund represents about 40% of Clackamas ESD's total annual budget. Clackamas ESD spends at least 90 percent of its SSF allocation and its local property tax allocation for LSP services approved by partner school districts. These shared "resolution" services are available to all districts. Districts can use remaining ESD resolution service allocations to buy contracted services and/or receive direct payments.

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.

2025-26 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

Larry Didway
Superintendent, Clackamas Education Service District

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

Jennifer Patterson
Superintendent, Canby School District 86

Jeremiah Patterson
Superintendent, Gladstone School District 115

Jennifer Schiele
Superintendent, Lake Oswego School District 7J

Dayle Spitzer
Superintendent, Oregon City School District 62

District Advisory Groups

In addition to coordinating the Chief Administrators' Council, Clackamas ESD facilitates 10 job-alike advisory groups that meet regularly to collaborate on projects, share information and best practices, and problem-solve responses to issues and challenges. See pages 10-11 for advisory group members.

Opposite page, top row (left to right): Aaron Bayer, Ryan Carpenter, Tim Cook. **Second row:** Larry Didway, Shay James, David Kline. **Third row:** Kathy Ludwig, Tony Mann, Jennifer Patterson. **Bottom row:** Jeremiah Patterson, Jennifer Schiele, Dayle Spitzer

Clackamas County Advisory Groups

	Business	Communications	Migrant Education	English Learners
Clackamas ESD	Carey Pinto Jeremy Pietzold	Shirley Skidmore Amy Mintonye Paul	Merced Flores	Dan Kimbrow
Canby School District	Amy Chisman		Danielle Reynolds Fatima Lopez Ramirez Karent Robles	Danielle Reynolds
Colton School District	Chris Gibb	Katrina Raasch		Shane Bassett David Kline
Estacada School District	Scott Pillar	Maggie Kelly	Jennifer Behrman Leticia Gonzalez	Jennifer Behrman
Gladstone School District	Regina Sampson	Raymond Rendleman	Petra Hoghova	Petra Hoghova
Lake Oswego School District	Stuart Ketzler	Mary Kay Larson		Scott Schinderle
Molalla River School District	Andy Campbell	Andrea Watson	Tamara Jackson	Tamara Jackson
North Clackamas School District	Matt Makara Dawna Burke	Curtis Long	Laurie Meisner	Laurie Meisner
Oregon City School District	Blaze Riggins	Caitlin Bergstrom	Sarah Crane Eva Franco	Sarah Crane Kelly Gavrich
Oregon Trail School District	Tim Belanger	Garth Guibord	Rachael George	Rachael George Danielle Carey Erin Barton
West Linn-Wilsonville School District	Son Le Hughes	Andrew Kilstrom	Barb Soisson Yanette Ayala	Barb Soisson Yanette Ayala Elisa Lee

Facilities	Human Resources	Safe Schools/ Emergency Mgmt	Special Education	Teaching and Learning	Technology
Mike Waer Mark Dodge Jordan Davis	Chelsi Reno Carrie Hoffman	Mike Waer Mark Dodge Dan Kraus Pam Bonner	Jared Hayes	Ewan Brawley Kayla Bell Angie Kautz Schay Esparza	Jeremy Pietzold Chris Kolb Hailie Roark Matthew Threlfall Daniel Hunter
Bret Adkins Shawna Grant	Andy McKean	Bret Adkins Shawna Grant Andrew Olney	Annemarie Polignano	Danielle Reynolds Alaina Santana	Bret Adkins
Eric Bjarnson	Katrina Raasch	Chris Gibb	Anthony Buckner	David Kline	Chris Gibb
John Simpson	Kelly Hayes Lisa Akins		Jill Bennett	Jennifer Behrman Erin Gardenhire	Kristy Cheshier
Ivan Leigh	Yvonne Villa	Jeremiah Patterson	McKenzie Meline	Amy Mikesella	Jeremiah Patterson
Tony Vandenberg Brent Paul	Donna Watson	John Parke Kellie Snaadt	Scott Schinderle	LaKeyshua Washington Lou Bailey	James Miller
Tony Tiano Shalin Akins	Jennifer Ellis	Amy Chapin Jefferey Hillhouse	Robin Shobe	Tamara Jackson	Christopher Shaw
David Kruse Rob Martinez Teresa Neff-Webster Leif Palmer Amanda Wall	Michelle Riddell Alma Morales Galicia Will Ruehle Keylah Boyer Joe Bridgeman	David Kruse Kimmy Boone	Fiorella Kassab	Tammy O'Neill Laurie Meisner	Leigh Anne Scherer Ben Mabbott
Trinity Gibbons Tom Larson	Lisa Normand Mike Strande	Jeana Buxton Trinity Gibbons	Melissa Berg	Sarah Crane	David Klusmann
Chelsea Lincoln Lane Bill Wetherbee	Ken Bucchi Chelsea Leymaster		Katie Winning	Rachael George Kim Ball	Scott Coleman
Jeff Chambers Steve Matthias	Shyla Waldern	Jeremy Nichols Jeff Chambers	Lauren Brigsby	Barb Soisson	Khanh Duong

Clackamas ESD service teams

Clackamas ESD department/service teams providing resolution, contract and/or grant services	Funding sources
Teaching and learning The teaching and learning team collaborates with Clackamas County school districts to empower educators to better serve students. We offer high-value professional learning opportunities pegged directly to evolving district needs, including in the fast-moving field of artificial intelligence. Our content specialists provide direct support to teachers and administrators, focusing most heavily on literacy, math, science and the needs of multi-lingual learners. We support districts' career and technical education programs. We also offer a range of services to 3- to 18-year-old students whose parents are employed as migrant workers in our region.	• **State School Fund/resolution services** • **State and federal grants**
Student services The student services team provides a range of services designed to increase student engagement, attendance, and physical and emotional safety. We partner with districts to deliver powerful training on diverse topics, from suicide prevention to school climate improvement. We create collaborative learning spaces for school counselors, nurses and other professionals who do specialized work, often as sole practitioners.	• **State and federal grants**
Special programs The special programs team directly serves students who experience complex cognitive, physical, emotional or behavioral challenges that impact their ability to learn. Our partner school districts refer school-age children experiencing significant learning challenges to us, and we provide individualized services tailored to their needs. We work closely with student support teams to develop personalized learning plans that will allow students to return to their home schools as quickly as possible. We also provide specific services throughout the region and state, including staff support, training and assistance in helping students transition from school to adult life; Medicaid claiming activities; and occupational/physical therapy services.	• **State School Fund/resolution services** • **Contracts** • **State grants**

Clackamas ESD department/service teams providing resolution, contract and/or grant services	Funding sources
Early childhood Our early childhood programs serve infants, toddlers and preschoolers who need varied types of support. We provide early intervention and early childhood special education services to young children demonstrating disabilities or delays. We offer free preschool programs for children experiencing poverty. And we provide a child care resource and referral service, which provides extensive training, coaching and technical assistance to regional child care providers.	• **Contracts** • **State and federal grants**
Technology services Our technology services team supports all Clackamas County school districts as well as many other school districts, local governments and non-profit organizations throughout the state. We provide customer support and service in several core operational areas, including network and server administration and operations; finance and human resources management software; student information and data management; data analysis; cybersecurity; and telecommunications management.	• **State School Fund/resolution services** • **Contracts**
Administrative services Clackamas ESD provides a range of statutory and on-demand administrative supports to our partner districts through our superintendent's office and our finance, human resources and communications teams.	• **State School Fund/resolution services** • **Contracts**

Resolution services

Clackamas ESD makes an array of services available to all our partner school districts using State School Fund dollars (money is allocated to us based on regional school districts' enrollment). Areas of support include special education, teaching and learning, and technology, as well as some administrative functions. These offerings are referred to as "resolution" services because local school boards must act annually to adopt them via a formal resolution in January or February. By approving these resolution services in Clackamas ESD's local service plan, our partner school districts are choosing the K-12 education services they believe are most efficient and cost-effective to deliver regionally using State School Fund allocations.

Estacada Public Library
Alexis Hibbert, 10th grade
Estacada High School

Teaching and learning

Curriculum, instruction and assessment

Our resolution services, shaped by active collaboration with the teaching and learning advisory, include:

- **Professional development** that promotes best and emerging practices, enabling teachers to effectively use data for improving student experiences and fostering continuous improvement

- **Guidance for curriculum adoptions**, focusing on selecting high-quality materials aligned with state standards

- **Assistance in interpreting state and federal policies** related to assessments, graduation requirements and improvement plans

- **Representation and advocacy** for districts in key work groups and task forces, such as:
  - Region One Assessment Consortium
  - Oregon Association of Education Service Districts/Oregon Department of Education program cabinet
  - South Metro-Salem STEM Partnership executive advisory board
  - Statewide Literacy Excellence Network
  - Oregon Literacy Advisory Roundtable
  - Oregon Department of Education English language acquisition
  - Statewide artificial intelligence collaboratives

- **Consultation** with district and school leadership in math and other STEM subjects

Professional learning opportunities and networks

Our high-quality professional development is aligned with adult learning principles and best practices. It fosters educator efficacy, equity, assessment literacy, data-driven decision-making and personalized learning experiences. Serving as

Where the River Runs Through
Joey Schmidt, 8th grade
Baker Prairie Middle School

a liaison with districts, we collaborate to prioritize and plan professional development opportunities, whether tailored to classroom and school staff or delivered at a countywide level.

Professional learning includes:

- Support and training to enhance the capacity to meet the needs of diverse learners, with a focus on culturally responsive curriculum, practices, and data and assessment literacy
- Equity-centered, culturally responsive instruction and assessment
- Instructional practices to support English learners and emergent bilinguals
- Curriculum development assistance
- Best practices for math instruction and assessment
- Strategies to increase inclusive practices in classrooms and school buildings
- Support for building effective secondary school schedules

Networks include:

- South Metro-Salem STEM Partnership
- Oregon Math Project and standards implementation
- Oregon Science Leaders
- Oregon Ambitious Science teaching community
- Oregon OpenSciEd community
- Building an Equitable NGSS-Aligned K-12 Science Program

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, course taking and other data
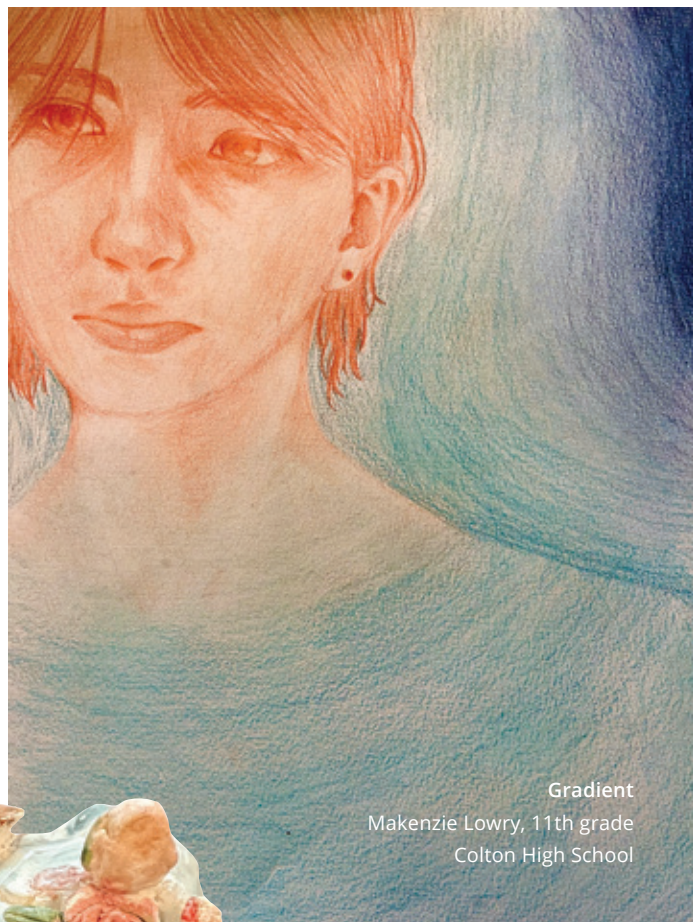
Gradient
Makenzie Lowry, 11th grade
Colton High School

After the Decay
Otto Maier, 7th grade
Baker Prairie Middle School

- Survey design, consultation, training and reporting, including translations in multiple languages and interpretation of results
- Evaluation of curriculum adoption and implementation
- Support in developing longitudinal growth targets and collecting/developing metrics for integrated guidance data
- Training and consultation on best practices in culturally responsive data collection and analysis
- Applied research studies to support continuous improvement efforts
- Access to the Hanover Research Library, which provides insights into curricular, teaching, technology and operational topics

- Engagement with the Northwest Education Research Partnership, a research-practice partnership with Portland State University to conduct applied research and seek funding for county-wide priorities
- Assessment and data literacy support

Multilingual and English learners network

Clackamas ESD supports services for emergent bilingual learners in programs for both multilingual and English learners. We share resources on all aspects of serving multilingual and English learners, including instruction, assessment, compliance and family involvement, with our component districts. Clackamas ESD's services include:

- Support with Title III district plans
- Support to maintain compliance with state and federal law
- English language proficiency assessments
- Training on use of the Sheltered Instruction Observation Protocol (administrators, teams)
- Teacher training on instructional best practices
- Training on best practices in interpretation and translation
- Guidance on building academic language
- Support for districts in creating welcoming environments for newcomers and recent arrivals, as well as guiding them with registration processes, transcripts evaluation and course placements, and providing sample policies and procedures
- Facilitation of English Interpreters and Translators of Oregon Conference

STEAM Lending Library

The STEAM Lending Library is available to Clackamas County educators in grades K–12. The library is a curated collection of lessons, kits and devices designed to create culturally relevant, engaging STEAM learning experiences for all students, with a particular focus on traditionally underserved populations. Educators are invited to check out library items. The library's leadership team includes exceptional science, technology, engineering and mathematics teachers, as well as teachers on special assignment from across Clackamas County. This team meets to develop, test and provide guidance on expanding the library's resources.

Statewide assessment support and training

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

Special programs

Life Enrichment Education Program

Our Life Enrichment Program provides a comprehensive education for students ages 5-21 experiencing complex disabilities and communication needs. Through Individualized Education Programs, LEEP supports students in accessing academic, social-emotional, communication and life skills curriculum and instruction. Multidisciplinary classroom teams include special education teachers, educational assistants, speech-language pathologists, occupational therapists, physical therapists, behavior specialists, nurses, adaptive physical education teachers and others as needed. The program focuses on academics, communication, personal management, decision making, independence, self-advocacy, practical living skills, vocational skills, leisure/recreation activities, social skills and access to a full life.

Technology

Network and information security services

Clackamas ESD's technology services team provides many network and information security services to our partner school districts that are critical to maintaining digital and data safety. Services include:

- 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 observe 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 storage system directly integrates document archival into Infinite Visions' existing business software and workflows.

Administrative 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 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.
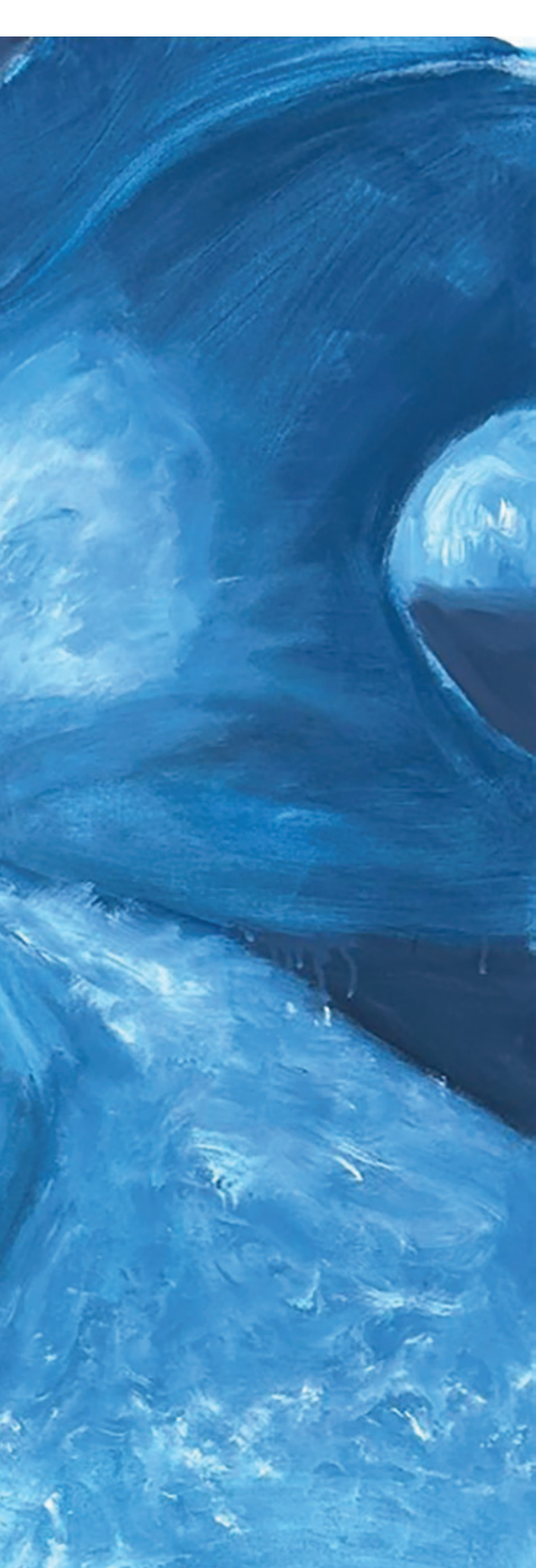
Government relations

Clackamas ESD contracts with a registered lobbyist to provide support to Clackamas County school districts.

Untitled
Caden Rubey, 8th grade
Lake Oswego Middle School

Grant services

Clackamas ESD provides a number of early childhood, special education, teaching and learning, and student support services and programs that are funded by state and federal grants targeted for specific purposes. These services and programs provide benefits to all of our partner school districts and the children and families they serve, without cost to them. We do, however, occasionally charge modest registration fees for major events sponsored by these grant-funded program teams to recoup event costs.

A Mother's Love
Taleah Wills, 10th grade
Wilsonville High School

Teaching and learning

K-12 literacy professional learning opportunities and networks

Our literacy specialist partners with districts to support K-12 literacy curriculum adoptions and promote instructional and assessment best practices. Our support emphasizes sequential, multi-sensory approaches to teaching literacy that meet the diverse needs of students. The specialist also coordinates year-long professional learning events to strengthen literacy instruction across the county, and facilitates the literacy coach collaborative, a series of monthly meetings designed to build capacity among literacy leaders.

2025-2027 Clackamas ESD Integrated Comprehensive Support Overview	
Outcome #1	**Student Emotional Well-being 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	**Safe and Inclusive Learning Environments** Regional implementation of psychologically and physically safe and inclusive learning environments with a particular focus on students who have been historically underserved in the education system.
Outcome #4	**Systemic and Sustainable Improvement** Regional implementation of grant management and investment practices that create sustainable, systemic improvements, with particular focus on students who have been historically underserved in the education system.
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 2025-2027 comprehensive plan at **www.clackesd.org/SSAplan**

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 the Oregon Department of Education.

C-TEC Youth Services

C-TEC Youth Services supports 14- 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.

Professional learning focused on AI

Our AI innovation and digital integration specialist supports school districts by helping educators leverage artificial intelligence tools and resources to improve teaching and learning. We offer an "embedded" professional development model that provides AI-driven coaching and personalized learning pathways to help educators develop new skills without adding to their workload.

Clackamas ESD also has partnered with Multnomah ESD to create the Regional AI Educator Network, a professional learning cohort for licensed, classified and administrative staff. RAIN's work is led by the AI innovation and digital integration specialist, and includes communities of practice and facilitation of multiple outreach and learning opportunities.

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 healthy and inclusive school communities so that children, families and educators have access to learning environments that are both physically and emotionally safe. ODE's Integrated Programs Technical Assistance funds fuel three of our largest initiatives: High School Success, Student Success Act and Every Day Matters activities. Additional grant funding for school safety activities, school health services, and supporting Native American and Alaska Native students also is key in sustaining the work of the team. This work is captured in our Integrated Comprehensive Support Plan (see p. 22), which documents the outcomes we strive for and the strategies and activities we implement to achieve them. This comprehensive plan is driven largely by the integrated plans submitted by our 10 partner school districts.
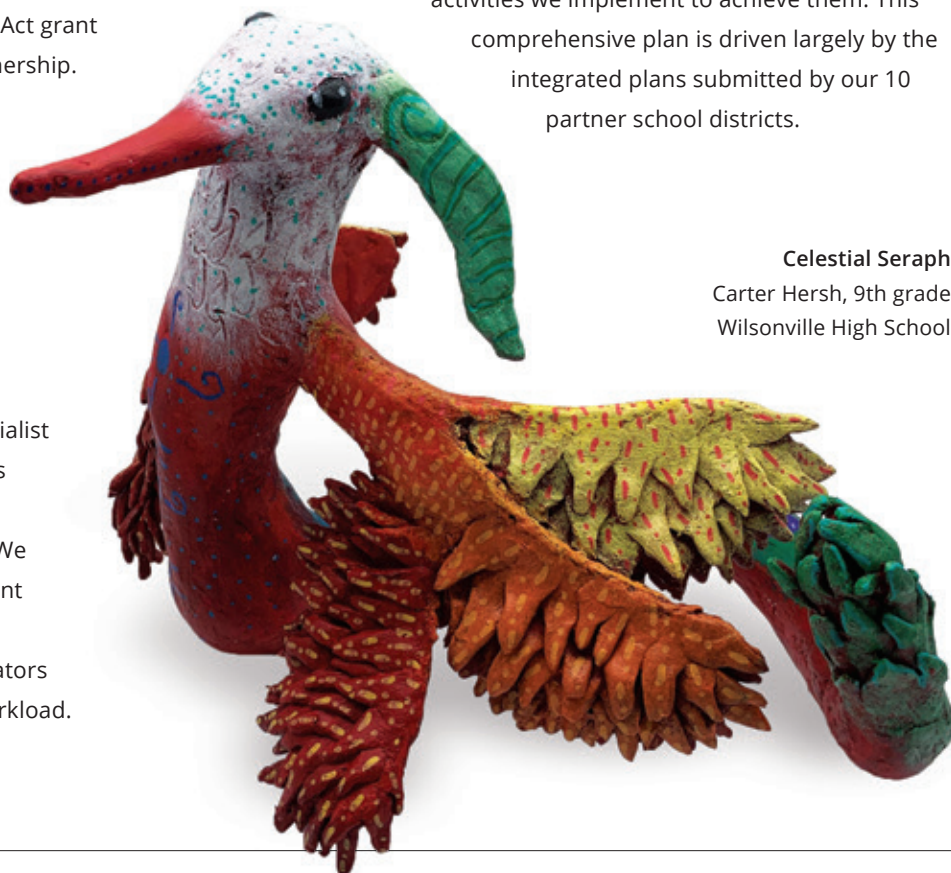
Celestial Seraph
Carter Hersh, 9th grade
Wilsonville High School

Shadows of Solitude
Rosie Bergeson, 7th grade
Welches Middle School

Student mental and emotional health

- **Counselor support:** The student services 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:** This 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 liases closely between districts and key community partners such as the county suicide prevention coordinator. This work is a key support for districts to stay in compliance with Adi's Act requirements.

- **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 tailored processes and procedures, as well as coordinate the logistics of recruiting and organizing Regional Flight Team members whenever requests are received.

- **Compass to Connection:** This app was launched to share information about preventing youth suicide and promoting mental health, thanks to a collaborative effort between Clackamas ESD and the Suicide Prevention Coalition of Clackamas County's Youth and Young Adult Action Team. The group primarily aims to increase awareness among youth and adults regarding how to identify others who are struggling and options for connecting them to support.

Physical health and safety

- **School nurse support:** The health services branch of the student services team offers support for school nurses and other health professionals from across all 10 partner districts. This support includes professional learning based on needs identified by the nurses, 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.

- **School nurse lending library:** 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.

- **Behavior safety assessment:** Our team collaborates closely with the Clackamas County Department of Juvenile Justice to provide support to districts on Level 1 and Level 2 behavioral safety assessment.

Safe and inclusive learning environments

- **Bias incident response:** We have developed a suite of supports focused on the implementation of Every Student Belongs, a State Board of Education policy that confirms all students, employees and visitors in public schools are entitled to learn, work and participate in an environment that is safe and free from discrimination, harassment and intimidation. Resources include a digital reporting tool, staff training, a bias incident response manual, communication templates and coaching/consultation.

- **Trauma-informed practices:** We provide professional learning, consultation and coaching to support district professional learning/training plans for educational assistants, front office staff, bus drivers and others who play a key role in creating safe and inclusive learning environments for students. The training and resources focus heavily on trauma-informed practices. 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.

- **Culturally responsive practices:** We support our district partners in strengthening student and community engagement by providing professional learning, consultation and coaching for districts related to culturally responsive practices. This support includes a training series for front office staff and coaching for attendance teams focused on the root causes of absenteeism.

- **Native American Student Consortium:** This initiative is dedicated to fostering opportunities for Native American and Alaska Native students in Clackamas County to stay connected to their cultural community and excel academically.

Systemic and sustainable improvement

- **Evidence-based planning and decision making:** The student services team has capacity 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.
- **High School Success Network:** This ongoing professional learning network allows high school staff and administrators to collaborate in exploring structured, evidence-based approaches to improving outcomes for high school students.

Special programs

Transition network facilitation

Transition network facilitation promotes successful and seamless transition of students from school to adult life. Clackamas ESD serves Clackamas, Hood River, Wasco, Gilliam, Sherman, Marion, Polk, Yamhill and Tillamook counties with transition network facilitation support to help students with disabilities ages 14 to 21 shift from school to integrated, competitive employment. We share best practices, strategies and resources with schools and community partners to help improve post-school outcomes. We're also a convener, connecting educators with relevant agencies to identify and address school-to-work transition barriers.

Regional technical assistance provider

Clackamas ESD's regional technical assistance program offers free professional development and hands-on support to special education teachers, classified staff, case managers and administrators across our partner districts. Through this partnership with the Oregon Department of Education, every ESD has a regional technical assistance provider to ensure districts receive consistent, high-quality training and technical assistance aligned with the state's general supervision requirements.

Addicted
Sophia Olson, 12th grade
Molalla High School

Ballerina
Isabella Thompson, 10th grade
Estacada High School

Early childhood

Child care resource and referral

Our child care resource and referral team supports high-quality child care throughout our region. We deliver professional development, a robust training calendar that is designed to meet the professional learning needs of child care providers, and technical assistance and coaching to child care providers serving children ages birth to 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.

In collaboration with the Clackamas County Children's Commission, we co-convened a stakeholder workgroup that was tasked with helping implement new mental health consultation services for child care providers. Supporting young children's mental health through a consultation model has been identified as a key strategy for preventing suspensions and expulsions 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 2025 we served about 1,500 children across Clackamas County.

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 234 children in the 2024-25 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 nutrition and dental health services, mental health support, social services and parent education.

Preschool Promise

Our Preschool Promise classroom, located in the Clackamas Early Learning Center, provides free, high-quality preschool to 20 children ages 3-5. We are operating this classroom in partnership with the Future Generations Collaborative to provide a culturally responsive educational program for children in Clackamas County whose families identify as Native American. This includes incorporating Native language, cultural norms and values into the learning environment.

Contract services

Clackamas ESD offers multiple special education, early childhood, technology and administrative services that are available for purchase by all of our partner school districts, as well as other organizations. Our contract services are self-supporting, paid for by only those who use them. We prioritize service to our Clackamas County partner school districts for offerings with finite capacity (such as enrollment in our Heron Creek Therapeutic Program).

A Light in the Darkness
Declan Levandowsky, 6th grade
Wood Middle School

Special programs

Heron Creek Therapeutic Program

Our Heron Creek program, located on the Marylhurst Commons campus, supports K-12 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.

Parrott Creek

We have an educational team at this residential program for youth who have been incarcerated, have substance abuse challenges, and are in need of stable housing and care support. These professionals are supervised and supported by the special programs administrative team.

Local educational agency motor team

We provide occupational and physical therapy staff support upon request from our school district partners. These staff members provide consultation, assessments and direct services, including ongoing support for students with Individualized Education Programs where these services are required.

Medicaid and school-based health services

Medicaid's fee-for-service process allows districts to recover the costs of providing health supports to eligible students attending schools and programs in their respective districts. Clackamas ESD assists school districts throughout the state in identifying and accounting 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/reports.

Clackamas ESD also assists school districts throughout the state 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.

Clackamas ESD serves as an educational agency and participates in Medicaid fee-for-service as a billing provider. We obtain parent consent for students enrolled and attending Clackamas ESD school-age programs. We provide covered health services, documentation support and training to staff working in these programs. The ESD receives all billing reimbursement and reinvests into the ESD's budget to offset costs and develop equitable program services.

Clackamas ESD also participates in Medicaid administrative claiming to help offset costs and develop equitable program services.

Early childhood

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 early intervention/early childhood 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, gross motor and cognitive skills

We completed 752 such evaluations in 2025.

Tempest
Jonah Tamayo, 6th grade
Alder Creek Middle School – LEEP Program

Clackamas Early Learning Center

The Clackamas Early Learning Center, built in 2023-24 with some support from grant funds, contracts with multiple programs to provide early childhood services. The center hosts the Clackamas ESD early childhood evaluation center, two Head Start to Success classrooms, a Preschool Promise classroom, and a classroom serving children with identified disabilities or delays as well as their typically developing peers. The center also partners with ClackCoKids to provide two Early Head Start classrooms. Classrooms in the center served about 116 children ages 1 to 5 during the 2024-25 school year.

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 service contracts with the following local, regional and state organizations. These strong partnerships reduce data center and equipment replacement costs, benefiting all clients.

- Cascade Heights Charter School
- 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 Children's Commission
- Clackamas County Library System
- Clackamas Fire District #1
- Clackamas River Water
- Clackamas Water & Soil Conservation District
- Good Shepherd Community School
- Gresham-Barlow School District
- Harmony Academy
- Hermiston School District

- Hoodland Fire District
- LaSalle Preparatory High School
- LINK Oregon
- Marylhurst Commons
- Multnomah Education Service District
- Newberg School District
- Northwest Regional Education Service District
- Oregon Health & Science University
- Oregon Institute of Technology
- Park Academy
- Portland Public Schools
- Reynolds School District
- St. John the Apostle Catholic School
- State of Oregon – Department of Administrative Services
- Summit Learning Charter
- Sunrise Water
- TriMet
- Woodburn School District
- Yamhill-Carlton School District

Technology

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.

Cybersecurity penetration testing

We conduct internal and external penetration testing to identify vulnerabilities in district networks, servers and user accounts. This service simulates internal and external threats, allowing us to identify and address potential risks.

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

Cooperative telecommunications management

We provide telecommunications engineering, administration and support expertise, augmenting district technology staff resources. These shared services allow eight districts to access more high-quality technology support for considerably less than the expense of hiring a full-time employee.

Other contract services

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

Administrative services

Human resources consultation

- Personnel management
- Employee contract management
- Customer service support in using data systems
- Labor and employment law

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, flyers and other specialty materials (all stored electronically for future reference and use)

Communications services

- Website development, maintenance and hosting
- Communications audits
- General communications and outreach support
- Crisis communications and management support

Other services and partnerships

Some of Clackamas ESD's regional support doesn't fall into a clear category of a resolution, contract or grant service. In some cases, a single employee doing region-wide work is supported by multiple funding sources. Often, we're providing value-added services that are either state-mandated or voluntary "add-ons" to regular responsibilities. And in many other cases, we are collaborating with regional and state partners to expand learning opportunities for children of all ages.

Stigmata
Lydia Strawser, 11th grade
Oregon City High School

Examples of other services and partnerships:

Early childhood

Expanding community partnerships

- Continued collaboration with 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.

- Engagement with Head Start to Success, Clackamas County's Children's Commission Headstart and other organizations to create family-centered early learning systems aligned with best practices.

- Participation on the Early Learning Hub of Clackamas County governance council, which seeks to make it easier for families to navigate and increase access to/enrollment in quality child care and preschool. We also are supporting creation of a county early childhood educator sector plan that identifies early learning expansion needs.

- Participation in the Clackamas County Early Childhood Committee, which brings community partners together monthly to discuss and share community resources.

- Engagement with stakeholders across the county dedicated to supporting inclusive practices, providing training and coaching on the Pyramid Model for Promoting Social Emotional Competence in Infants and Young Children, and adding community sites committed to improving quality as it relates to inclusive practices.

Administrative

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 provides strategic planning, policy and practices consultation for

Garden Dragon
Nguyen Truong, 10th grade
Adrienne C. Nelson High School

administrators and district equity teams across our region. This position is housed in human resources and serves as an additional support for the teaching and learning department. 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, and multiple education-focused organizations, 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. We are a statewide leader in generating accolades for great teachers: In 2025, 40 percent of all nominations for Oregon Teacher of the Year came from Clackamas County. In September 2025, we honored Margot Peek, a second-grade teacher at Willamette Primary School in the West Linn-Wilsonville School District, as our 2025-26 Regional Teacher of the Year.

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. Nearly 200 students from all 10 Clackamas County school districts took part in the 2025 art show, and more than $100,000 in potential scholarship money and other prizes were awarded to nearly 50 student artists.

Panda
Mason Prudence, 6th grade
Welches Middle School

Commitment to accountability and continuous improvement

Watching World Domination
Ava Rosier, 12th grade
Adrienne C. Nelson High School

We undertake periodic surveys and direct interviews with partners about the quality and effectiveness of our services. We review results with district partners, and those learnings inform adjustments we make to programs and services, as well as exploration of new services to respond to partners' needs.

We collect data to determine the impact of services and programs on meeting district, school, classroom and student-level goals. In some cases, goal metrics are set by programs, such as those funded by the federal government; other metrics may be set by the districts receiving our services.

Our early intervention and early childhood special education programs contribute data to an annual state report card that measures progress of children we serve, and indicates how well we meet service metrics. Historically, we consistently meet or surpass all state metrics, and our performance is particularly strong in frequency of our services to children.

We provide ongoing professional development for staff focused on strengthening knowledge and skills that allow us to improve service delivery to children, educators, families and districts.

We contract with an outside accounting firm to undertake an annual financial audit. We consistently receive "unqualified opinions," free from major findings.

We work hard to maintain competitive pricing for services that in many cases is significantly less than what our partners would pay elsewhere.

Bird Days
Andy Goe, 9th grade
New Urban High School

She is Them
Lauren McCreary, 12th grade
West Linn High School

The Amazing Snowman
Amber Hill, 6th grade
Kraxberger Middle School

Self-portrait
Tricia Lee, 9th grade
Sabin-Schellenberg Professional
Technical Center

Clackamas
EDUCATION SERVICE DISTRICT