SOESD Strategic Plan
Board Monitoring Plan

Year 1/Quarter 1
September - November 2026

PILLAR: **EDUCATIONAL EQUITY & STUDENT SUPPORT SYSTEMS**
CHAMPION: **Kylee Harrison, Assistant Superintendent**

We build and coordinate regional systems that expand equitable access to resources, services, and inclusive pathways so districts and partners are better positioned to support ALL students, including those furthest from opportunity.

Strategic Objectives

1. **Equitable Access Across Geography:** Using community voice, scale hub sites, itinerant teams, and virtual programs to offer reliable, high-quality services regardless of location, especially in rural communities.
2. **Specialized & Inclusive Systems**: Provide key services to support districts and partners in expanding aligned, responsive programs for students across the region, such as students with disabilities, multilingual learners, early childhood, and learners with intensive/complex needs.
3. **Behavioral & Mental Health Continuum**: Build and sustain a regional, multi-tiered continuum of services supporting families, schools, agencies, and tribes.
4. **Literacy & Transitions:** Offer district aligned services and resources to strengthen early literacy and foundational skills for all students to make smooth transitions into kindergarten and from graduation to college/career and community living.

PROGRESS

- Review, refine and deploy to districts the 2026-27 workbook for Special Education and Curriculum Directors.
    - Original document was presented to special education and curriculum leads to gather feedback on improvements in September.
    - received feedback from Coordinators and Directors within SOESD regarding the importance of the document internally
    - This document has been updated to contain:
        - all teams in School Improvement and Student Services
        - Contact information for each team
        - Overall ESD directory information/org chart
        - Component district feedback on ease of distribution

    - Being pushed out to districts by the end of the month with updated assignments.
- Request for Student Services Form Updates:
    - RSS contacts reviewed, tested and confirmed with departments
    - Additional process questions identified for exploration

NEXT UP

- Service Provider Workbook next steps
    - Collect and review feedback from component district workbook users on new feature usability
    - Utilize workbook in an internal audit of equity of service across the SOESD region, identifying potential gaps in service utilization as well as cross-team collaborative opportunities.
- Request for Student Service next steps
    - Identify and compare RSS systems from other ESD's with similar service selection models
    - Refine list of required documents and timelines for services requested
- Service Delivery Timeline Audit
    - Complete audit of student services deployed within our region for Q1, determining percentage of service requests filled within 30 days of either the start of the school year or within 30 days of service request.

PILLAR: **PEOPLE, CULTURE & ORGANIZATIONAL BELONGING**
CHAMPION: **Ryan Swearingen, Chief Human Resources Officer**
We cultivate human-centered systems to support a culture where people feel valued, connected, and empowered to do their best work.

Strategic Objectives

1. **Onboarding, Mentorship & Growth**: Create clear entry pathways, role-specific learning, and structured mentorship for all employee groups.
2. **Leadership at Every Level:** Work on defined roles, decision rights, and accountability that empower teams to act with skill and confidence.
3. **Compensation & Sustainability**: Complete compensation/classification review to ensure competitive salaries for retention, manageable caseloads, equitable, and transparent salary structures and growth pathways.

4. **Belonging & Collaboration:** Operationalize core values to reinforce trust, compassion, and respect by recognizing employees, creating shared learning opportunities, and engaging in cross-department collaborations.

PROGRESS

- Created and implemented employee onboarding and exit surveys and began collecting feedback to inform improvements in the employee experience.
- Completed the first two sessions of *HR for Education Leaders*, covering setting expectations and goal setting, alignment, and follow-through.
- Established bilingual stipends for both licensed and classified employees.
- Added multiple classified positions, including Communication Partner and EA JDEP, to address program needs.
- Consolidated six positions in the Migrant Education Department into two positions.
- Updated bereavement language in the classified collective bargaining agreement.
- Updated several classified and licensed job descriptions to clarify responsibilities, qualifications, and expectations.

NEXT UP

- Begin rewriting evaluation handbooks and rubrics for classified, licensed, and administrative employees to support clear expectations, consistent evaluation practices, meaningful feedback, professional growth, and accountability.
- Continue the *HR for Education Leaders* series throughout the year, with the next session, *Documentation as a Professional Practice*, scheduled for November 12.
- Continue reviewing and updating classified and licensed job descriptions, with this work extending throughout the remainder of the year.
- Continue collecting and reviewing onboarding and exit survey data to identify common themes and opportunities to strengthen onboarding, employee support, and retention.

PILLAR: **OPERATIONAL EXCELLENCE, SYSTEMS & STEWARDSHIP**
CHAMPIONS: **Tom Bigboy, Chief Information Officer**
Jeanetta Woodside, Chief Financial Officer

We design systems, processes, and environments that enable reliable, high-quality, and sustainable service delivery.

Strategic Objectives

1. **Internal Communication & Knowledge Access**: Implement consistent channels and an employee-facing platform for clear, timely, searchable information.
2. **Standard Work**: Document and maintain standards of practice for hiring, evaluation, data, safety, billing, cross-training, and interdepartmental coordination.
3. **Safe, Functional, Regionally Responsive Facilities**: Develop a multi-year facilities and capital plan for safe, accessible, well-equipped workspaces.
4. **Fiscal Responsibility & Transparency:** Create budgets aligned to strategy; work on clear reporting; develop sustainable resource allocation and grant stewardship.

PROGRESS

- Based on staff feedback, we shifted our approach from developing a new intranet to better utilizing existing systems and resources, reducing the need for additional investment. Developed, branded, and launched a centralized Google dashboard housing frequently used documents, spreadsheets, forms, SOPs, and important agency links. Engaged staff throughout the development process to identify and contribute resources most relevant to their daily work. Introduced and shared the completed dashboard with staff across the agency.
- Successfully secured an ODE Technical Assistance Program (TAP) grant of approximately $40,000 to support the development of a comprehensive Long-Range Facility Plan (LRFP).
- Engaged HMK Company to assist with the planning process, including evaluating facility conditions, identifying capital needs, and developing a framework for long-term facility investments.
- Reviewed the proposed scope of work and grant requirements to ensure the planning process aligns with ODE expectations and supports SOESD's long-term operational needs.

NEXT UP

- Continue expanding and refining the dashboard based on staff feedback to ensure it remains relevant, accessible, and user-friendly. Establish and communicate a standardized process for submitting, updating, and maintaining documents and resources within the dashboard. Develop a consistent method for making the dashboard readily accessible to all staff, such as a desktop shortcut, browser bookmark, or homepage, ensuring employees can easily access the most current information. Incorporate dashboard orientation and training into the HR onboarding process for all new employees. Continue gathering feedback and evaluating effectiveness to identify opportunities for improvement.

- Finalize the scope of work and move forward with HMK Company to begin developing the Long-Range Facility Plan.
- Complete facility condition assessments to evaluate building conditions, accessibility, maintenance needs, and anticipated capital improvements.
- Identify and prioritize short- and long-term facility investments based on safety, operational needs, accessibility, and available funding.
- Develop a multi-year capital improvement plan that includes projected costs, timelines, and potential funding sources. Present findings and recommendations to leadership and the Board to support informed decisions regarding future facility investments.

PILLAR: **REGIONAL PARTNERSHIPS, ENGAGEMENT & IMPACT**
CHAMPION: **Erin Green, Communications and Partnerships (CaP) Coordinator**
We strengthen trust, collaboration, and meaningful partnerships with districts, families, higher education, and community partners

Strategic Objectives

1. **District Partnership & Responsiveness:** Tailor services to district goals with clear points of contact, service agreements, and collaborative planning, reflecting a deep commitment to relationships and acting as a trusted partner.
2. **Presence & Access Across the Region**: Increase local staffing, visibility, and outreach, particularly in rural communities and to support focal student groups.
3. **Cross-Sector Collaboration**:Facilitate alignment of initiatives across community organizations, healthcare, higher education, workforce boards, and tribal partners.
4. **Measure & Communicate Impact:** Develop shared metrics and storytelling that highlight progress, outcomes, and impact, demonstrating SOESD as a visible and regional leader.

PROGRESS

- Internal Strategic Partnerships: Met with key administrative partners (SOELS, Klamath Promise, and Southern Oregon Success) to collaboratively draft partnership agreements that strengthen *Excellence in Service*. All programs have met with the supervising SOESD Coordinator and governance team to align on strategy. A draft agreement for Klamath Promise is currently under review by KP Executive Leadership.
- Communicate Impact: Purchased and deployed Class Intercom to streamline district branding and expand social media presence, leading to 7% more followers across Facebook, Instagram, and LinkedIn.
- Vision, Mission, & Core Values: Successfully launched the district's new Vision, Mission, and Values. Produced and published an inaugural video sharing district staff

perspectives on the impact of our purpose and values.
- Following staff feedback, we have begun defining operationalized definitions for two core values.
- Staff Recognition: Initiated new recognition practices explicitly tied to our core values of Equity and Connection.

NEXT UP

- Complete internal agreements with SOELS, SORS, & Klamath Promise detailing how we partner internally.
- Develop an SOESD Advocacy & Overview One-Pager. This reference tool will outline SOESD's core role, community impact, and strategic priorities for board members and leadership to utilize when engaging with legislators, civic groups, and local partners.
- Cross-Sector Collaboration: Meet with program administrators to map and document current partnerships (healthcare, higher education, workforce, tribal, and CBOs). This data will be compiled into an inventory to identify partnerships across programs and surface alignment opportunities.
- Measure & Communicate Impact: Research 3–5 diverse equity lens frameworks across the country and share with cabinet in order to draft an Equity Lens to be used as a grounding and decision-making tool for SOESD staff.

INNOVATION, LEARNING & FUTURE-READY PRACTICES

CHAMPION: Dr. Todd Bloomquist, Director of Education Services

We experiment, learn, and scale what works so students, staff, and communities are prepared for the future.

Strategic Objectives

1. **Shared Professional Learning & Best Practice:** Expand regional learning networks, coaching, and training, aligned to the needs of our community.
2. **Future-Ready Pathways & Career-Connected Learning:** Strengthen communication and implementation of CTE, STEM, trades, apprenticeships, vocational programs, and career exploration partnerships across communities to connect learning to real-world opportunities.
3. **Flexible, Community-Centered Models:** Experiment, pilot and refine innovative approaches that respond to emerging needs; extend access through flexible schedules, hybrid/virtual supports, and community-based delivery.

PROGRESS

- Cultivate relationships with district contact, especially those new to their roles.
- Analyze feedback from summer professional development provided by School Improvement teams to determine effectiveness and impact
- Evaluate the survey tools used to collect survey data

NEXT UP

- Continue cultivating relationships with component district curriculum directors and Career Connecting Learning staff.
- Using the data from the summer and fall professional development, analyze the impact of the learning opportunities, what will need to change, and create a recommendation for program changes for the next year.
- Participate in the Educator Advancement Council's Pilot Regional Educator Network pilot program called "Implementation Framework."