

**Strategic Plan
for
MULTNOMAH EDUCATION SERVICE DISTRICT**

This document comprises a strategic plan for MULTNOMAH EDUCATION SERVICE DISTRICT. It reviews its strengths, weaknesses, threats and opportunities; presents a series of fundamental statements relating to MULTNOMAH EDUCATION SERVICE DISTRICT's vision, mission, values and objectives; and sets out MULTNOMAH EDUCATION SERVICE DISTRICT'S proposed strategies, goals and action programs.

[ADD Usage/Trends information](#)

Strengths, Weaknesses, Threats & Opportunities

This strategic plan addresses the following key strengths, weaknesses, threats and opportunities which apply to MULTNOMAH EDUCATION SERVICE DISTRICT now and in the foreseeable future: (Green = Supervisor Input)

Strengths:

- Excellent reputation
- Loyal customers
- Market leader in educational services
- Established programs
- Established & qualified staff who care
- Capacity to address and respond to complex challenging needs of students and component districts
- Innovative thinking
- Knowledge base internal
- Family involvement
- High quality and high skill
- History/Partnership

Challenges:

- Service prices increasing at a steady rate
- Need to maintain or increase services for lower price
- Losing too many employees due to reduction in force
- Downward trend of state funding
- Resistance to change
- No identified Legislator championing the ESD cause
- No clearly defined regional delivery system within the P-20 system
- Limited Traditional Market
- PERS Costs
- Visibility and marketing of agency
- Internal IT
- New hires pay/losing good people
- Change – Districts see kids as their own
- Insufficient data and/or technology
- Out-dated data affects ability to provide accurate information to districts
- Change: committed to vision, moving in same direction
- Union support and strategic plan

Tensions:

- Losing too many of our "established services"
- Loss of revenue in our immediate future
- Increased competition from other agencies
- Local districts doing more themselves, using us less
- Increased pressure to maintain jobs, pay higher salaries & benefits
- Competition from SB250 changes
- Lack of financial stability is deteriorating partnerships
- **Politics and competition**
- **Staff turnover (salary in private)**
- **Under scrutiny all the time**
- **Captive customers (Business Managers)**
- **Private competition**

Opportunities:

- Increase revenue from contracts
- Become more cost efficient to expand services
- Expand different service options for kids in/out of county
- Expand additional services in/out of county
- Respond to emerging needs
- Create advocates to speak for us
- Actively strengthen partnerships
- Renew, redefine, and create partnership
- Engage and build on professional development opportunities for staff
- **Utilization of internal knowledge**
- **Agency provide training (train the trainer) not just service delivery**
- **Capitalize on regional efforts**
- **Cascade Education Alliance/non-traditional**
- **Core competencies**

Vision

The vision of MULTNOMAH EDUCATION SERVICE DISTRICT in 3-4 year's time is:

We work as a team dedicated to enhancing education by designing and delivering responsive services. We demonstrate leadership, wise use of resources, and cooperative relationships with school districts and other agencies.

Mission Statement

The central purpose and role of MULTNOMAH EDUCATION SERVICE DISTRICT is defined as:

*To support school districts and **agencies** in providing quality education for the children and families of our communities*

Corporate Values

The corporate values governing MULTNOMAH EDUCATION SERVICE DISTRICT's development will include the following:

We base our mission and vision on the premise that:

- **Children are our most important resource; *Families should be supported in education of their children;*
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- **Each student should reach proficiency on challenging academic standards and assessments;*
- **A qualified staff is essential in carrying out the mission of the MESD;*
- **Supportive, respectful working relationships that value diversity and effective communication within MESD are vital to achieving our mission;*
- **Community partnerships maximize resources;*
- **Adequate and stable financial resources are required for a quality education; *Internal and external relationships strengthen services to children;*
- **Delivering effective services to schools is a process of continuous improvement;*
- **A strong system of public education is essential to the future of our society.*
- **Healthy Kids learn better*

Major Goals - 2013-2015

2013-2015 Long term business outcomes goals of the MULTNOMAH EDUCATION SERVICE DISTRICT are summarized as:

- MESD **will be in full** implementation of a new business model which incorporates efficiency of resources as the primary component of all services the agency is providing
- New or re-vitalized programs will replace existing ones by 2015
- Agency financial status will be strengthened to provide stable funding sources for services
- MESD customer base will increase externally to include more governmental and state agency programs and operational services
- MESD will implement a business model which incorporates broad input from customers and stakeholders
- HR will write

Key Objectives

The following critical strategies will be pursued by the MULTOMAH EDUCATION SERVICE DISTRICT:

1. Develop or refine a financial structure for Local Services Plan
2. Refine Local Service Plan Options
3. Develop understandable financial reports for our Board and customers that shows transparency of all resources
4. Create a larger customer base for services provided by the MESD
5. Develop a new or refined Communication Plan that will assist in the successful implementation of goals
6. Provide positive leadership through the change process for staff and customers
7. Provide staff development for all staff on advocating for the MESD service model
8. Gain legislative partnerships to strengthen and support our position on the necessity of our services

The following important strategies will also be followed:

1. Work internally and externally with districts gathering feedback for any change.
2. Work internally and externally with districts to support our financial structure.
3. Look at IFAS or other structures for an agency match of a financial structure.
4. Outreach to external customers on what we can provide in service to them.
5. Revise current information & where/how to share information internally and externally.
6. Include all staff for the input of changing services and support their voices.
7. Gather input as to what/how we reinvent ourselves both internally and externally.
8. Work with Board members to develop a legislative group to assist us with funding and support of ESD's through legislative initiatives.

Major Goals

The following key targets will be achieved by the MULTNOMAH EDUCATION SERVICE DISTRICT over the next 3-4 years:

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Strategic Action Programs

The following strategic action programs will be implemented:

- 1.
 - 2.
 - 3.
 - 4.
 - 5.
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