



Summit Educational Service Center



Strategic Plan: *2019-2023*



Strategic Plan Process

- ✓ Feedback from Listening Sessions with Superintendents and district administrators during 2018-19 school year
- ✓ Discussion with ESC Superintendents Advisory
- ✓ Listening sessions with administrative team, staff, and board
- ✓ Development of goals and action steps with departmental directors
- ✓ Goal and action step input from Board of Governors
- ✓ Formal Board approval October 2019
- ✓ Sharing strategic plan with stakeholders and posting on website
- ✓ Implementation and continuous follow-through & adjustment

Goal 1: Innovative Professional Development & Workshops

- ***Alignment to district expectations and state/ODE initiatives***
 - ✓ Examples: Depth of Knowledge; OTES; Student data analysis and application to instructional practice; state testing and report cards; mental health & trauma; other in-demand topics; social studies consulting transition; math initiative with ODE
- ***Increased Collaboration among ESC departments***
 - ✓ SST/Curriculum/Student Services/HR/Treasurer to share expertise and work in integrated manner to assist districts, share skills, and maximize ESC efficiency. Ex. PBIS; OIP; Mental health-trauma; workflow upgrades; EMIS, etc.
- ***Top Quality PD and training for ESC staff***
 - ✓ Statewide certification/licenses in OTES, value-added, others
 - ✓ Continue to seek cutting edge training in mental health/trauma/behavior support
 - ✓ Survey and support staff in identify their own training needs

Goal 2: Transparent & Responsible Financial Management

- ***Strategically increase revenue and reduce low priority expenditures***
 - ✓ Strategic pricing of workshops and other offerings, “Project-based pricing,” yearly review of service plans, costs, and price structures
 - ✓ Identify- quantify any costs of EL Consortium, dialogue with districts on tasks/costs/responsibilities
- ***Finalize reshaping of treasurer’s office to maximize efficiency***
 - ✓ Finalize EMIS support needs and training; explore software options for better tracking of workflow including proposals, billing, and payments
- ***Identify grant opportunities and cost-sharing opportunities***
 - ✓ Work with area social services agencies to identify and collaborate on grants and/or use of Student Success-Wellness funds, safety funds, etc. and personnel sharing between agencies and among districts

Goal 2: (cont.)

- ***Continue to simplify preschool billing and improve transparency***
 - ✓ Continue yearly meetings to consortium members to detail and update on billing calculations and expenses
 - ✓ Make sure there is sufficient buy-in from districts when considering adding programs or supports that could increase costs to SESC and/ or partner districts
- ***Identify market niches where we are unique and/or excel and increase awareness of them***
 - ✓ Conduct gap analysis; steer resources to those areas to promote services & grow them where appropriate. Examples: audiology; Depth of Knowledge work; project-based work; behavior supports; AAC evaluations; possible tele-therapy; expansion of diversity position; EL support; math HS-College “bridge course” development with ODE; Community Bound Students pilot; increase capacity for search services

Goal 3: Partnerships, Collaborations and Expanded Resources

- ***Seek and enhance collaborations with agencies and providers to benefit families and children of our area school districts***
 - ✓ Expand awareness and trainings for Crisis Response Team, ODE Bus Driver Training, Akron Youth Suicide Prevention Coalition, ADM Board, Autism Society, International Institute, Use of Success/Wellness Funds
- ***Capitalize on the “personalized feel” of SESC as a way to attract districts that considering affiliating.***
 - ✓ Continue to provide top-level friendly and speedy customer service, welcoming atmosphere, etc.; Highlight customized plans, unique staffing, etc.
- ***Use Renhill Partnership to enhance support for districts substitute needs***
 - ✓ Expansion of substitute services; hold a yearly sub-recruitment fair; explore bus driver recruiting

Goal 3: (cont.)

- ***Gain greater awareness of the needs and plan of individual affiliated districts***
 - ✓ Collect and analyze district strategic plans in order to identify service opportunities
- ***Explore workshops and/or programs for parents and students***
 - ✓ Examples: Navigating Special Education; Credit Recovery and Course Work; Summer reading camps; personalized ACT support; Community Bound Students pilot with SMF
- ***Collaboration with other ESC's***
 - ✓ Identify legal and other strategies/partnerships to maintain and enhance our ability to be competitive and excel including Legislation options and ODE awareness; Regional Data Leader network

Goal 4: Proactive and valuable communications

- ***Improve current email newsletters to districts and staff***
 - ✓ Reduce from eight newsletters to four; add emphasis on upcoming events, collaborations with districts and identify *essential* in-demand
- ***Focus written communications to AASSA superintendents on “high level” information***
 - ✓ Includes ESC director reports at AASSA meetings; concise materials delivered at superintendent meeting leaving details for curriculum and student services meetings

Goal 4: (cont.)

- ***Expand use of social media to highlight ESC services & collaborations***
 - ✓ Use of Facebook, Twitter, Linked-In and other media more consistently for general and targeted messaging.
- ***Expand Local, regional and state visibility***
 - ✓ Presentations at professional associations including OSBA, BASA, and OESCA
 - ✓ Press releases to newspapers
 - ✓ Continue to increase interactions with social services agencies
- ***Continue to improve website***
 - ✓ Imbedded high interest videos, Google Claim IT, etc.
 - ✓ Consistent updating in order to be relevant

Goal 5: Convenient and Welcoming Facilities

- ***Ongoing evaluation of current facilities related to safety, security, utility, and function to meet organizational goals.***
 - ✓ Upgrade event center, roof repair, continued improvements as budget allows
- ***Upgrade technology as may be needed***
 - ✓ Internal needs assessment; identify district needs assistance in technology, technology integration, instructional technology, continued partnership with NEONET when opportunities arise

Goal 6: Staff Culture & Climate to enhance Recruitment & Retention

- ***Establish continuous cycle of aggressive staff recruitment at job-fairs, college campuses, etc.***
 - ✓ Identify universities and other avenues; engage with district assistance
- ***Agency wide projects that inspire and engage staff***
 - ✓ Cross training of ESC staff; charitable or social service opportunities; group visit to district(s) to inspire camaraderie & connection internally and externally; staff recreation opportunity
- ***Identify no-cost/low cost benefits for staff***
 - ✓ Explore: Paid-time off concept; comp day for 261; faster accrual of vacation time

Goal 6: (cont.)

- ***Examine financial incentives to offer staff***
 - ✓ Incentivize high quality, meaningful, professional growth; elimination of bottom step in selected pay schedules; possible use of bonuses or stipends when appropriate
- ***Improve and communicate opportunities for career advancement***
 - ✓ Explore opportunities for retire/rehire for appropriate staff; evaluate financial incentives for work referrals
- ***More “celebrations” of our successes***
 - ✓ Capitalize on Best Workplaces; continue with celebrations and recognitions that currently exist, build and add to them

