



**Northwest Educational  
Service District 189**

*Together We Can*



**Northwest Educational Service District  
Strategic Targets Accomplishment Summary  
2012/13**



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## **Target 1 – Improve services to meet member district needs through research-based, expanded and refined services, programs, and strategies.**

### ***Administration***

- In response to a member district request, implemented and facilitated for the transition of the Snohomish County's Juvenile Detention Program into a NWESD-administered Interlocal Agreement Cooperative program, effective 2013/14.
- Initiated and facilitated for the transition of the Skagit and Whatcom County Juvenile Detention Programs from a contract-for-service into a NWESD-administered Interlocal Agreement Cooperative, effective 2013/14.
- Supported negotiations and legal procedural developments prerequisite to commencing provision of Student Behavioral Health services in Skagit County, pursuant to member district requests.
- Facilitated region-wide support for NWESD to secure Medicaid-provider status for Behavioral Health services and supported such application.
- Co-facilitated the *NWESD Advanced Leadership Academy*, including direct district coaching to the Stanwood-Camano School District leadership team.
- Provided *5D+ Evaluator Training* to 125 member district participants over four cohorts.
- Provided *5D+ Rater Reliability Training* to 48 member district participants across two cohorts.
- Facilitated sharing with member district superintendents of Equal Opportunity Schools' strategies to close opportunity gaps relative to underrepresented student population participation in Advanced Placement classes.
- Facilitated ongoing superintendent Professional Learning Community activities through regional Superintendents' Advisory Committee (SAC) meetings.
- Facilitated a *Continuous Improvement Techniques (CIT)* class in the Ferndale School District for 35 teachers.
- Facilitated community/staff committee's review of research related to grade level configurations and school enrollment balancing in the Mount Vernon School District.

### ***Early Learning***

- Developed a teacher substitute/stipend form in collaboration with Fiscal Services to expedite the allocation of funds for district staff substitute/stipend compensation.
- Increased the number of Infant and Toddler Project participants by 25%.
- Facilitated the implementation of Washington Kindergarten Inventory of Developing Skills (WaKIDS) in eleven districts (Blaine, Bellingham, Ferndale, Mount Baker, Mount Vernon, Lake Stevens, Everett, Edmonds, Burlington-Edison, Orcas Island, and

Concrete) by providing training, technical assistance, and coordination of WaKIDS coaches.

### ***Evaluation, Planning and Development Services***

- Facilitated deployment of the NWESD Behavioral Health Program in Skagit County.
- Co-designed and developed a program in Snohomish County for youth transitioning out of institutions into the workforce or back into school.
- Simplified and streamlined the process that member districts use to gather required information for processing district E-Rate.

### ***Fiscal Services***

- Simplified and streamlined the process for contracting with and compensating school districts for staff stipends, substitutes, and related costs.
- Prepared a list of potential NWESD contract clauses for legal review, as a process to increase efficiency.

### ***Migrant Education Regional Office (MERO)***

- Designed, developed and implemented two workshops for migrant directors on the use of migrant student achievement data to improve their supplemental program design, resulting in data-driven services to migrant students.
- Developed and delivered three trainings focused on the needs of out-of-school migrant youth to foster awareness among program directors on ways to serve this underserved and needy population.
- Provided technical assistance to several districts on migrant program needs assessment and program design, improving the districts' planning of supplemental services for migrant students.
- Designed, developed and implemented two workshops on *Writing in the Content Areas for Migrant Students*, which impacted the classrooms of dozens of mainstream teachers who implemented the effective strategies.
- Designed, developed and implemented two workshops on *Academic Vocabulary and Reading Comprehension Strategies in Content Area Classrooms* resulting in changes to the teaching strategies of dozens of mainstream teachers with migrant students in their classrooms.
- Through Title III program funds, developed and implemented two, two-day trainings in *Teaching Content to English Language Learners*, improving the ability of mainstream content teachers to implement effective classroom strategies leading to higher achievement of the English Language Learners (ELLs).

- Provided training to migrant districts' trainers on how to establish systems to involve migrant parents in program evaluation, planning and implementation, resulting in more systematic and meaningful input from migrant parents into the programs and services for their children.

### ***Northwest Regional Data Center (NWRDC)***

- Built a new database infrastructure to accommodate separate entities for NRLC, Eastside Summit, Snohomish Discovery, Skagit Discovery, Whatcom Discovery, Deaf/Hard of Hearing, Skagit Detention, Whatcom Detention, and Snohomish Detention to enable the management of student data in Skyward.
- Provided initial training and on-going support of the Skyward Student System to NWESD Special Programs staff enabling them to enter and manage student data in various modules of Skyward Student.
- Presented a *Special Programs User Forum* to facilitate communication of legislative changes and software updates to the Special Programs staff members.

### ***Prevention Center***

- Provided systems improvement and Prevention Redesign Initiative (PRI) services in Marysville, Darrington, Mount Vernon, Ferndale, Bellingham and Oak Harbor school districts and community coalitions.
- Developed and improved the lending library, highlighting specific resources to support prevention and intervention for schools.
- Provided resources and training based on the previous year's needs assessment in regard to prevention, intervention, homelessness, and behavioral health.
- Offered *Adverse Childhood Experiences (ACEs)* training to Skagit, Whatcom and Snohomish counties.
- Provided curriculum implementation materials and training for Project Success and Seven Challenges to NWESD staff working with Marysville, Darrington, Mount Vernon, Ferndale, Bellingham, Oak Harbor, Anacortes, LaConner, and Sedro-Woolley school districts.
- Provided support for Life Skills in the Monroe School District.
- Participated, representing member districts, in the Snohomish County Drug and Gang Task Force.
- Became active member of Prevention Partners and Youth-to-Adult Initiative group in Snohomish County.
- Analyzed district data to drive consultation and sustainability planning for the Building Bridges program in Granite Falls School District.
- Partnered with Marysville Together and Oak Harbor coalitions to support Prevention Redesign programs.

- Provide ongoing communication with local districts to refine practices meeting student needs in reducing substance abuse and dropout prevention.
- Offered building/district specific professional development upon district request: *Compassionate Schools* for Quil Ceda/Tulalip Elementary and *Adverse Childhood Experiences (ACEs)* training for schools in Skagit, Snohomish, and Whatcom counties.
- Offered and delivered professional development based on both formal district needs assessment and through face-to-face planning sessions.
- Reengaged students previously considered as “dropouts” through a navigation program in Snohomish County schools.
- Developed and progressed strategies for scaling Behavioral Health Program across the region, including Whatcom County services in rural areas and collaboration with Island County Mental Health Program.
- Applied for Medicaid services for Behavioral Health Program across five counties.
- Explored an expanded partnership with Skagit County to include additional service for students needing Behavioral Health services.

### ***Special Programs & Services***

- Completed region-wide inquiry of district Special Education needs in fall 2012 to refine Technical Assistance (TA) supports.
- Conducted a region-wide process, over a three month period (spring 2013), to establish coordinated supports and professional development at local, county, and regional levels for 2013-14.
- Coordinated and provided four training sessions for Cohort I-*Positive Behavior Instructional Supports (PBIS)*, representing three school buildings, in support of school-wide sustainability plan.
- Coordinated and provided five PBIS training sessions for five district teams and one cooperative program team.
- Coordinated and provided ten PBIS coaching sessions for thirteen participants representing five districts and the Eastside Summit Program.

### ***Autism Outreach Project (AOP)***

- Provided 19 professional development workshops on autism spectrum disorders based on research-based practices for target audiences working with children/students from birth through age 21.
- Identified and added research-based resources and materials to the lending library to benefit educational professionals and families.
- Linked with other agencies serving students with autism to maximize resources, including the Autism Society of Washington, Parent to Parent, Department of Health,



Center for Change in Transition, University of Washington Autism Center, and Seattle Children's Hospital.

### *Cooperative Programs*

- Implemented Skyward Student Data Software System within all six regional cooperative programs.
- Implemented *5D+ Instructional Framework* for five regional cooperative programs and two juvenile detention centers.

### *School Nurse Corp (SNC)*

- Utilized specific data collection, needs assessment, OSPI program evaluation, District Assessment of Student Health Services, and OSPI parent and staff surveys to refine technical assistance and support throughout the region.
- Continued to develop lending library and online resources guide to be used statewide.
- Facilitated regional School Nurse Corps trainings through collaborative efforts with other regional, state health, and education agencies that promoted evidence-based best-practice learning.
- Provided consultation, technical assistance, and resources for NWESD cooperative program staff.

### *Teaching & Learning*

- Arranged for professional development in Common Core State Standards (CCSS) at each regional Curriculum Directors' meeting.
- Attended regional Superintendents' Advisory Committee (SAC) and Washington Association of School Administrators (WASA) meetings to make connections with regional administrators.
- Coached school leadership teams considering actualizing the definition of 'College and Career Ready' in service of the Common Core State Standards.
- Co-facilitated year-long regional *Administrative Professional Certification* seminars, serving candidates from Bellingham, Edmonds, Everett, Marysville, Mount Vernon, and Sedro-Woolley school districts.
- Continued development of NWESD Classroom-Based Assessment (CBA) project/product (Coupeville, South Whidbey, Shaw, Mount Baker, Sultan, and Lynden school districts), supporting the CBA Cooperative Board in decision-making around Common Core alignment.
- Continued services of Science Materials Center (SMC) Cooperative by refurbishing science kits. SMC member districts include: Burlington-Edison, Coupeville, Ferndale, Granite Falls, La Conner, Lake Stevens, Lakewood, Lummi Nations Tribal School,

Marysville, Mount Vernon, Orcas, Shaw Island, Snohomish, Stanwood-Camano, and Sultan.

- Developed agendas for regional Curriculum Directors' meetings to feature work done by regional districts allowing peer-to-peer learning.
- Developed and deployed a needs assessment survey to determine member district professional development needs, including location and time restraints.
- Directed the Association of Educational Service Districts (AESD) Accreditation Work within NWESD and across the state.
- Facilitated regular regional Curriculum Directors' meetings to both inform and connect with participating district leaders.
- Facilitated state AESD accreditation panels.
- Offered and worked with leaders in three schools to determine professional development needs using NWESD Response to Intervention (RTI) project.
- Participated in regular Directors' meetings to share district needs and NWESD response.
- Planned and provided professional development in English Language Arts (ELA), math, science, school improvement, English Language Learners (ELL), CCSS, Teacher/Principal Evaluation Project (TPEP), classroom-based assessments, formative assessments, and paraeducator support for member districts when requested.
- Represented NWESD at the State Knowledge Bowl competition as one of over 40 regional readers/judges.
- Served as a regular member of the School and Student Success team; participated in on-going planning of professional development to those schools identified as 'Emerging.'
- Sponsored regional "Poetry Out Loud" coaches' workshop (September) and competition (January) for high school teams from 14 regional high schools.
- Worked with NWESD School and Student Success team to host the OSPI School and Student Success Awareness workshop.

### *English Language Arts Regional Support*

- Attended Curriculum Directors' meetings to provide information and solicit information regarding needed services.
- Facilitated six day-long meetings of the Literacy Leadership Network to develop teacher-leaders' knowledge of the Common Core ELA State Standards, to create a professional network of literacy leaders, to provide updates from OSPI, and to develop skills and knowledge related to the most current professional resources and practices.
- In partnership with Student and School Success program, provided five full-day foundational reading workshops to all paraprofessionals in Lynden School District.

### *Math Regional Support*

- Planned and facilitated a regional Math Coach Professional Learning Community (PLC) at NWESD.
- Planned and delivered professional development regarding math Common Core State Standards (CCSS) at each of the five regional Curriculum Directors' Meetings.
- Provided on-site Common Core State Standards – Mathematics (CCSS-M) professional development throughout the region.
- Assisted instructional coaches and administrators in learning walks to observe math instructional practices.
- Planned and facilitated math materials user groups in collaboration with Puget Sound ESD.
- Planned and facilitated Collection of Evidence user groups.

### *Student & School Success*

- Assisted in the ongoing facilitation of a parent advisory committee in Mount Vernon School District.
- Collaborated with Title I office (OSPI) to provide meaningful quarterly Title I network meeting for Title I Directors.
- Facilitated a series of workshops for all Lincoln Elementary School staff members (Mount Vernon School District) regarding cultural awareness and responsiveness to students.
- Provided a workshop to ELL specialists and home-school liaisons in Mount Vernon School District focused on parent involvement in schools.
- Provided a workshop to paraeducators in Edmonds School District on developing writing skills for English Learners.
- Provided ongoing technical assistance in the form of resources, observations, and recommendations to Mount Vernon, Lynden, Mount Baker, Sedro-Woolley and Monroe school districts.
- Solicited regular input from Title I Directors to develop agendas for quarterly meetings.

### *Technology Services*

- Continued NWESD's partnership with Washington Learning Source (WLS) to provide a one-stop shop for additional resources for districts in the region. WLS currently serves 25 districts in the NWESD region.
- Worked with vendors to provide highly requested and affordable research tools and services to our member districts.
- Managed the Network Cooperative, which provided technical support services to 20 districts within the region.

- Provided network and server support to Index, Sultan, Orcas Island, and Anacortes school districts.
- Audited and provided recommendations for updating and modernizing Darrington School District's network infrastructure.
- Recommended and implemented an improved workstation updating utility at South Whidbey and Concrete school districts.

*Educational Technology Support Center (ETSC)*

- Recruited experts in cyber safety to develop NWESD webinar (online access) digital citizenship instruction for teachers and school staff to augment student programs in place.
- Collaborated with Teaching & Learning department to provide instruction on the use of the iPad for evidence collection, organization, and reporting in the summer science series.

## **Target #2 – Encourage staff initiation and evaluation of potential opportunities within the NWESD to provide new services to districts and schools.**

### ***Administration***

- Encouraged and provided start-up funding to permit exploration of English Language Learner ( ELL) services related to systems-thinking, principal supports, Teacher/ Principal Evaluation Program (TPEP), Common Core State Standards (CCSS), etc.
- Encouraged and participated in Science, Technology, Engineering, and Mathematics (STEM) visioning, planning, and marketing to member school districts.
- Facilitated exploration of *Teacher Leadership Training* as a NWESD regional activity, for possible commencement in 2013/14.

### ***Early Learning***

- Aligned current P-3 Literacy content to WaKIDS evaluation tool (Teaching Strategies Gold), establishing a correlation between 17 of the 36 dimensions.
- Collaborated with partner ESDs who are implementing a joint P-3 Math Alignment model for potential replication.
- Interviewed birth-5 and K-12 administrators to identify areas for leadership development.
- Collaborated with sponsor organizations to secure funding, identify venue, keynote speakers, and breakout sessions for August 2013 Starting Strong P-3 Institute.
- Coordinated with OSPI to offer a pre-conference session focused on the implementation of full-day kindergarten as part of the Starting Strong P-3 Institute.

### ***Evaluation, Planning and Development***

- Developed collaborative partnership with the Whatcom Farm-to-School movement.
- Co-sponsored Farm-to-School training for food service managers.
- Continued developing partnership with Skagit County Community Services for behavioral health services.
- Secured award of funds from Whatcom County's 1/10 of one percent sales tax for mental health services.
- Secured approval for Medicaid funds through North Sound Mental Health Administration (NSMHA).

### ***Migrant Education Regional Office (MERO)***

- Conducted five days of training, discussion, and collaborative planning with two members of the Teaching & Learning Department staff, thereby building NWESD's internal capacity to evaluate and provide future new services to districts in the area of English Language Learners including a possible cooperative.

### ***Prevention Center***

- Conducted needs assessment data survey and used this for technical assistance to districts and other ESDs in Prevention Intervention, Behavioral Health, and Drop-Out Reengagement.
- Continued to work with Teaching & Learning and Special Programs & Services departments to coordinate services offered to schools.
- Participated in interdepartmental coordination meetings for Systems of Care, Behavioral Health, and professional development calendar.
- Collaborated with Special Programs & Services department on Systems of Care conference and Denny Youth projects.
- Provided grant writing inside and outside of the NWESD; examples include, Gates Homeless Initiative, Juvenile Justice for Snohomish, and Workforce Development Navigator.
- Provided opportunities for administrators and staff from school districts, social service and government agencies to work together for the children and families they serve through the Gates Homeless Grant, Prevention Redesign, Behavioral Health, and Transition Re-entry programs.
- Worked with "Systems of Care" to plan a Compassionate Schools conference.
- Developed and moved forward with funding plan for Behavioral Health Program, including applying for and receiving access to sales tax and other county-based funding in Whatcom County.
- Secured recommendation by North Sound Mental Health for Medicaid funds in four counties.
- Began planning for Behavioral Health Program to include private insurance for client services.

### ***Special Programs & Services***

- Coordinated and provided ten training sessions for twelve coaches around *Positive Behavior Instructional Supports (PBIS)*, representing four districts, to build regional capacity and expertise for serving future district needs.
- Researched, identified, and networked with PBIS experts in NWESD region and across Washington State, thus building a base for future support to local districts.

- Completed vetting process as a Response to Intervention (RTI) trainer/evaluator and PBIS coach for one NWESD employee, building capacity to train additional coaches and support tiered intervention and instructional supports at regional level.
- Coordinated with two local districts to identify and provide *School-Wide Information System (SWIS)* training, resulting in three providers who will support PBIS and SWIS implementation across the NWESD region in future years.

### *Autism Outreach Project (AOP)*

- Provided *Strategies for Teaching Based on Autism Research (STAR)* curriculum training with team from Portland State University.
- Created and distributed a statewide Autism Family Resource Guide to assist families in locating training, support, and information.
- Compiled a resource list of school-based autism professionals who can provide support to district and school-level staff in order to increase local capacity across the state.

### *Cooperative Programs*

- Provided quarterly training for site assistants, including Skyward software training, policy and best practices meetings, and information sharing from District Office Support Staff meetings.

### *School Nurse Corp (SNC)*

- Collaborated with Puget Sound Educational Service District (PSESD) and Olympic Educational Service District (OESD) to provide school nursing professional development via the K-20 video conferencing system for ten sites and 66 participants.
- Collaborated with OSPI, Cardera Services, NWESD's Teaching & Learning and Prevention Center departments to provide Healthy Youth Act Implementation Support.
- Provided health services technical assistance to the Prevention Center for a mental health grant application.

## *Teaching & Learning*

- Applied for, received, and co-facilitated twelve Teacher/Principal Evaluation Project workshops for 18 regional districts beginning to engage in the new evaluation system.
- Organized and facilitated the 'Schools of Distinction' ceremony in November for over 20 regional schools.
- Successfully wrote grant re-funding opportunity for Math/Science Partnership to support Northwest Assessing with Learning Progressions in Science (NW ALPS), which will provide staff development for 44 teachers in Ferndale, Snohomish, Sedro-Woolley, Mount Vernon and Lakewood school districts.

### ***Math Regional Support***

- Worked in partnership with Mathematics Education Collaborative (MEC) on a Math and Science Partnership (MSP) grant to increase teacher leader capacity in the region supporting content knowledge in mathematics.

### ***Student & School Success***

- Elicited information from member districts about their needs/desires for professional development, networking and support for English Language Learners to be offered by the NWESD.
- Received training from Center for Strengthening the Teaching Profession (CSTP) to become a specialist in the Center for Educational Leadership (CEL) *5D+ Instructional Framework* and *Evaluation Rubric*, and provided phase one training to TPEP Regional Implementation Grant (RIG) Cohort 3 districts.

### ***Student Programs***

- Coordinated the annual *Young Authors Conference* celebrating young writers at Skagit Valley College in Mount Vernon. Over the course of the week, thirteen authors and illustrators presented to over 1,300 students from over 50 public, private, and homeschool programs in our Northwest region.
- Facilitated the *Washington State Knowledge Bowl* championships. This year's *Knowledge Bowl* state tournament was held at Arlington High school where we hosted 582 high school students and 140 officials from across our state.

### ***Technology Services***

- Participated in group discussion lists, moderated by other ESDs, intended to foster communication with and between district contacts (operational and instructional) and to share ideas/expertise.
- Participated in statewide meetings with K-20 peers, discussing ways to improve support for and the general betterment of the K-20 network's services.

### ***Educational Technology Support Center (ETSC)***

- Collaborated with Teaching & Learning department to develop and deliver professional development focusing on the use of mobile devices to facilitate alignment with Common Core State Standards in the K-12 environment.
- Collaborated with Special Programs & Services department to provide professional development demonstrating the assistive technologies built into computers, iPads, and other devices that provide students more access to K-12 curriculum.



**Target #3 – Maintain two-way communication with member districts, the NWESD Board of Directors, other educational service districts (ESDs), the Office of the Superintendent of Public Instruction (OSPI), and the public at large.**

***Administration***

- Represented ESD Network and member school districts at State Board of Education meetings.
- Represented member school districts on School Finance Task Force.
- Represented ESD Network and member school districts at a Student Achievement Council “listening tour” meeting.
- Presented NWESD overview to Western Washington University Superintendent Certification Program cohort.
- Presented Schools of Distinction awards at regional and local school district celebrations/meetings.
- Shared ongoing challenges, and prospective solutions, with OSPI and the ESD Network (e.g., certification funding and online implementation challenges, state assessment systems, juvenile detention funding, levy equalization concerns).
- Supported ESD 114 by facilitating a retreat for the North Kitsap School Board and its new superintendent.
- Facilitated Youth-to-Adult Initiative for Snohomish County partners.
- Represented NWESD in a regional Summit Meeting related to the exploration of school safety issues.
- Co-drafted ESD Network “Smarter Balanced Assessment” proposal.

***Communications***

- Restructured and redesigned the weekly e-mail marketing campaign, creating a more efficient communication piece for district employees looking for professional development opportunities.
- Created and distributed three publications containing NWESD events and workshops, information on hot topics in education, and school district accomplishments.
- Maintained consistent communication with audiences on the NWESD Twitter, Facebook, and Pinterest platforms with daily content that ranged from informational to marketing NWESD programs and services.
- Served as chairperson for the Snohomish County School Districts' Public Relations Cooperative, and worked with member districts to create a library of resources and templates for various public relations situations, including crisis management.

- Built the framework for a new NWESD website that is responsive, adjusting its appearance based on the mobile device used to view it, and includes a social media component (launches summer of 2013).
- Provided communications support for NWESD grants and cooperatives such as NW ALPS, Literacy Alignment, Starting Strong Conference, and others.

### ***Payroll/Personnel***

- Provided guidance to personnel offices in San Juan Island and Snohomish school districts on advertising for teacher positions.
- Participated in ESD-wide salary study with anticipated result of clearer communication between ESDs in areas of comparable wages and positions.
- Presented a salary comparison overview to the NWESD Board of Directors at the April meeting.

### ***Evaluation, Planning and Development***

- Co-sponsored 2012 Systems of Care Institute with participants from member districts, other ESDs, OSPI, and the broader community.
- Co-presented at 2013 AESD Conference on new Behavioral Health Program.

### ***Early Learning***

- Presented an update on six initiatives within the Early Learning Program to the NWESD Board of Directors at the November meeting.

### ***Fiscal Services***

- Worked with other ESDs, OSPI and the State Auditor's Office on the full accrual ESD Accounting Manual.
- Presented a summary of financial activity for fiscal year 2011/12 to the NWESD Board of Directors at the January meeting.

### ***Migrant Education Regional Office (MERO)***

- Developed workshops in collaboration with the migrant staff at ESD 105, 123, and 171 to maintain statewide consistency in migrant workshop delivery within Washington State.
- Participated with OSPI and content area specialists in the development of applied science and math training modules for use by districts as supplemental instruction.
- Received training from OSPI in Math MATTERS (Math Achievement through Technology, Teacher Education, and Research-based Strategies), in order to

subsequently offer the supplemental math instruction training to districts running a migrant summer school in summer 2013.

- Collaborated with OSPI in recruiting and facilitating the registration of migrant students for summer student initiatives such as Dare to Dream and Voices from the Field Academies, resulting in more migrant students being able to take advantage of these supplemental academic opportunities available to them.

### ***Prevention Center***

- Participated in ongoing partnership and communication with Skagit County Child and Family Consortium; membership includes child and family service agencies, coalitions in Skagit County, and all school districts.
- Developed partnerships with Monroe, San Juan, and Concrete community coalitions.
- Provided regional ACEs training for schools and community members.
- Facilitated quarterly meetings with Snohomish County Homeless Liaisons and Homeless providers.
- Continued collaboration with eight ESD directors and OSPI.
- Worked with various state agencies to acquire information and technical assistance to schools: Division of Behavioral Health and Recovery (DBHR), Behavioral Health Resources (BHR), Workforce Development Council (WDC), Children's Administration, Developmental Disabilities Council (DDC), Department of Social and Health Services (DSHS) Community Services Office (CSO), and Juvenile Rehabilitation Administration (JRA).
- Conducted site visits to districts and provided support to new Prevention Redesign Initiative (PRI) sites.
- Finalized policy manual required for licensing the Behavioral Health Program, with submission of policies to DBHR/DSHS.
- Designed and participated in delivery of a Behavioral Health Program presentation at state AESD conference.

### ***Special Programs & Services***

#### ***Autism Outreach Project (AOP)***

- Provided ongoing two-way communication to school districts, ESDs, OSPI, and the public via informational brochures and catalog mail-outs, marketing campaigns, phone calls, e-mails, and the Autism Outreach Project (AOP) website.
- Collaborated with OSPI and other ESDs to deliver statewide training and workshops on autism spectrum disorders.
- Provided input on training topics, shared information, provided clock hours, and facilitated the NWESD site for statewide video conference training developed by the Seattle Children's Autism Center for families of children with autism.

- Collaborated with NCESD 171, Washington Sensory Disabilities Services (WSDS), and the Special Education Technology Center (SETC) to co-sponsor and present at the OSPI Combined Summer Institute.
- Coordinated with autism specialists and OSPI-funded State Needs Projects to address statewide, regional, and community needs.
- Provided information to families on OSPI resources and contact information for the OSPI Special Education Ombudsman.
- Collaborated with statewide partners as a member of the Washington Autism Advisory Council.
- Presented an update on the Autism Outreach Project to the NWESD Board of Directors at the February meeting.

### *Cooperative Programs*

- Presented an update on Northwest Regional Learning Center (NRLC) to the NWESD Board of Directors at the March meeting.

### *School Nurse Corp (SNC)*

- Maintained ongoing communication with Office of Superintendent of Public Instruction (OSPI) Health Services Program Supervisor and other staff to strengthen and unify the statewide School Nurse Corps (SNC) framework.
- Attended monthly SNC/OSPI meetings to enhance two-way communication and lend regional SNC perspective and understanding of district needs to the OSPI statewide picture. This relationship benefits local districts and provides OSPI with a “link” to all districts.
- Presented an update on the SNC to the NWESD Board of Directors at the October meeting.
- Shared timely updates, information, and resources to all regional school nurses via e-mails, trainings, regional meetings, K-20 videoconference, website, and phone consultations.
- Provided consultation and technical assistance to member district administrators, staff, students, parents, and community members.
- Served on local, regional, and state committees (including University of Washington’s Nursing Advisory Board).
- Provided coordination/collaboration efforts with other public health and education agencies (e.g., Seattle Children’s, local health departments, all ESDs, Western Washington University (WWU), Seattle Pacific University (SPU), and Whatcom Community College's (WCC) Nursing Program).
- Fostered ongoing regional, state, and national partnerships to provide technical assistance, access to experts in the field, and best practice information. (e.g., School

Nurse Organization of WA (SNOW), Washington State Department of Health (DOH), OSPI, Nursing Care Quality Assurance Commission, Washington State Nurses Association (WSNA), and National Association of School Nurses (NASN).

- Provided assistance with statewide consultation health service information and guidance for OSPI in the absence of a state health services supervisor.

### *Teaching & Learning*

- Examined results of needs assessment survey to inform communication and professional development plans for 2013-14.
- Facilitated team development and analysis of 2013 Professional Development Survey to determine professional development needs of our region.
- Served as lead of AESD Assistant Superintendents; organized and facilitated monthly meetings, formalized connections between Assistant Superintendents and Superintendents; maintained tight connections between OSPI Division of Teaching and Learning and AESD.
- Served as member of AESD TPEP Professional Development Committee to design professional development used across the state in support of the new evaluation system.
- Worked as a member of the NWESD Data Coach team to gain certification in data coaching.
- Designed and participated in delivery of two workshops at state AESD conference.
- Helped design and deliver statewide professional development for schools receiving Common Core State Standards (CCSS) implementation funds.
- Served as a member of State Steering Committee for CCSS.

### *English Language Arts Regional Support*

- Participated in Literacy Leadership Cadre (LLC) as ESD lead to plan and facilitate meetings and activities during the school year.
- Co-developed (with OSPI and LLC members) and delivered three related Common Core State Standards workshops to vertical teams from 15 districts over a three-month period of time.
- Invited WWU faculty to attend Literacy Leadership meetings and CCSS workshops.

### *Math Regional Support*

- Collaborated with OSPI and other ESDs to develop professional development modules around Common Core State Standards in mathematics.
- Assisted with curriculum adoption process in Coupeville School District.

### ***Student & School Success***

- Facilitated the procurement of *Guided Language Acquisition Design (GLAD)* training for Mount Baker School District by coordinating with member districts and, ultimately, the Orange County Office of Education in California.

### ***Technology Services***

- Participated in group discussion lists moderated by other ESDs intended to foster communication with and between district contacts (operational and instructional) and to share ideas/expertise.
- Participated in statewide meetings with K-20 peers and discussed ways to improve support for and the general betterment of the K-20 network's services.
- Participated in state wide Interagency Technology Advisory Committee (IATAC) group, which has representatives from all of the ESD, OSPI and WSIPC Information Technology departments.

### ***Educational Technology Support Center (ETSC)***

- Organized and hosted monthly Roundtable meetings for district technology coordinators, and curriculum directors, serving 14 different member districts, OSPI, Skagit Valley College, and Western Washington University.
- Met with technology contacts in all 35 NWESD districts, OSPI, and the other eight ESDs to review directives and research regional/local needs to determine ways in which ETSC can provide support services.

**Target #4 – Maintain internal efficiencies and continue to seek more effective and proficient ways to provide services.**

***Administration***

- Combined and streamlined part-time staff in order to reduce benefit costs.
- Provided *5D Instructional Framework* professional development for Special Programs instructional and administrative staff.
- Provided *5D+ Evaluation Rubric* professional development for Special Programs administrative staff.

***Communications***

- Built Marketing Toolbox on the intranet, providing staff a single source outlining all resources available for marketing workshops.
- Restructured communication processes to make marketing collateral more professional and the creation process more efficient.
- Provided training for staff on using the E-mail Marketing system.
- Provided training for staff on effective collateral creation.

***Payroll/Personnel***

- Initiated online mandatory trainings for all staff and administrators, greatly improving efficiency and resulting in a decrease of insurance premiums.

***Evaluation, Planning and Development***

- Completed a needs assessment of participants in the E-Rate program.
- Co-designed professional development needs assessment with Teaching & Learning department.
- Began composing an E-Rate desk manual for the E-Rate Administrative Assistant position.

***Fiscal Services***

- Provided full-day training with fiscal staff presenters on various fiscal and compliance related topics selected by internal NWESD staff.
- Ensured documentation related to fiscal training was readily available on the Intranet.

- Updated and streamlined several frequently used forms, such as journal vouchers, budget proposals and budget revisions, to make them easier and faster for staff to complete.
- Provided a means for staff to download information from the accounting system into a spreadsheet to create Time & Effort journal entries for federal grant programs.

### ***Migrant Education Regional Office (MERO)***

- Participated in the development of a Teaching and Learning department survey of districts to obtain data that will result in more effective ways to provide training to our districts in 2013-2014.

### ***Prevention Center***

- Continued to provide McKinney Vento training to school district transportation directors, homeless liaisons and student success coordinators.
- Worked closely with Snohomish County school districts and homeless providers to improve participation in the Point-in-Time count.
- Involved with Special Programs & Services in wraparound services (coordinated comprehensive support) for Skagit County.
- Partnered with Teaching & Learning department to provide services to Crossroads High school concerning the Building Bridges grant.
- Met often with Special Programs & Services, Teaching & Learning, and MERO to determine areas of potential collaborative services.
- Fully implemented Behavioral Health Program contract with Skagit County Community Services.

### ***Special Programs & Services***

#### ***Autism Outreach Project (AOP)***

- Utilized video conferencing to provide efficient and cost-effective training to locations across the entire state.
- Utilized a statewide needs assessment to develop, review, and refine AOP training and support.

#### ***School Nurse Corp (SNC)***

- Utilized K-20, GoToMeeting, GoSignMeUp, and phone conferences to maintain efficient forms of communication and training.



- Used statewide School Nurse Corps (SNC) criteria to determine fair allocation of funding and provision of services to SNC districts.

### ***Teaching & Learning***

- Participated in monthly Teaching & Learning department meetings and study regarding teacher and principal evaluation.
- Facilitated a team to cover professional development within the Teaching & Learning department. Invited team members from Prevention Center, Early Learning, and Special Programs & Services to attend to prevent overlap of services.
- Facilitated monthly Teaching & Learning department meetings with a focus on deepening understanding of the Teacher and Principal Evaluation Criteria and Rubrics to provide staff members with a common understanding of what evidence teachers will need for their evaluation rubrics.
- Encouraged and funded connection between school improvement and ELL to provide focused support to emerging schools.
- Encouraged and funded connection between science and ELL to model highly academic instructional strategies to all students. Hired videographer to film model classroom to share with others.

### ***English Language Arts Regional Support***

- Collaborated with Mathematics Coordinator to develop and provide similarly formatted regional and district training for the Common Core State Standards.
- Advertised Common Core State Standards training in conjunction with mathematics and science.
- Collaborated with Science Coordinator to jointly present content-literacy workshops to districts, leadership teams and WWU faculty.

### ***Math Regional Support***

- Submitted information to the database and communicated with colleagues in Teaching and Learning department around services provided to districts.
- Planned with Regional Science Coordinator (RSC) around Next Generation Science Standards (NGSS) and Common Core State Standards – Mathematics (CCSS-M) connections.
- Planned and presented with English Language Arts (ELA) coordinator on CCSS overview.
- Planned and provided professional development for Science, Technology, Engineering, and Mathematics (STEM) implementation to districts upon request.

## ***Technology Services***

- Implemented improved backup system for all of the NWESD remote sites that allows weekly offsite backups.
- Implemented an improved software updating utility for NWESD, which will save four to five man hours a month and result in more timely updates of workstations.
- Managed the App Store Volume Purchase Program (ASVPP) for NWESD, enabling the efficient acquisition of applications for iOS devices (iPhone, iPod, iPad), and responded to district inquiries regarding establishing similar programs in their districts.

### ***Educational Technology Support Center (ETSC)***

- Designed and produced several internet enhanced professional development courses for contracted professional development instructors to develop understanding so they could successfully navigate NWESD processes.

**Target #5 – Provide proactive support services—program, personnel, fiscal, etc.—to districts when appropriate.**

***Administration***

- Provided personal visits for orientation to new superintendents: Coupeville, Meridian, and Mount Baker school districts.
- Supported Washington State School Directors' Association (WSSDA) and Everett School District four-tiered Superintendent Evaluation Project pilot.
- Finalized Whatcom County Career and Technical Education (CTE) visioning and strategic planning facilitation.
- Provided support to the superintendent search processes in Anacortes, Coupeville, Marysville, and Sedro-Woolley school districts.
- Provided superintendent evaluation assistance to two member district school boards.
- Provided superintendent compensation comparison studies to five member school district school boards.
- Facilitated the Mount Vernon School Boundary Committee in its exploration of balancing school populations through service area boundary adjustments.
- Served as Coupeville School District Interim Superintendent of record when an unexpected need developed.

***Payroll/Personnel***

- Provided onsite payroll processing services to Coupeville School District for the second consecutive year.
- Provided guidance to Shaw Island School District on teacher salary placement, referencing the Revised Code of Washington (RCW) and OSPI guidelines.

***Evaluation, Planning and Development***

- Provided E-Rate service/support for 18 districts in the NWESD region.

***Migrant Education Regional Office (MERO)***

- Designed and delivered training for administrative teams facing challenges with the achievement gap of English Language Learners, impacting the districts' systems evaluation, planning, and implementation of services for this target group.

### ***Northwest Regional Data Center (NWRDC)***

- Offered 27 trainings via Adobe Connect minimizing travel time and travel costs for member districts and, at the same time, improving attendance.

### ***Special Programs & Services***

#### ***Autism Outreach Project (AOP)***

- Provided information, resources, and training materials to educators and families across the state to support autism awareness activities.
- Presented on autism and AOP activities to education agencies, parent organizations, early childhood providers, OSPI State Needs Projects, the NWESD Board, and NWESD staff.
- Provided ongoing consultation to districts and families to assist in teambuilding, communication, and collaboration.

#### ***Cooperative Programs***

- Coordinated with Snohomish County and Everett School District to transition oversight of Denney Youth Center to NWESD.

#### ***School Nurse Corp (SNC)***

- Provided additional supports to a district for a health services program review and recommendation.
- Conducted site visits to 12 School Nurse Corps (SNC) districts for program evaluation and support.

### ***Teaching & Learning***

- Worked with OSPI in support of a Center for Disease Control student health grant application to provide school support within each ESD.
- Led Building Bridges NWESD team in support of high school dropout prevention in two Snohomish County school districts.

#### ***English Language Arts Regional Support***

- Used input from Literacy Leadership Network members to develop workshop topics and yearly area of study.

- Reviewed data for Lake Stevens School District to co-plan and co-deliver focused quarterly staff development to secondary CCSS transition teams.

### ***Math Regional Support***

- Identified schools within NWESD region in “School Improvement” status and implemented RTI to receive funding and support.
- Assisted identified “School Improvement” status schools and implemented RTI to develop an improvement plan and an implementation plan that integrates ongoing RTI and School Improvement efforts.
- Provided leadership support to identified schools that are in School Improvement status and implementing RTI by planning and delivering the National Center on Response to Intervention’s (NCRTI) *Essential Components of RTI* modules.
- Planned with districts around unit/lesson planning for CCSS-M.
- Responded to district needs regarding curriculum mapping.

### ***Science Regional Support***

- Attended Science Partnership Academy with representation from Lakewood and Snohomish school districts in order to think regionally about science education.

### ***Student & School Success***

- Reviewed lists of school performance from Student & School Success (OSPI) to identify appropriate services for those schools.

## ***Technology Services***

- Monitored and provided preventive maintenance on firewall and other Linux services for 17 districts in our region.

### ***Educational Technology Support Center (ETSC)***

- Designed and delivered several professional development courses focused on use of iPad, alignment of curriculum (mathematics and language arts) with student use of technology for project learning, and authentic assessment.

## Acronym Guide

ACEs	Adverse Childhood Experiences
AESD	Association of Educational Service Districts
AOP	Autism Outreach Project
ASVPP	App Store Volume Purchase Program
BHR	Behavioral Health Resources
CBA	Classroom-Based Assessment
CCSS	Common Core State Standards
CEL	Center for Educational Leadership
CIT	Continuous Improvement Techniques
CSO	Community Services Office
CSTP	Center for Strengthening the Teaching Profession
CTE	Career and Technical Education
DBHR	Division of Behavioral Health and Recovery
DDC	Developmental Disabilities Council
DOH	Department of Health
DSHS	Department of Social and Health Services
ELA	English Language Arts
ELL	English Language Learner
GLAD	Guided Language Acquisition Design
IATAC	Interagency Technology Advisory Committee
JRA	Juvenile Rehabilitation Administration
LLC	Literacy Leadership Cadre
MEC	Mathematics Education Collaborative
MERO	Migrant Education Regional Office
MSP	Mathematics Science Partnership
NASN	National Association of School Nurses
NCESD	North Central Educational Service District
NCRTI	National Center on Response to Intervention
NGSS	Next Generation Science Standards
NSMHA	North Sound Mental Health Administration
NW ALPS	Northwest Assessing with Learning Progressions in Science
NWESD	Northwest Educational Service District
OESD	Olympic Educational Service District

## Appendix

OSPI	Office of Superintendent of Public Instruction
PBIS	Positive Behavior Instructional Supports
PLC	Professional Learning Community
PRI	Prevention Redesign Initiative
PSESD	Puget Sound Educational Service District
RCW	Revised Code of Washington
RIG	Regional Implementation Grant
RSM	Regional Math Coordinator
RSC	Regional Science Coordinator
RTI	Response to Intervention
SAC	Superintendents' Advisory Committee
SETC	Special Education Technology Center
SMC	Science Materials Center
SNC	School Nurse Corp
SNOW	School Nurse Organization of Washington
SPU	Seattle Pacific University
STEM	Science, Technology, Engineering, and Mathematics
SWIS	School-Wide Information System
TA	Technical Assistance
TPEP	Teacher/Principal Evaluation Project
WaKIDS	Washington Kindergarten Inventory of Developing Skills
WASA	Washington Association of School Administrators
WCC	Whatcom Community College
WDC	Workforce Development Council
WLS	Washington Learning Source
WSDS	Washington Sensory Disabilities Services
WSNA	Washington State Nurses Association
WSSDA	Washington State School Directors' Association
WWU	Western Washington University