



Cooperative Educational Services

Strategic Plan
2017 – 2022

EXECUTIVE SUMMARY

Cooperative Education Services is pleased to present CES' Strategic Plan 2017 – 2022. CES would like to thank all those who participated in the strategic planning process including members of the Executive Committee and CES staff. The five-year plan evolved as a result of needs identified by officers of the Executive Committee and has led to the expansion of value-added services and CES' school service offerings in this plan. Over the last year, CES' leadership assessed member needs and explored models such as the Amarillo Regional Service Agency 16 to identify a range of additional services that CES could provide over the next five years. CES is committed to assisting members by providing high-quality academic improvement opportunities and services that enable members to operate more efficiently and economically. CES is dedicated to providing the highest quality services to all members through its mission "To provide superior procurement and instructional services through strategic partnerships." The following plan outlines a roadmap to achieve this mission.

Overview of Aspirational Goals for FY 2017-2019:

1. To make every customer a raving fan of CES.
2. To increase districts participation in academic improvement opportunities.
3. To enable members to operate more efficiently and economically.

CES has experienced the greatest growth in the history of the organization over the past five years. This growth is in large part attributable to the use of CES contracts by Participating Entities. The Executive Committee has been proactive in making use of CES excess revenue in addition services to benefit school districts. The need for additional services will require CES to move into a larger facility. The programs addressed in this plan will require additional space for additional personnel.

New CES School Service Offerings

CES will be adding business management and IT support services to its program offerings for the 2017-2018 Fiscal Year to meet the needs of our members. A menu of offerings will be provided for districts to choose from including but not limited to financial management, budget assistance and/or accounting and payroll services, and support for clients incorporating current and traditional technologies. Technology services may include consultation and continuing hardware and software support, assistance in planning for the expansion of existing technologies and for the addition of new ones, as well as support for distance learning, information management services, internet and local and wide area networking. Districts may select options that will meet their needs, as well as maximize their business/financial system and technology efficiencies. In future years, CES will consider adding other service offerings as prioritized by members. >

PLAN METHODOLOGY: RESULTS-BASED ACCOUNTABILITY

CES is using Results-Based Accountability (RBA) as a framework for this plan. RBA is a disciplined approach to planning that fosters a clear focus on results through collaborative, rigorous, data-driven decision-making. RBA uses a decision-making process, known as “Turn-the-Curve Thinking.” It begins by identifying a clear end result, uses data displayed graphically as a trend line (or “curve”) to gauge the extent to which that result is being achieved, and works backwards, systematically and transparently, to determine the best ways to achieve the result. The end result for performance improvement is demonstrated by the progress the organization makes on the selected performance measures. There are three levels of Performance Measures including 1) How much did we do? 2) How well did we do it? 3) Is anyone better off? The CES leadership team identified between three to five primary Performance Measures for each goal from these categories. The “Turn the Curve” questions that follow the Performance Measures data in this plan include: “What is the story behind the baseline data showing how we’ve done on this measure over the past three years?” and “What are we going to do to improve performance moving forward?”

The CES strategic plan is a living document and starting point for our work to improve performance through a process of continuous improvement. A cycle of planning the work, taking actions, analyzing data and then making adjustments will be an important part of CES’ success on turning the curve on key measures outlined in this plan. CES teams will be assigned to move the work of turning the curve forward and documenting action steps, deadlines, and assignments in their Annual Operating Action Plans.

There are performance measures in the plan where baseline data is not yet available. In these cases, the need to start collecting baseline data in 2017 has been noted as part of a “Data Development Agenda” for Performance Measures where data collection will begin in 2017.

<Information will be added about the CES Dashboard that will track progress on performance measures and the plan for ongoing Executive Committee progress reporting after the Executive Committee Meeting discussion>



Vision

To Be THE Provider of Choice for Educational and Governmental Entities
in New Mexico

Mission

To Provide Superior Procurement and Instructional Services
through Strategic Partnerships

Values

- Responsiveness to Customers' Needs
- Providing Greater Value and Convenience
- Providing Exceptional Personnel, Products and Service
- Personalized Attention
- Adherence to High Ethical Standards

OVERVIEW: CES GOALS WITH PRIMARY PERFORMANCE MEASURES

The Performance Measures below include three levels of performance improvement: How much we'll do, how well we'll do it, and is anyone better off as a result of our efforts. There are performance measures in the plan where baseline data is not yet available. In these cases, the need to start collecting baseline data in 2017 has been noted as part of a "Data Development Agenda" for Performance Measures where data collection will begin in 2017.

GOAL ONE - MAKE EVERY CUSTOMER A RAVING FAN OF CES SERVICES

Performance Measures:

- 1.1 Revenue growth
- 1.2 % of growth in revenue by program
- 1.3 % of growth in revenue by class/customer base
- 1.4 Purchase order volume
- 1.5 % of members who rate quality of CES services as excellent (Data Development Agenda – Baseline 2017)

GOAL TWO - INCREASE DISTRICT PARTICIPATION IN ACADEMIC IMPROVEMENT OPPORTUNITIES

Performance Measures:

- 2.1 # of districts/LEAs participating in SITE, TAP, and other academic programs focused on instructional support
- 2.2 % of teachers participating in CES' programs who show improvement on four domains of teacher evaluation (Data Development Agenda – Baseline 2017)
- 2.3 # of district leaders participating in Leadership Training (Data Development Agenda – Baseline 2017)

GOAL THREE - ENABLE MEMBERS TO OPERATE MORE EFFICIENTLY AND ECONOMICALLY

Performance Measures:

- 3.1 % of Ancillary requests filled
- 3.2 # of new and total commodities/contract offerings
- 3.3 # of members and vendors using ecommerce system (Data Development Agenda – Baseline 2017)

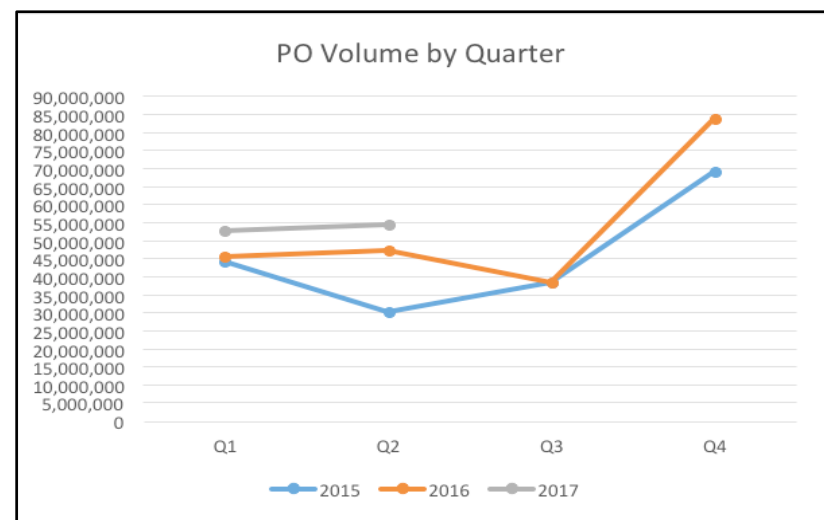
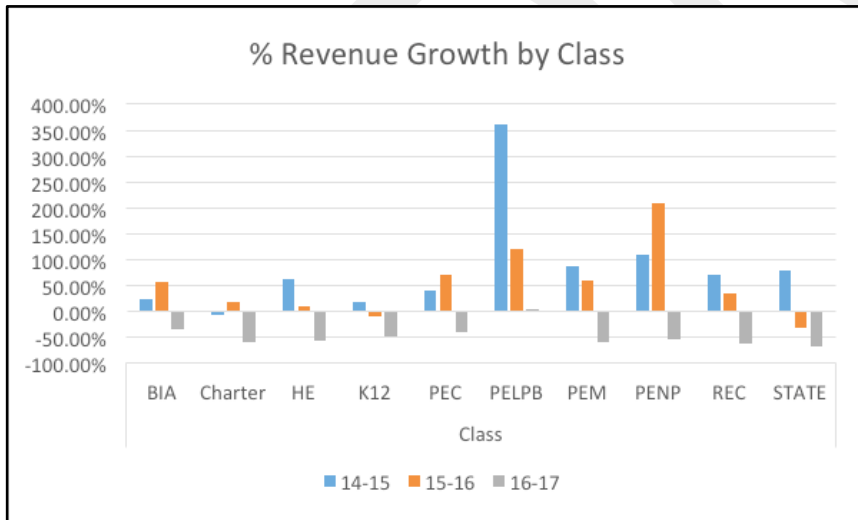
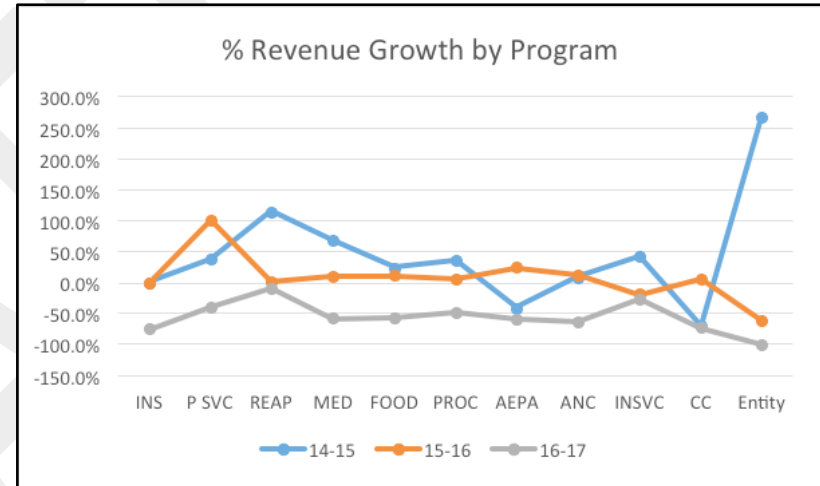
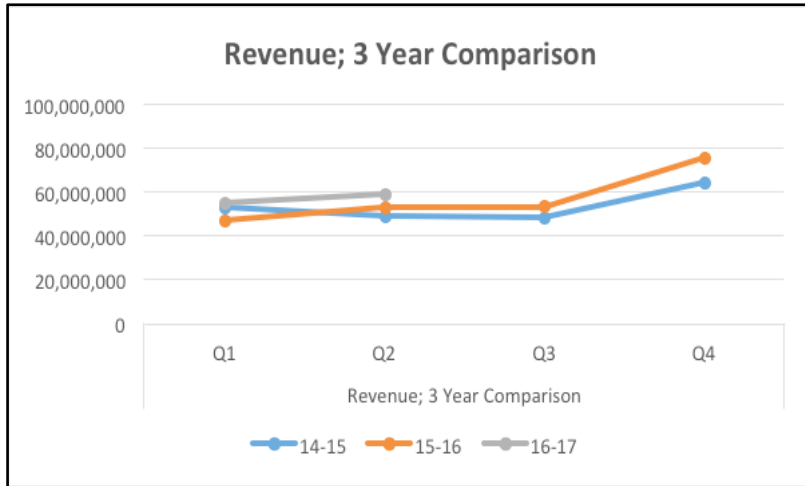
GOAL ONE

MAKE EVERY CUSTOMER A RAVING FAN OF CES SERVICES

HEADLINE PERFORMANCE MEASURES

- 1.1-1.3 Revenue, and % of growth by program, and by class/customer base
- 1.4 Purchase order volume
- 1.5 % of members who rate quality of CES services as excellent (Data Development Agenda – Baseline 2017)

HOW ARE WE DOING?



GOAL TWO

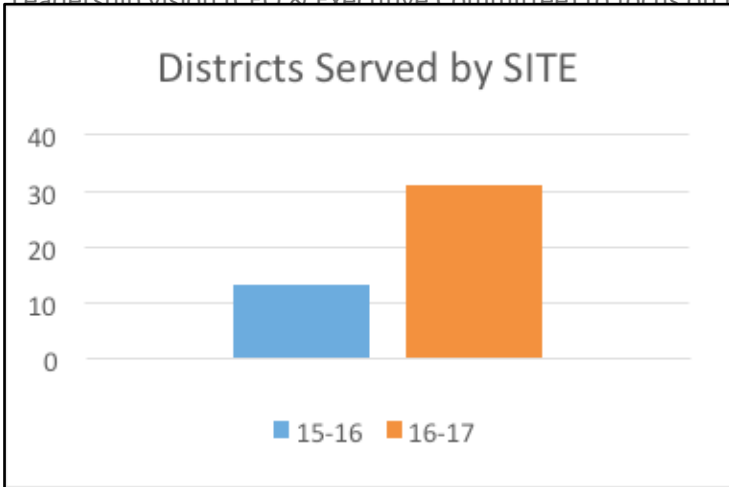
INCREASE DISTRICT PARTICIPATION IN ACADEMIC IMPROVEMENT OPPORTUNITIES

STORY BEHIND THE BASELINE

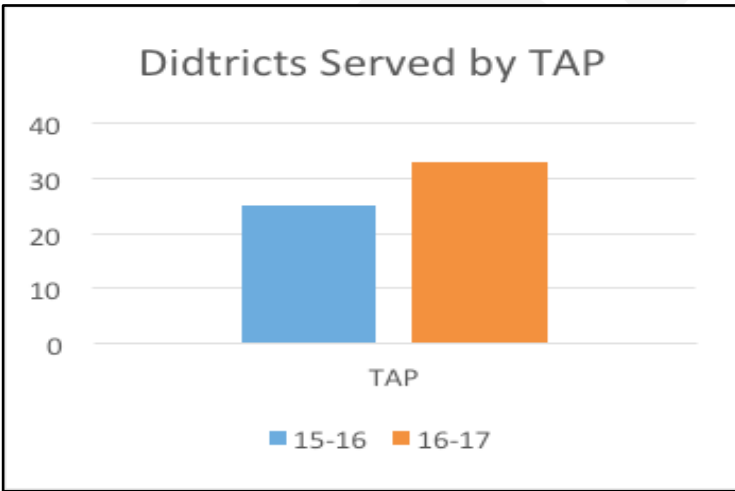
- Phenomenal growth in utilization of services and revenue over the last three years due to the following ...

HOW ARE WE DOING?

- Leadership vision (CEO & Executive Committee) to focus on meeting districts,



- Available workforce for Ancillary means that districts have flexibility



- revenue growth makes it possible for CES to provide value added services at low- or no-cost

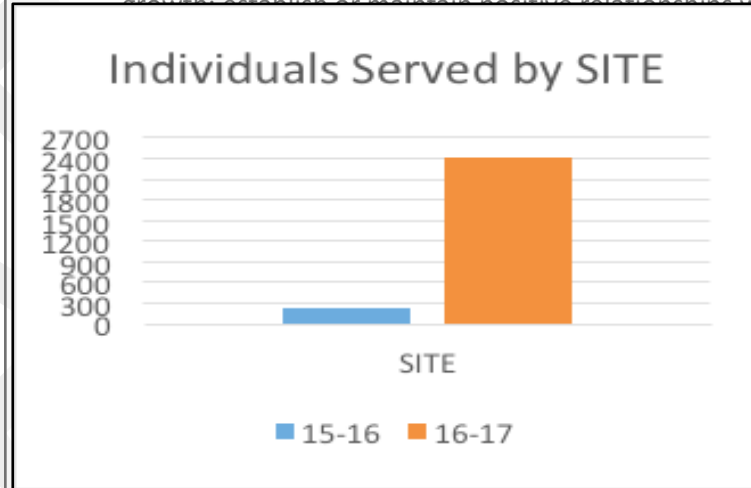
HEADLINE PERFORMANCE MEASURES

- 2.1 # of districts/LEAs participating in SITE, TAP, and other academic programs focused on instructional support
- 2.2 % of teachers participating in CES' programs who show improvement on four domains of teacher evaluation (Data Development Agenda – Baseline 2017)
- 2.3 # of district leaders participating in Leadership Training (Data Development Agenda – Baseline 2017)

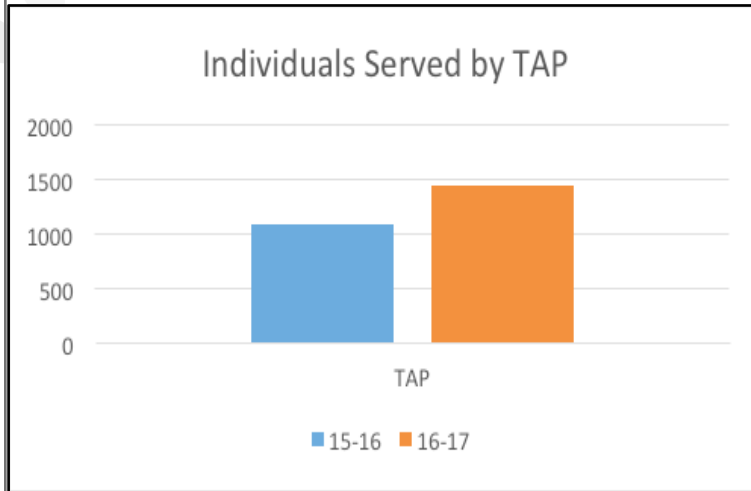
WHAT ARE WE GOING TO DO TO IMPROVE PERFORMANCE?

- Increase revenue annually by 2% by focusing on the following ...

- Influence decision-makers who can help support CES' continued growth by establish or reinforce positive relationships with decision-



- Develop and implement an improved customer satisfaction feedback



GOAL TWO

INCREASE DISTRICT PARTICIPATION IN ACADEMIC IMPROVEMENT OPPORTUNITIES

HEADLINE PERFORMANCE MEASURES

- 2.1 # of districts/LEAs participating in SITE, TAP, and other academic programs focused on instructional support
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STORY BEHIND THE BASELINE

- Growth in number of individuals and districts utilizing SITE & TAP due to
- District inability to get PD support from other entities created a gap/growing need; CES' programs address these PD gaps
- Need from schools with PED Compliance/Audit issues (D&F ratings)
- 1-on-1 outreach by CES Regional Reps with individual districts to discuss the benefits of the programs
- Statewide urgency around instructional improvement
- Affordability of programs (Free to districts - 100% funded by CES)
- Quality of PD & coaching model valued by participants
- Need for quality Special Ed PD due to high insurance costs related to litigation & compliance requirements
- CES reputation for providing high-quality, PD at low cost
- Insurers identified CES as leader to fill the PD gap

WHAT ARE WE GOING TO DO TO IMPROVE PERFORMANCE?

- Maintain 2% growth in CES revenue from other programs and identify partnerships and additional external funding sources to ensure funding availability for expanded instructional support and school service offerings
- Develop a plan for long-term sustainability of programs (including strategic partnerships and funding strategy)
- Recruit and maintain high quality PD staff and contractors
- Develop and implement evaluation component of SITE and TAP programs to help us measure progress as a result of participation in programs (i.e. those who show improvement in teaching or leadership practices that lead to improvement in student learning/performance)
- Plan the rollout of additional programs with input from CES Executive Committee

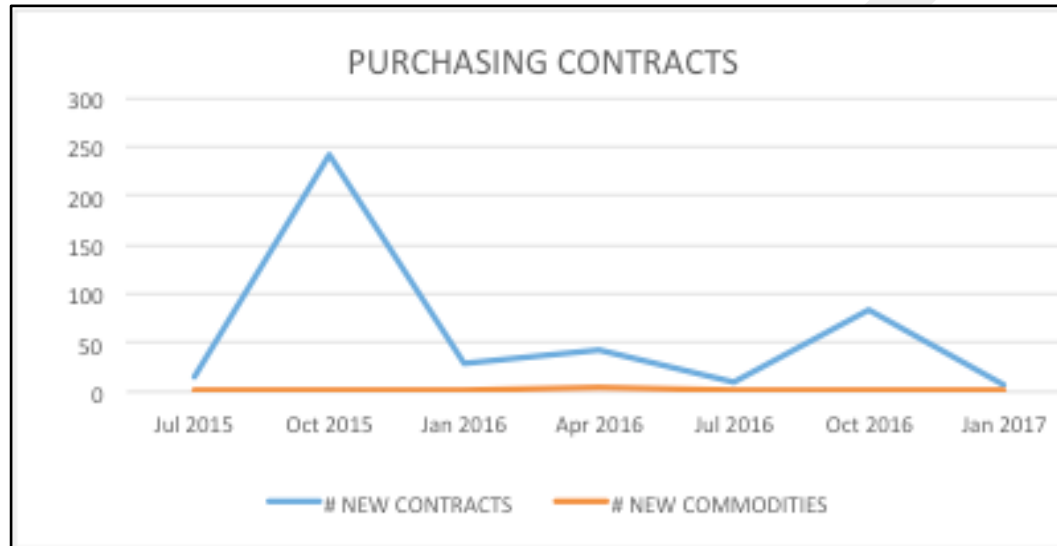
GOAL THREE

ENABLE MEMBERS TO OPERATE MORE EFFICIENTLY AND ECONOMICALLY

HEADLINE PERFORMANCE MEASURES

- 3.1 % of Ancillary requests filled (Data Development Agenda – Baseline 2017)
- 3.2 # of new and total commodities/contract offerings
- 3.3 # of members and vendors using ecommerce system (Data Development Agenda – Baseline 2017)

HOW ARE WE DOING?



STORY BEHIND THE BASELINE

- Need to develop data to understand the number of **Ancillary requests** made by districts that CES is unable to fill due to higher number of requests being made (from attrition from retirements) as well as a general lack of candidates to fill Ancillary FTEs (especially for rural placements)
- Significant growth in **% of contracts and new contracts**; growth in PE requests filled in new areas such as public safety, design & construction, and qualified professional services
- Improved ability to replace existing contracts with CES contracts (Mohave)
- Implementation of procurement in 2016 streamlined processes freeing up time to focus on expiring contracts
- Staffing increase to keep up with volume
- Volume reporting helps with whether to reissue contract
- More agencies relying on CES to meet diverse procurement needs
- Lack of procurement staff at local PEs and Districts

WHAT ARE WE GOING TO DO TO IMPROVE PERFORMANCE?

- Assess Ancillary Requests Unfilled data and Implement strategies to increase % of requests filled (i.e. adjustments to compensation package and benefits, enhanced recruitment, and hybrid models using IT technology to deliver OT & speech services remotely)
- Continued use and refinement of procurement will shorten solicitation timeline and increase ease of use
- Determine and use criteria by which we vet requests for additional new offerings
- Develop a better way of surveying customer needs when new requests come in to be more responsive
- Implement ecommerce system and support member use of ecommerce
- CES will be adding business management services and IT support services to its program offerings for the 2017-2018 Fiscal Year to meet the needs of our members.