



The SSC staff are committed to moving programs to higher levels of service and quality. We conduct ongoing strategic planning activities and embrace continuous improvement. As we look forward to 2015-2016, we have organized our planning into two phases. In August, the Board of Directors, Superintendent Advisory Committee, and staff convened to discuss communications relating to SSC programs, services and membership value. We used information gathered during extensive needs assessment surveys, as well as focus groups with our members, to facilitate our planning.

Our discussion led us to four key recommendations: 1) Improve the structure/classification of programs and services offered, 2) Improve awareness and understanding of all of SSC's programs and services, 3) Utilize simplified, targeted messaging to speak to the needs of the member, and 4) Meet our members where they are.

Based on this discussion, and follow up dialogue with the staff, our over-arching goal for 2015-2016 is to maximize the value of membership by raising awareness and increasing utilization of existing programs and services by current members. To accomplish this we posed five Big Questions (below in the clouds), and three Bold Steps (below in the arrow) that will have a systemic impact during implementation, and which influence our detailed action plans and goals.

Phase Two of our planning will occur after we complete our first Baldrige application, during which a team of cross-sector evaluators will provide us with a report of our strengths and opportunities for improvement. Armed with this information, we will have a second round of strategic planning to respond to what we learn. By using the Baldrige Excellence Framework and its Criteria for Performance Excellence to guide change, improve performance, and get enduring results, we will continue to grow and to strive toward excellence!

How will SSC build capacity to innovate in ways that serve our members most effectively?

How will SSC ensure that programs and services meet member needs and are assessed in an ongoing and effective manner?

How will SSC enhance collaborations and increase partnerships to facilitate value-added access for our members?

How will SSC balance and diversify funding to support organizational sustainability with high-quality staffing?

How will we maximize competitive advantages and most effectively communicate our value to the people we serve so that they access services to the fullest potential?

## 2015-2016 BOLD STEPS

Develop and implement strategies to meet members where they are by facilitating face-to-face connections.

Clarify, simplify, and individualize SSC messaging, speaking to unique member needs.

Create a development and innovation specialist position to strengthen SSC's capacity to provide sustainable, value-added programming.

*... additional Bold Steps will be added after prioritizing Baldrige opportunities for improvement ...*

**Southeast Service Cooperative**

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**Mission:** Driven by the needs of our members, we provide support, services, and solutions that increase value, maximize resources, and promote continuous improvement.

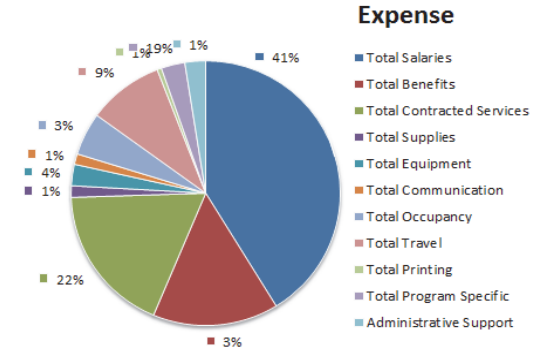
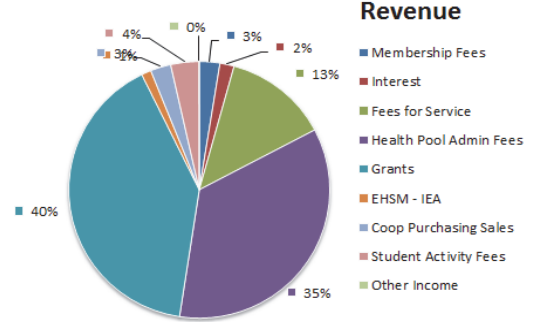
**To this end, we aim to be a:**

- Model of successful collaboration
- Purchasing network to save members money
- Regional resource to enhance learning

**2015-2016 Budget**

Revenue	Projected	%
Membership Fees	91,050	3%
Interest	63,000	2%
Fees for Service	464,303	13%
Health Pool Admin Fees	1,258,182	35%
Grants	1,442,728	40%
EHSM - IEA	43,000	1%
Coop Purchasing Sales	90,600	3%
Student Activity Fees	125,430	4%
Other Income	1,000	0%
<b>Total Operating Revenue</b>	<b>3,579,293</b>	<b>100%</b>
Health Insurance Claims Reserve	49,600,000	
<b>Total with Health Claims RSR</b>	<b>53,179,293</b>	

Expenses	Projected	%
Total Salaries	1,456,028	41%
Total Benefits	533,166	15%
Total Contracted Services	640,871	18%
Total Supplies	49,543	1%
Total Equipment	92,000	3%
Total Communication	45,573	1%
Total Occupancy	183,900	5%
Total Travel	322,011	9%
Total Printing	18,637	1%
Total Program Specific	100,456	3%
Administrative Support	88,246	2%
<b>Total Operating Expenses</b>	<b>3,530,430</b>	<b>100%</b>
Total Direct Health	54,148,431	
<b>Total with Health Premiums</b>	<b>57,678,861</b>	



**Board of Directors**

Carol Cravath, Chairperson, Plainview-Elgin-Millville Public Schools  
 Theresa Arrick-Kruger, Vice-Chair, Houston County  
 Susan Phillips, Treasurer, Freeborn County (retired)  
 Al Nelson, Clerk, Wabasha-Kellogg Public Schools  
 Mary Blair-Hoeft, City of Byron  
 Mike Christensen, Red Wing Public Schools  
 Brian Grudem, Zumbrotta-Mazeppa Public Schools  
 Beth Lawson, Stewartville Public Schools  
 Molly Rieke-Hofschulte, Dover-Eyota Public Schools  
 Marilyn Syverson, Kenyon-Wanamingo Public Schools

**Administrative Advisory Committee (Education)**

Karsten Anderson, Superintendent, Red Wing Public Schools  
 Jeff Apse, Superintendent, Lewiston-Altura Public Schools  
 Jeff Elstad, Superintendent, Byron Public Schools  
 Mike Funk, Superintendent, Albert Lea Public Schools  
 Beth Giese, Superintendent, Cannon Falls Public Schools  
 Ed Harris, Superintendent, Chatfield Public Schools  
 Cheryl Johnson, Director, Goodhue County Education District  
 Gary Kuphal, Superintendent, Plainview-Elgin-Millville Public Schools  
 Mark Matuska, Superintendent, Kasson-Mantorville Public Schools  
 John McDonald, Superintendent, Kingsland Public Schools  
 David Thompson, Superintendent, Stewartville Public Schools  
 Rachel Udstuen, Superintendent, Spring Grove Public Schools

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