



educational service center
of Central Ohio



Annual Report

2010-2011



The ESC of Central Ohio is everything you need it to be

ESC of Central Ohio Governing Board

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Fifteen years ago this agency had less than 50 employees. Today the ESC of Central Ohio and the COG have 1,200 full-time employees and more than 2,500 total employees.

This growth is healthy for the agency and a little amazing to witness, but its true importance is that because of this growth we are able to increase our usefulness to you.

It is also because of this growth that we are able to leverage resources to keep fees for services low and quality high.

With our variety of programs and services, how we help one partner could be completely different than how we help another. It truly is an entire toolbox, not just a single tool.

However, please do not confuse breadth with a lack of focus. In 2010-2011, the agency refined its analysis processes to ensure district needs match services offered.

There was a lot of that in 2010-2011, we did more and we did things better.

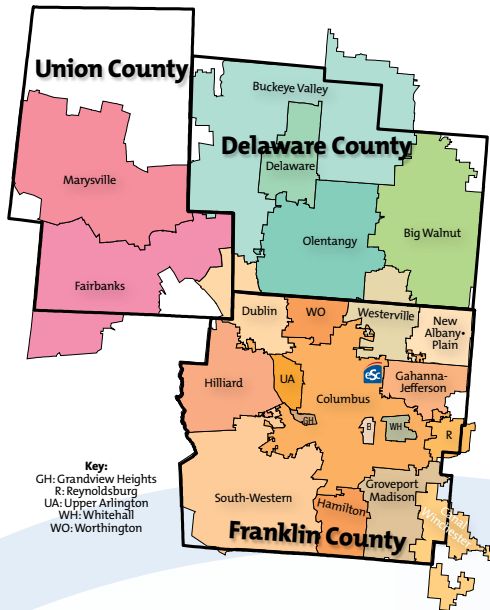
This report presents a few ways to define our ESC. With the nature of our agency, it's difficult to offer only one definition. The last year's highlights showcase a robust, reliable, dynamic service provider.

We hope you agree that no matter how you define us, the ESC of Central Ohio is a valuable resource.



Joyce Galbraith
Governing Board President

ESC Member Districts



Delaware County

Big Walnut Local School District
 Buckeye Valley Local School District
 Delaware Area Career Center
 Delaware City School District
 Olentangy Local School District

Union County

Fairbanks Local School District
 Marysville Exempted Village School District
 Tolles Technical & Career Center

Franklin County

Bexley City School District
 Canal Winchester Local School District
 Columbus Public School District
 Dublin City School District
 Eastland-Fairfield Career & Technical Schools
 Gahanna-Jefferson Public School District
 Grandview Heights City School District
 Groveport Madison Local School District
 Hamilton Local School District
 Hilliard City School District
 New Albany-Plain Local School District
 Reynoldsburg City School District
 South-Western City School District
 Upper Arlington City School District
 Westerville City School District
 Whitehall City School District
 Worthington City School District

ESC Staff & Students

2010-2011 Student Enrollment

Early Learning	480
Early Learning Peer Models	264
Alternative Education	81
Low Incidence	108
STACK	27
Emotional Disabilities	81
Hearing Impaired	29
Visually Impaired	41
GOAL	75

Students Served by Related Service Staff	5,400
Attendance Referrals	1,079

Full-time ESC Employees

Administrators	165
Non-Teacher/Non-Administrators	240
Teachers	199
Teacher Assistants	110
Educational Interpreters	17
Mental Health	40
Speech & Language Pathologists	40
Occupational/Physical Therapists & Adapted Physical Ed. Specialists	38

Other Employees

ESC Part-time Staff	80
Full-time SSC-COG Staff	389
Part-time SSC-COG Staff	156

Total ESC and COG Employees 1,151
Substitute Staff 1,586



The ESC of Central Ohio is strengthening educators

During 2010-2011, ESC of Central Ohio professional development reached an expanding and increasingly diverse audience.

The ESC's Center for Achievement and Leadership Services and States Support Team Region 11 combined delivered professional learning to more than 5,200 educators from more than 300 school districts and agencies.

In particular, several professional learning communities for area educators gained in popularity. The ESC has offered professional networks for groups such as area special education directors, human resource directors and superintendents for many years.

However, the ESC-sponsored Learning Leaders Network and its informal lead-in Educational Leadership Brown Bag gained momentum in the last year. The monthly sessions allow for area curriculum leaders to examine policy shifts and learn from each other's successes.

"We've found that you don't have to attend a conference to learn about best practices," said Teresa Dempsey, ESC director of professional development. "Just by taking the time to share with each other, educational leaders are able to develop ideas and tailor instructional improvement strategies to their district."

While the ESC and SST have a particular focus to improve schools locally, the ESC has a growing reputation statewide. With relevant

partners, the agency presented briefings on issues such as the new education budget that were broadcast online across Ohio.

Also statewide, ESC Director of Leadership Ralph Johnson worked with a number of collaborators including the Ohio Department of Education, Buckeye Association of School Administrators and Ohio Association of School Business Officials to develop new evaluation systems for superintendents and treasurers.

The Ohio Superintendents Evaluation System included a pilot program in 2010-2011 for 30 districts to implement the standards-based evaluation model. Responses were very enthusiastic. The ESC will continue to lead the OSES process in 2011-2012.

"In an era of standards-based performance, the OSES provides a framework for organizational achievement at the executive and policy level that can be benchmarked and assessed in a straightforward manner," Johnson said.

The ESC also led trainings for area educators on the Ohio Principal Evaluation System, which helps to meet requirements for Ohio Race to the Top districts.

These evaluation processes enable all the professionals in a district to focus on a set of goals and objectives, which are aligned and clearly communicated at all levels on an ongoing basis.



The ESC of Central Ohio and State Support Team Region 11 delivered **62,000 hours** of participant learning in 2010-2011. More than 5,000 educators from 300 districts and agencies participated in 334 events.

The ESC of Central Ohio is a trusted partner

Deservingly, the ESC has a reputation for excellence in special education.

In 2010-2011, the agency operated 76 classrooms for nearly 1,200 students with special needs or requiring alternative education environments.

It is core work for the agency, said Rhonda Dickson, assistant superintendent for student services.

“We have a long history of serving the hardest to serve low-incidence disabilities and at-risk students not succeeding in a traditional school setting and helping both groups reach their potential,” Dickson said.

The recent trend from districts is growth at the far ends of the spectrum. ESC programs have seen increases in preschool special needs programs and alternative education high school-age programs.

Early learning requirements differ significantly from school-age requirements, and ESC partners rely on the agency for expertise in this specialization. As a result, in 2010-2011, the ESC’s preschool program began the two-year process of applying for accreditation from the National Association for the Education of Young Children.

“NAEYC accreditation assures districts and families that ESC of Central Ohio early learning programs have rigorous standards and

developmentally appropriate practices that promote greater readiness for and success in school,” Dickson said.

All ESC of Central Ohio early learning programs will complete the accreditation process, which is anticipated to be earned during the 2011-2012 school year.

Another in-demand area for the Center for Student Services is assisting districts serve the growing population of students on the autism spectrum.

To help districts build their capacity around autism, the ESC operated two sold-out sessions of its annual STACK Summer Institute with cooperation from Reynoldsburg City Schools. The ESC’s Ohio Center for Autism and Low Incidence also collaborated, adding even greater expertise to the training.

However, the accomplishment Dickson is most proud of from last year is the GOAL program.

GOAL is a credit-recovery program that provides comprehensive services to students needing a non-traditional learning environment. For 2010-2011, 90 students participated and 80 were able to graduate on time with their class.

“That’s almost 100 lives that are now able to continue and not have to hit pause because of the lack of a high school diploma,” Dickson said. “That’s something to feel good about as an educator.”



As a result of the GOAL credit-recovery program, 90 students were able to continue their education with **80 graduating on time** with their high school class.

The ESC of Central Ohio is dynamic, always improving

One of the ESC of Central Ohio's priorities is to remain a nimble organization responding quickly to school districts' needs and policy shifts, and 2010-2011 saw several examples.

In June, the ESC was named one of 10 regional agencies to take a lead in the deployment of Ohio's Race to the Top initiative on behalf of the Ohio Department of Education. Partnering with the Mid-Ohio ESC, the ESC of Central Ohio will employ Race to the Top specialists to coordinate RttT activities across 17 Central Ohio counties.

Accordingly, the ESC will develop and deploy services to help school districts achieve their Race to the Top goals. The ESC also will launch wide-scale professional development activities to build the capacity of educators to implement the Common Core Standards in English language arts and math, as well as new state standards in science and social studies.

Also to aid districts, the ESC bolstered its data and accountability services. These services support district-, building-, and teacher-based teams on the collection, use, and interpretation of data to improve curriculum and instruction and to increase student achievement.

Former superintendent Cathy Heidelberg was named director of data, assessment and accountability and will help guide this work.

"The ESC's data services provide training and support to individuals or teams to develop a

culture that promotes data-driven discussions and helps staff make sense of data," said Tom Reed, executive director of the Center for Achievement and Leadership Services.

Another offering to help districts with new approaches, the ESC and its partners expanded the annual Ohio Innovative Learning Environments Conference.

The five-day conference gave educators across Ohio the chance to learn how to integrate new technologies, teaching methods and innovations into their school districts and classrooms.

This year's conference was presented by the ESC of Central Ohio, Hilliard City Schools, Ohio Department of Education, and Organization of Economic Cooperation and Development.

Another significant statewide grant came to the ESC in cooperation with the The Thomas B. Fordham Foundation to continue plans to improve the authorizers who monitor charter schools in Ohio.

The National Association of Charter School Authorizers awarded the ESC partnership an \$125,000 implementation grant to continue working toward the goal of creating a single statewide, high-performing charter school authorizer. Fordham, the ESC and seven other school district partners are moving toward this with the Ohio Authorizer Collaborative.



The annual **Ohio Innovative Learning Environments Conference** featured speakers from the United States, Finland, Canada, Australia, United Kingdom, Hong Kong and New Zealand.

The ESC of Central Ohio is a toolbox, not a single tool

Among all the variety of ESC services, perhaps the area districts and agencies most frequently rely on the ESC for its employment services.

In 2010-2011, Office of Human Resources staff processed 617 new staff members for the ESC and Shared Services Center Council of Governments.

HR also processed 336 ESC or COG retirements, non-renewals or resignations, some of which were moving between the two entities.

In addition, HR staff recruited, trained and processed substitutes to be part of the pool of 1,600 professionals to be deployed in ESC-operated classrooms and 13 member districts.

In cooperation with the agency's Center for Technology, HR developed the ESCHires website to automate the hiring process with partner districts and agencies. This exciting development eliminates hard copy paper shuffling and speeds the hiring process.

A handful of partner districts and agencies participated in a successful pilot of the ESCHires site. The tool will be refined and is expected to be rolled out to all ESC partners during the 2011-2012 school year in time for the summer hiring season.

In addition to supporting the increasing internal needs of the ESC, the Technology took on additional projects for website hosting and

providing ongoing Help Desk services for external partners.

The Technology also implemented VeriTime Time Tracker, an application to help log hours worked for employees on time sheets, and EZPay, an online payment system to enable electronic collection of ESC preschool fees.

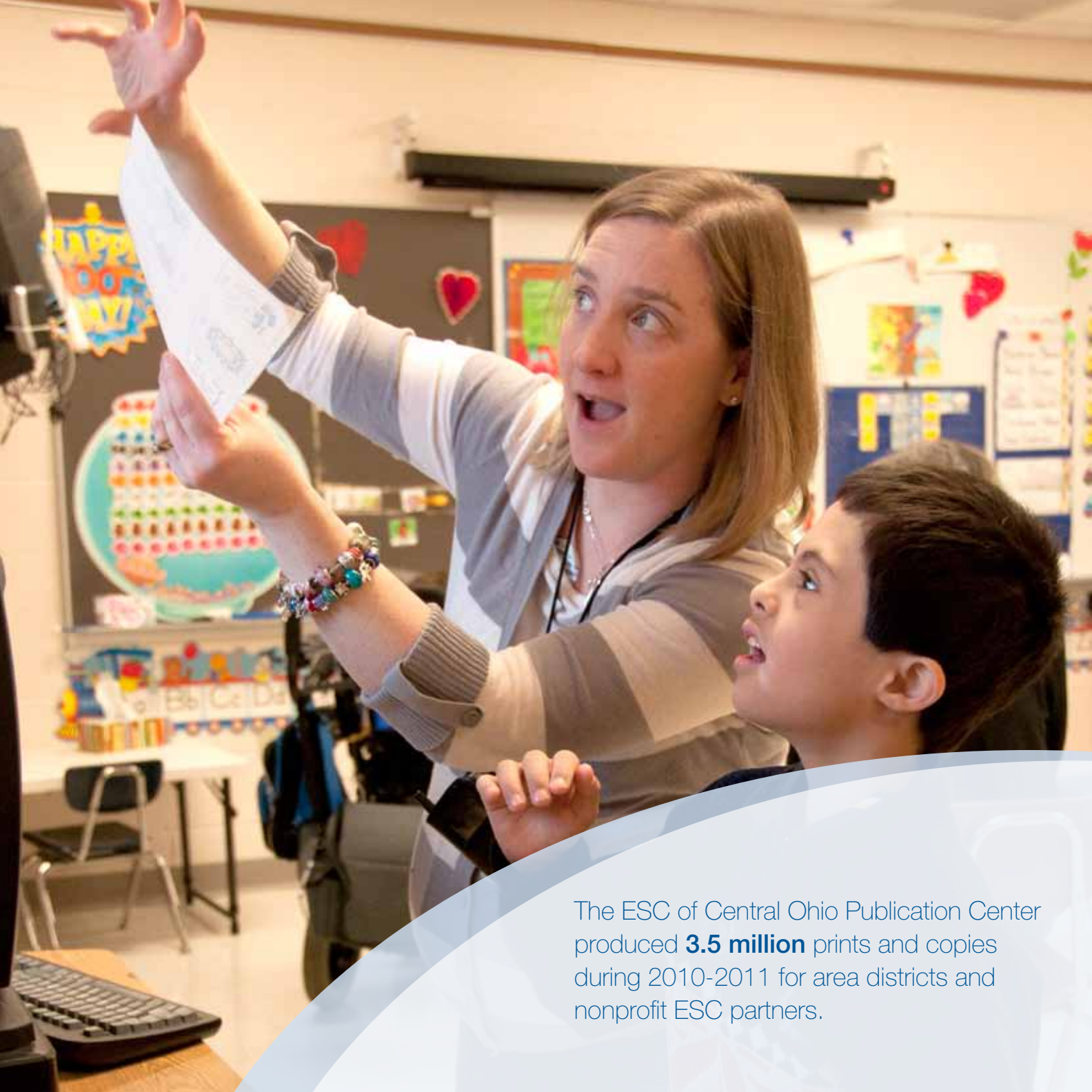
Another ESC tool growing in popularity is the Conference Center at the ESC Central Office near Port Columbus and Easton. During 2010-2011, the Conference Center was site of approximately 850 events from the ESC and an array of public or nonprofit entities.

The Center for Business and Innovation implemented several initiatives to aid agency business and planning functions.

In 2010-2011, this work made strides in the ESC's client relationship management process—which will help the agency identify partner district needs—and in the resulting innovation development that would follow when no existing service will meet the identified requirements.

Always popular, the ESC Publication Center had a record year, completing 1,186 print jobs for a growing list of 59 school districts, community schools and nonprofit organizations.

The work totaled about 3.5 million copies and press impressions for products such as forms, spiral-bound reports, brochures and newsletters.



The ESC of Central Ohio Publication Center produced **3.5 million** prints and copies during 2010-2011 for area districts and nonprofit ESC partners.

The ESC of Central Ohio is marked with distinction

Several areas of the ESC were honored with distinctions and awards in 2010-2011.

The national Autism Society named the Ohio Center for Autism and Low Incidence a 2010 Autism Champion.

The Autism Society specifically recognized OCALI's commitment to raising educational standards for those on the autism spectrum and for providing services that serve as models for the entire country.

"OCALI is humbled and honored to receive national recognition for our continued efforts in support of individuals with ASD," said OCALI executive director Shawn Henry. "This award reinforces the vision and foresight of the state legislature and administration who created OCALI, Ohio's statewide resource center."

Also at OCALI, Jill Hudson, coordinator of national, state and community partnerships, was selected to participate in a national summit on autism spectrum disorders at the White House.

Hudson was one of 70 people who attended the summit, which was in recognition of National Autism Awareness Month. Attendees included self-advocates, parents, researchers, educators and practitioners.

"Our presence at the White House event underscores the work we're doing at OCALI and across the field of autism. It confirmed that we're going in the right direction," Hudson said.

"It makes me proud to be part of OCALI. We're not just doing good work in Ohio, but across the country."

The Rochester Institute for Technology's National Technical Institute for the Deaf honored Lisette Tedeschi with its distinguished teacher recognition award in April. Tedeschi is a teacher in the ESC's hearing-impaired program.

"Lisette is an outstanding teacher and a role model for others in our profession," said Rhonda Dickson, ESC assistant superintendent for student services. "She deserved this recognition."

The ESC Office of Communications was one of five teams honored nationwide by the National School Public Relations Association with an Award of Excellence for The Intercom, the ESC's employee newsletter.

The Intercom also has been recognized with a Best of the Best distinction at the state level several times during the last five years.

Locally, the Columbus section of the Association for the Education of Young Children honored ESC/State Support Team 11 Early Language and Literacy Specialist Tricia May-Woods with its Leadership Award.

The group praised May-Woods' passion to help children, families and educators. May-Woods also received the 2008 Teacher of Teachers award from the Ohio AEYC.



For 2010-2011, the ESC of Central Ohio gained **\$17 million** in local, state and federal grants that it shared with area school district and nonprofit organizations.

The ESC of Central Ohio is fiscally accountable

The highlights contained in this annual report show an agency that is nimble enough to address ever-changing service requirements of our constituents. We continue to explore new ways to provide services to our partner districts and agencies.

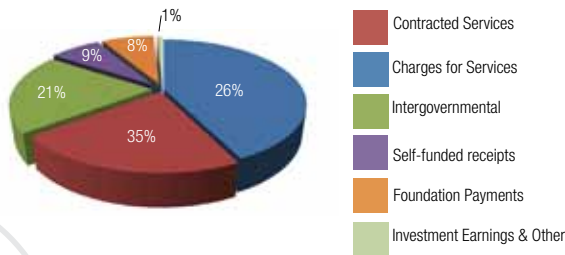
Through a partnership with Shared Services Center Council of Governments (SSC-COG - formerly, the Educational Service Center Council of Governments), the ESC is able to offer employment services to our partners to provide staffing support in non-critical areas of their operation at a lower cost. The bar graph below and the chart at right demonstrate the effect

of utilizing the SSC-COG to meet the service needs in areas that support their individual educational missions. Cost previously accounted for as salaries and benefits in the ESC are now accounted for as purchased services, while the employment contracts are performed through the SSC-COG's professional employment operations.

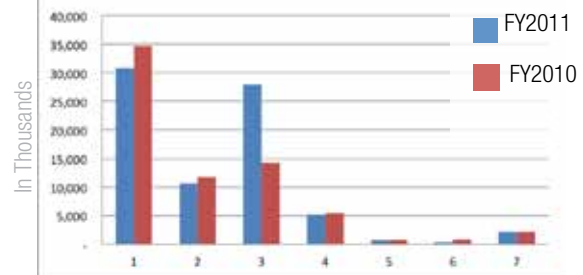
While we explore collaborative efforts with our current and future partners to meet their ongoing and future needs, we will continue to focus on existing internal operations to improve services while maintaining low cost to our clients.

Alan Hutchinson
Treasurer/CFO

Revenue by Type: 2010-2011



Expenditures by Type: 2010 vs. 2011



1 Salaries
2 Benefits
3 Purchased Services
4 Self funded insurance

5 Supplies & Materials
6 Capital Outlay
7 Other

Revenues, Expenditures, and Changes in Cash and Investments (in thousands)

	General Fund		All Other Funds (1)		Total All Funds (3)	
	FY 2011	FY 2010	FY 2011	FY 2010	FY 2011	FY 2010
Revenues						
<i>Program receipts</i>						
Contracted services	\$30,965	\$21,290	\$1,415	\$2,080	\$32,380	\$23,370
Charges for services	15,925	16,670	435	-	16,360	16,670
Intergovernmental program receipts	1,966	3,930	13,173	16,721	15,139	20,651
Self funded insurance receipts	-	-	5,473	5,842	5,473	5,842
<i>General receipts</i>						
State foundation payments	5,675	5,537	-	-	5,675	5,537
Investment earnings	68	95	7	9	75	104
Other miscellaneous receipts	451	365	87	72	538	437
Total receipts	55,050	47,887	20,590	24,724	75,640	72,611
Expenditures						
Salaries	27,873	30,704	2,881	3,966	30,754	34,670
Benefits	9,241	10,309	1,376	1,397	10,617	11,706
Purchased services	17,488	6,513	10,398	7,807	27,886	14,320
Self funded insurance payments	5,145	5,435	5,145	5,435		
Supplies & materials	393	371	387	382	780	753
Capital outlay	202	248	112	597	314	845
Other	1,327	456	852	1,762	2,179	2,218
Total expenditures	56,524	48,601	21,151	21,346	77,675	69,947
Increase (decrease) in cash & investments before advances and transfers	(1,474)	(714)	(561)	3,378	(2,035)	2,664
Advances & transfers, net	(85)	(444)	85	444	-	-
Increase (decrease) in cash & investments	(1,559)	(1,158)	(476)	3,822	(2,035)	2,664
Cash & investments July 1	14,313	15,471	4,845	1,023	19,158	16,494
Cash & investments June 30	\$12,754	\$14,313	\$4,369	\$4,845	\$17,123	\$19,158

- Notes:**
- (1) All other funds include the following:
 - Special Revenue Funds (Grant Funds)
 - Capital Project Funds
 - Agency Funds (Fiscal Agent Services)
 - Internal Service Center for Leadership Fund
 - Self-Funded Internal Service Fund
 - (2) Certain operations were reclassified from Other Funds to the General Fund at the beginning of fiscal 2011. This reclassification was reflected back to the beginning of fiscal 2010.
 - (3) Unaudited information





educational service center
of Central Ohio

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State Support
Team

