# **Southern Oregon Education Service District**

## 2014-15 Local Service Plan

## **Board of Directors**

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Doug McKinley – Zone 9

## **Administration**

Scott Perry, Superintendent and Director of School Improvement Howard George, Business Manager Ron Enger, Director of Technology and Media Sandra Crews, Director of Special Education

#### **Mission of SOESD**

As a responsible partner, we provide services and leadership to optimize opportunities for the children, schools and communities we serve.

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# **Preface**

This Local Service Plan has been developed in accordance with legal requirements as a description of the services to be provided to Southern Oregon school districts by Southern Oregon ESD during the 2014-2015 school year. However, it is important to note that these services can only be provided if adequate funds are available. In the event of a funding change, services will be prioritized in close consultation with the superintendents of the districts served by Southern Oregon ESD.

#### **Local Service Plan Introduction**

At Southern Oregon Education Service District, we appreciate the continued opportunity to be of service to our thirteen member districts. SOESD has developed an effective working relationship which is manifested in the scope of its Local Service Plan. Through the Local Service Plan, SOESD provides support for the 13 school districts in Jackson, Josephine and Klamath counties. In addition, some special education regional services are provided in Douglas and Lake counties. Schools in Jackson, Josephine and Klamath counties provide educational services to approximately 46,369 students which represent almost 10 percent of the students in Oregon. The SOESD geographic region is the largest ESD region in Oregon serving students living in almost 10,600 square miles, which is larger than seven states in the U.S.

ESDs are funded based on 4.5% of the State School Fund. State School Fund dollars originate as either property taxes or as state income taxes. For the 2014/2015 fiscal year, SOESD has budgeted \$7,729,142 from state sources and budgeted \$9,400,495 from local property taxes. These combined amounts total \$17,129,637. When added to the remaining budgeted revenues, this brings the total SOESD general fund budgeted resources to \$17,654,637. In the 2013-14 school-year, it is anticipated that 90% of SOESD's budgeted State School Fund revenue will be spent in services for component school districts.

In addition to these general fund revenues, SOESD has been successful in obtaining significant resources from grants and contracts and maintains over 100 special revenue funds that track and report these grants separately from its State School Fund. Greater than half (53%) of SOESD's annual revenue is derived from grants, contracts and cooperative services. SOESD brings value added to our districts by bringing in revenue for projects above and beyond state school fund allocations.

We are very proud of the accomplishments of Southern Oregon ESD. SOESD is viewed as a progressive leader in the ESD community and within our region. On behalf of the ESD board and administrative leadership, I would like to recognize that our success is due to the work of our staff in cooperation with our component districts.

Scott Perry Superintendent

#### Mission of ESDs in the State of Oregon

Under the provisions of ORS 334, an Education Service District shall provide regionalized core services in:

- Administrative/Business Services
- School Improvement Services
- Services for Children with Special Needs and
- Technology Services

The goals of these services are to:

- a. Assist component school districts in meeting the requirements of state and federal law
- b. Improve student learning
- c. Enhance the quality of instruction provided to students
- d. Provide professional development to component school district employees
- e. Enable component school districts and the students who attend school in those districts to have equitable access to resources
- f. Maximize operational and fiscal efficiencies for component school districts

### **Core Services of Local Service Plans**

As per ORS 334, we work in collaboration with our local school district superintendents and advisory groups in the development of the plan. The SOESD local service plan must include the following services as defined in ORS 334.175:

- Administrative and support services for component school districts, including but not limited to services designed to consolidate component school district business functions, liaison services between the Department of Education and component school districts, and registration of children being taught by private teachers, parents, or legal guardians.
- School improvement services for component school districts, including, but not limited to, services designed to support component school districts in meeting the requirements of state and federal law; services designed to allow the education service district to participate in the review of the state and federal standards related to the provision of a quality education by component school districts; services designed to address schoolwide behavior and climate issues; and professional technical education and professional development for employees who provide those services.
- Programs for children with special needs including, but not limited to, special
  education services for at-risk students and professional development for employees who
  provide those services.
- Technology support for component school districts and the individual technology plans
  of those districts, including but not limited to technology infrastructure services, data
  services, instructional technology services, distance learning, and professional
  development for employees who provide those services.

#### **Approval Process**

All services and facilities provided by an ESD, including the core services, those required by state law and services provided via contract to component districts, non-components and private entities must be approved annually by the ESD board as well as component school boards. The criteria for approval of the Local Service Plan is two thirds of the component districts, with greater than 50 percent of the students, voting in favor of the plan.

## **Amendment Process**

The Local Service Plan may be amended during the service year. This may be accomplished by a resolution of constituent district superintendents using the same percentage criteria that approved the original plan and approval of the SOESD board.

## **Timeline for Development and Approval Process**

- <u>June November 2013</u>: Information and sharing of SOESD services with districts and job-alike groups.
- <u>November/December 2013</u>: Local service plan submitted to component district superintendents for review.
- <u>January 2014</u>: Local service plan submitted to Southern Oregon ESD Board for approval.
- <u>January 2014</u>: Local service plan submitted to component school district boards for approval.
- <u>January/February 2014</u>: Component school district boards take formal action on Local Service Plan and submit resolution ballot to the ESD.
- March 1, 2014: Approval cycle completed.

## **SOESD Organization**

The Southern Oregon ESD is organized into four core service areas to reflect the priorities set forth in the Local Service Plan. The following SOESD administrators have been assigned responsibility for each of the core service areas:

- Administrative and Business Services Scott Perry and Howard George
- School Improvement Services Scott Perry
- Special Education Services Sandra Crews
- Technology and Media Services Ron Enger

#### **Annual Performance Measures**

The services provided by SOESD and outlined in the Local Service Plan will be measured annually using a variety of evaluation tools. A summary of this performance measurement shall be provided to all local school district boards, all local school district superintendents, and to the board of the ESD.

#### **Expenditure Requirement**

State law requires ESDs to expend at least 90 percent of all "local revenues of an ESD" for services approved by component districts through the approval process. SOESD is utilizing 90% of state funds in core services in 2013-2014.

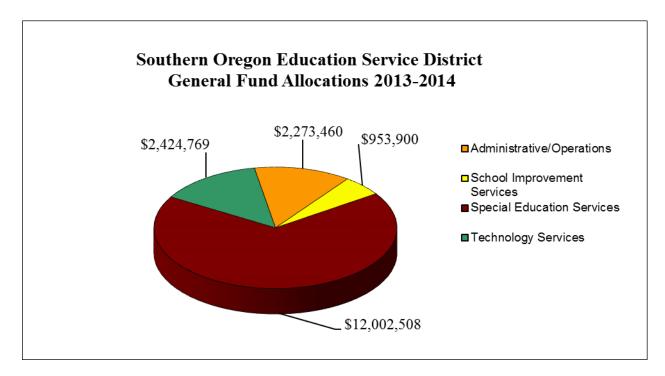
## **Entrepreneurial Services**

ESDs may provide services and facilities to public and private entities and to non-component school districts provided that they are to address a need of a component district, included in an approved local service plan and have a business plan. Should the school districts served by SOESD request such services in the future, they would be addressed in the Local Service Plan.

## **Brief Funding Summary of 2013-2014**

Southern Oregon Education Service District provides services to the thirteen school districts in Josephine, Jackson and Klamath Counties in the areas of Administration/Business, School Improvement, Special Education and Technology. Greater than half of the ESD's funding comes from grants and contracts. The other half of SOESD's funding makes up the district's General Fund and is currently allocated to programs as per the chart below.

One of the primary purposes of this Local Service Plan is to describe services provided with General Fund dollars as developed in concert with our local districts. The law stipulates that these services be reviewed and approved annually by the ESD board as well as our component school boards.



#### Administrative/Business Services

Administrative and support services for component school districts, including but not limited to services designed to consolidate component school district business functions, liaison services between the Department of Education and component school districts and registration of children being taught by private teachers, parents or legal guardians pursuant to ORS 339.035.

#### School Improvement Services

School improvement services for component school districts, including but not limited to services designed to support component school districts in meeting the requirements of state and federal law. This includes support in career and technical education, migrant and ELL education programs, assistance in grant writing and other services designed to improve teaching and learning in the region.

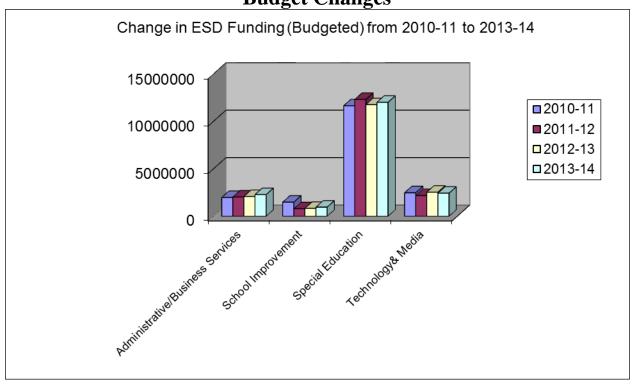
#### **Special Education Services**

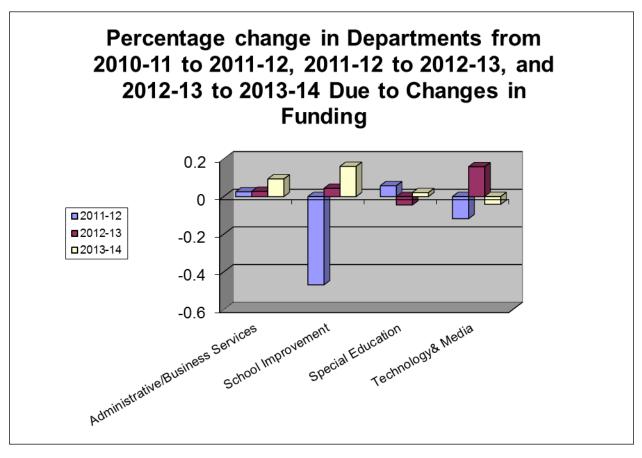
Programs for children with special needs, including but not limited to special education services, services for at-risk students and professional development for employees who provide those services. This also includes ESD operated classrooms for students with disabilities, as well as a variety of services for assessing and serving students with disabilities.

#### **Technology Services**

Technology support for component school districts and the individual technology plans of those districts, including but not limited to technology infrastructure services, data services, instructional technology services, media resources, technology installation and repair, distance learning and professional development for employees who provide those services.

**Budget Changes** 





## **Key Projects and Notable Achievements**

A number of key projects and services have been provided to area school districts in the period spanning from the fall of 2012 to present. Below are some of the notable achievements:

## **Administration and Business**

- Unanimous approval of SOESD Local Service Plan
- Hosting business information software for two districts
- Medicaid Administrative Claiming (MAC) for four school districts, as well as SOESD
- SubFinder automated substitute scheduling system for eight districts
- Substitute Management Services implemented for two additional school district (total of seven school districts), as well as SOESD
- SOESD coordinated a request for quotes for SB 1149 services for a number of component school districts.
- Orchestrated regular contact between legislators and superintendents throughout the 2013 Legislative Session.
- Provided leadership for regional collaboration amongst multiple agencies and partners involved in the developing Southern Oregon Success Initiative and Early Learning Hub.
- Assisted the region in applying for state initiative grants.

## **School Improvement Services**

#### General

- Worked with Curriculum Director group to plan and deliver regional workshops on formative assessment and proficiency education.
- Successful continuation of a three-year Teaching American History Grant.
- Successfully obtained regional grants related to new teacher and administrator mentoring, regional achievement collaboration, implementation of SB 290 and Common Core State Standards.

#### **Career and Technical Education:**

- The Region 8 consortium continued this year to work collaboratively with ODE, school districts, and teachers, to complete the work necessary to resubmit 3 *regional* and 5 individual Program of Study POS, applications, to the Oregon Department of Education ODE, representing 31 POS's total. While the *regional* Automotive POS application was approved last year, the Information Communication & Technology ICT, and Manufacturing were required to complete additional work to satisfy ODE requirements. Both ICT and Manufacturing *regional* applications have been approved in the last month. An Early Childhood Education, ECE program was developed for POS consideration at North Medford and combined with an existing ECE POS at Grants Pass in a *regional* POS application. This application has now been approved by ODE as well. This coming year we will submit our 6 Culinary POS's for renewal as a *regional* POS application.
  - **Automotive** (7 schools; N. & S. Medford, Ashland, P/T, Mazama, IV, EP, 7 POSs)
  - **ICT** (5 schools; HV, 2-GP, EP, P/T, N. Medford, 6 POSs)
  - Manufacturing (10 schools; GP, NV, Newbridge, Mazama, Chiloquin, Ashland, N. Medford, EP, BF, Gilchrist 10 POSs)
  - **Early Childhood Education** (2 schools; N. Medford, GP, 2 POS's)
  - **Culinary Arts H&T** (6 schools; N. & S. Medford, GP, Ashland, EP, Mazama, 6 POS's)
- The Region 8 consortium continues to collaborate with the SOESD and stakeholders to write and submit pertinent state grants.

- The Region 8 consortium worked in conjunction with RCC CTE staff to continue
  planning and hosting the CTE Learning Series. These PLCs/PDs will be conducted in
  multiple Cluster Level POS's to engage all stakeholders in hands-on STEM and CTE
  related activities. Participant teams are comprised of a teacher, administrator, and
  counselor.
- The Region 8 consortium worked in conjunction with RCC CTE staff to continue planning and hosting a STEM Academy, all-day hands-on workshop in Manufacturing, Electronics, Carpentry, Automotive-Diesel, Welding, Dentistry, and Fire Science. Over 100 students participated this past year again.
- The Region 8 CTE coordinator worked in conjunction with component districts to get additional CTE endorsements for 6 teachers.
- Region 8 CTE teachers and staff participated in the SOESD sponsored, Proficiency Based Instruction and Learning Conference and Ed Tech Summit III
- Region 8 CTE coordinator and stakeholders continued working to inform the
  collaborative efforts with component districts, RCC, KCC, OT, and SOU Presidents, Job
  Council, Early Childhood Services, and all component district superintendents to begin
  assessing and addressing H.S. graduation and readiness and enrollment in postsecondary
  education opportunities.
- 100% of our POS teachers participated in one or more days of paid professional development, as well as, PLC's and state and national conferences.
- 100% of our POS's successfully, developed a "valid and reliable" Technical Skill Assessment (TSA), identified and tested POS completers, retrieved and reported that data to ODE and analyzed the data for POS improvement.
- 100% of our POS teachers participated in 2 or more cluster area PLC's to work on program development and improvement.
  - > Standards and Academic and technical curriculum content
  - ➤ Alignment to a 1 year Community College (CC) Certificate and or 2 Year AA degree.
  - ➤ "College Now" dual credit (5,705 Credits awarded CTE students by RCC)
  - Student Support Services-Each POS developed one or more CC Pathway visual organizers
- The consortium continues to provide leadership and research for "best and next" instructional practices and resources, and new technology.
- The consortium purchased additional advanced technology to both preview and test for future use in classroom instruction.
- The consortium purchased and distributed additional 3-D scanning and printing resources, CNC equipment, and 30 unit I-Pad workstations for each of 6 Culinary Arts POS's.
- The consortium provided setup, training, and guidance to instructors getting new technology.
- The SOESD CTE department wrote and submitted the Region's Perkins Update Grant application for both "Basic" "Reserve" grants, along with the Budget Narratives and Spending Workbooks. Both have been approved by the ODE.
- The SOESD CTE department wrote and submitted annual reports for both "Basic" and "Reserve" grants.
- The SOESD CTE department inventories, tracks, and monitors allocations of all POS equipment.
- The SOESD CTE department attends monthly meetings at the ODE to provide a variety of services to the consortium.
- The SOESD CTE department hosts and facilitates monthly consortium meetings.

The SOESD CTE department will continue to provide all the above services in 2014-15. In addition they will respond to various additional needs of the consortium as they arise throughout the year.

## **Migrant Education / ELL**

- During 2012-13 SOESD served 106 district staff members, 12 Kids Unlimited staff and 60 Intro to SIOP MAT students at SOU with SIOP training. Constructing Meaning, Systematic ELD and Interpreter Workshops served an additional 78 district staff. We have served 95 staff in those same workshops to date this year. In all cases, we far exceeded our goal of 30% growth in skills acquired from the workshops as evidenced in our pre and post assessments.
- Assisted 21 Migrant Seniors in Jackson County to obtain a total in excess of \$159,500 in grants and scholarships for college through our Sobresalientes program.
- In Identification and Recruitment of Migrant Students, we recruited 1196 students from July 1, 2012 through June 30, 2013. This is an 8% increase from last year, when we recruited 1008 students in the same time period.

## **Special Education Services**

#### General

- In collaboration with the Special Education Administrators of Jackson, Josephine, and Klamath Counties, reached consensus and provided input to decision makers regarding these issues:
  - Changes in Regional service delivery model re: ASD evaluations and direct OT/PT services and concomitant cost shifts to districts
  - o Proposed statewide system of autism services
  - Continuing participation in STEPS by area school districts beyond 2012-13 school year
  - NVCI training provided by CPI certified staff to staff in other districts
  - o Implementation of transition requirements (number of hours of service, service placements, parent and student notification/consent)
  - Legislative advocacy regarding transition and other special education related issues, such as lack of federal financial aid for students who receive a modified diploma
  - o Alignment of Common Core State Standards in SEAS goal bank
  - o Ongoing communication with ODE via District Liaison (Sally Simich)
  - o Planning regarding a day treatment program for high school age students
  - o SLP Partnership Program
  - Use of a school psychologist intern
  - Updated information for area pediatricians about special education eligibility and medical statements
  - Support, training, and networking opportunities for AT teams via an AT Cadre
  - o Transportation of students served in LTCT programs
  - o Services to Regionally-eligible students in charter schools
  - Mental health services (previously provided by JBH) now provided by CCOs (Coordinated Care Organizations)
  - PSW (Patterns of Strengths and Weaknesses) v. RTI (Response to Instruction) in relation to SLD identification
  - o STEPS Plus eligibility criteria & referral process
- Facilitated participation of local district specialists in SOESD-led "Jobs Alike" meetings and inservice training for transition teachers (two meetings for a cadre of approximately 14 people)
- Completed regional planning re: changes in Regional service delivery and funding, including changes in Autism Spectrum Disorder licensure, roles, and services and provision of occupational and physical therapy

- Implemented an SOESD Disability Awareness campaign under the theme "The Opportunity to be Equal/the Right to be Different"
- Developed recommendations regarding SOESD's Teacher and Administrator Evaluation and Support System to meet the requirements of SB 290

### **Assistive Technology**

- Processed 130 requests for AT equipment
- Provided workshops re: Introduction to Boardmaker, Introduction to Voice Recognition software, Introduction to Clicker, "Meet You iPad" Series, Proloquo2Go: An Introduction to Text to Speech Apps, and 2-day Special Education Apps Fair in collaboration with Columbia Regional Program (Day 1 attended by 13 participants, Day 2 attended by 42 participants from 10 districts)
- Participated as a member of the OTAP Advisory Group, the Learning Through Technology PLC, and represented Oregon SEAS users as a member of Computer Automation Systems' (CAS) Customer Advisory Board
- Hosted 3 AT Cadre meetings attended by 10 AT teams from school districts, EI/ECSE programs, and SOESD special education programs

#### **Audiological Services**

- Conducted 629 audiological evaluations, ear mold impressions, and hearing aid fittings/follow up for 9 Jackson County school districts
- Re-screened 75 students in 3 schools in Ashland
- Rented out and provided support for use of 49 FM amplification units to 14 school districts in Jackson, Josephine, Klamath, Douglas, and Lake Counties
- Purchased 4 new screening audiometers and screening tympanometers for use by SOESD SLPs conducting hearing screenings in districts

## **Autism Services**

- Provided and/or sponsored training, including:
  - o Six parent workshops in Jackson, Klamath, and Lake Counties
  - Two 5-day training series re: ASD evaluations for a cadre of 40 district special education staff
  - Intensive training and coaching related to ASD assessment for staff in Medford School District
  - o A 2-day ADOS-2 workshop for district special education staff
  - o A 1-day ADOS-2 rater reliability workshops for Regional ASD Consultants
  - A 1-day workshop re: Social Thinking by Michelle Garcia Winner attended by 320 persons from 32 districts in Oregon and northern California
- Supported STEPS and STEPS Plus classroom staff re: Structured TEACCh (Training and Education of Autistic and Related Communication Handicapped Children), STAR (Strategies for Teaching Based on Autism Research) curriculum, and SCERTS (Social Communication Emotional Regulation Transactional Supports) model
- Created a 2-hour, on-line ASD Foundations course, partially funding by an Oregon ASD Commission/DHS grant
- Supported the Oregon ASD Commission's work by participating in the ASD Specialization Pilot project and the Screening, Identification, and Assessment Subcommittee

#### Early Childhood Services (Josephine County)

• Utilized creative approaches to address funding/staffing challenges, including:

- Audit of ECS Volunteer Program, development of action plan, and preparation of volunteer orientation materials through planning grant (\$5,000) from Oregon Community Foundation for Volunteer Management
- Sponsorship of VISTA and AmeriCorps members (2.0 FTE at cost of \$7,000), resulting in...
  - -Inclusion support for over 20 children in 7 different classrooms
  - -Expansion of inclusive parent-child story times in partnership with Grants Pass library
  - -Deployment of 16 volunteers/practicum students providing classroom support
  - -Preparation of materials for classroom, website, and video training
- Supported early learning initiatives, including:
  - Participation in P-3 alignment project with Head Start and Grants Pass School District staff
  - Participation in Southern Oregon Early Learning System Regional and Core Team leadership
  - Extensive research, planning, meetings, and collaboration resulting in Early Learning Hub pre-application by SOESD
- Re-designed Kindergarten transition planning process and transitioned 75 children to Kindergarten
- Trained (6 sessions throughout the year) staff in Phonological Awareness, resulting in significant progress in implementation as measured by pre-post testing using the Early language and Literacy Classroom Observation

#### **Medicaid Administrative Claiming (MAC)**

- Implemented new DHS on-line training protocol with 90% of participating schools using this system by December 2012
- Coordinated 15 MAC time surveys during 3 quarters of 2012-2013
- Conducted 22 MAC training sessions, less than half the training session conducted the previous year due to implementation of the on-line training option
- \$271,311 in MAC claims approved or pending (net after federal match and MAC service fees), on par with 2010-11 results but approximately 25% less than 2011-12 results, which may reflect poor learning outcomes from on-line training and concomitant, decreased face-to-face monitoring by MAC Specialist

#### **Orthopedic Impairments**

- Provided 884 hours of non-Regional occupational therapy to 7 school districts and 17 STEPS/ECS classrooms; provided 411 hours of non-Regional physical therapy to 12 school districts and 17 STEPS/ECS classrooms
- Provided occupational/physical therapy to 80 Regionally-eligible students
- Hosted quarterly meetings of Regional OTs/PTs, including training re: positioning and other considerations for feeding/swallowing, The Child with the Neurological Impairment, staff health, assessment, and service delivery changes
- Provided 35 hours of training for parents and school staff, including stretching for back care, lifting and transfers, mobility safety for students using walkers, fine motor activities and adaptive devices to increase fine motor skills, assistive technology, and use of the iPad

## Program for Deaf and Hard of Hearing

- Provided Sign Language Interpreter services for 33 students
- Participation in field trips by more than 60 students, including the annual sign language interpreted children's play production (SOU Campus), rock climbing (Rogue Rock Climbing Gym), and Deaf Academic Brain Bowl Competition (Washington School for the Deaf in Vancouver, WA)

- Provided intensive training/mentoring for Sign Language Interpreters in preparation for national testing requirements effective July 1, 2013; 20 out of 23 interpreters have met the new requirements (still waiting for test results from the remaining 3)
- Provided state-of-art training of HI teachers re: "Visually Based Literacy Strategies and Written Language Instruction"

### **Program for Visually Impaired**

- Provided Braille services for 11 students
- Provided intensive training of VI teachers re: the use of iPads for students with low vision; iPads provided to all low vision students
- Assisted in statewide production of Braille textbooks through the Oregon Textbook and Media Center, providing 81.25 hours of production
- Grossed \$60,172 in sales of *Oregon Project for Visually Impaired and Blind Pre-School Children*. The resources generated from this supplemented Braille services for the region.

## **Psychological Services**

- Piloted a new performance evaluation system in alignment with NASP and Oregon standards
- Provided training/workshops regarding:
  - o PSW (Patterns of Strengths and Weaknesses)
  - o ELL/Culture-Language Test Classifications
  - o Tiered Behavior Support System
  - o "District-level Approach to Classroom Management" and "Outcomes from a Pilot of Universal Screening in Behavior" at a PBIS Conference
- Provided support and coordination with the Oregon RTI Project by:
  - Assisting RTI/PBIS implementation in several school districts
  - o Building the effectiveness of district core literacy programs
  - Building consistency for the ongoing review of data through universal screening and progress monitoring data
  - Contributing to the development of a district-level procedural manual for RTI decision-making
- Continued to support Tiered Behavior Support Systems in STEPS and STEPS Plus

#### **SEAS (Special Education Automation Software)**

- Managed 4, 660 IEPs in 12 school districts
- Conducted 15 workshops (71 participants) and 10 refresher trainings
- Added Oregon's Common Core Standards to the list of available goal banks in SEAS
- Jessica Bach represented Oregon SEAS users on Computer Automation Systems' Customer Advisory Board

#### Speech-Language

- Provided 100 hours of bilingual S-L evaluations to component school districts
- Added a second SLPA position, which enhanced speech-language service delivery and improved flexibility needed to address unexpected staffing changes which occurred during the school year
- Completed a comprehensive overview of SCERTS (Social Communication Emotional Regulation Transactional Supports) assessments and use for program planning and intervention
- Received overall average customer satisfaction ratings of 3.79 (out of 4) from 28 telephone interviews

#### **STEPS**

- Continued implementation of activities related to behavioral assessments, interventions, and documentation by:
  - Creating Behavior Documentation Binders for each classroom to record restraint and seclusion data
  - Providing specialized support to classrooms in implementation of Tiered Behavior Support Systems
- Completed Year 2 of YTP-Youth Transition Program grant (\$59,832), which served 30 students in 7 districts in Jackson County
- Celebrated the 40<sup>th</sup> anniversary of the STEPS Program with activities, including a timeline of all staff employed by STEPS, memory book, class photo collage posters, memoriam garden poster, and BBQ lunches
- Tracked impact of STEPS reductions (resulting from 2012 STEPS Study), including data regarding student and staff injuries, restraint and seclusion incidents, staff absences and turnover, and IEP goal mastery; conducted survey of staff to identify what's working, impact of reductions, and what we can do to address impact

#### **STEPS Plus**

- Documented positive impact (IEP, attendance, and seclusion/restraint) for students;
   received overall positive feedback via consumer satisfaction surveys from parents, DDS caseworkers, and special education directors
- Reduced number of restraint/seclusion incidents by 29% from previous year
- Created and disseminated monthly informational newsletters to parents; conducted 2 parent training sessions
- Piloted SCERTS (Social Communication Emotional Regulation Transactional Supports) model in collaboration with SLP and ASD Consultants

#### **Traumatic Brain Injury**

- Held 2 Region 3 TBI Team meetings with information and resource sharing and maintained monthly email contacts
- Conducted training regarding transitioning 18-year-old students from school to community services, modifications for students with TB, and TBI 101
- Disseminated monthly *TBI Tidbits* to Region 3 TBI consultants and to special education directors in southern Oregon districts; researched and shared resources with Region 3 team; disseminated TBI materials to district staff upon request
- Consulted directly with family members and district regarding TBI assessments, services, and school re-entry

## **Technology and Media Services**

## **Network Services**

- Provided Internet bandwidth to local districts. Districts enjoy virtually unlimited bandwidth
  for mission critical education services such as OAKS testing, Google Apps, business
  information systems, student information systems, and the Internet2 education and research
  network.
- In partnership with Cisco, SOESD organized training for local districts on network switch, router, and firewall management.
- Provided network support for interactive video conferencing.
- Installed, programmed, maintained, and troubleshot network switch, router, firewall and wireless network infrastructure (Ashland, Central Point, Grants Pass, Klamath City, Klamath County, Phoenix-Talent, Rogue River, Three Rivers).
- Installed Core Network Switches in Phoenix-Talent.
- Provided firewall installation/configuration/support (Central Point, Rogue River)
- Wireless Networking:
  - o Conducted predictive wireless survey for wireless network deployment in Butte Falls.
  - o Supported district-wide rollout of wireless networking (250+ wireless access points), by installing switches, controllers and wireless access points in Klamath County.
  - o Configured the physical network for the wireless deployment, configured wireless controller, and deployed 40 wireless access points in Klamath City.
- Provided emergency network diagnosis and repair for district-wide wired and/or wireless network failure (Klamath Falls City, Rogue River, Three Rivers).
- Circuit Installation / Management:
  - Designed WAN (Wide Area Network) for Boys and Girls Club location in Grants Pass.
  - o Configured fiber ring for network redundancy in Klamath City.
  - o Coordinated upgrade of network link to provide increased bandwidth in Prospect.

#### **Computer Information Services**

- SOESD negotiates and manages multiple consortium price agreements that save districts time and money, including:
  - ESET Antivirus
  - o Follett Destiny Library Management
  - o Internet Bandwidth
  - M86 Web Content Filter

- MailArchiva Mail Archiving
- o Site-in-a-Box Website Content Management System
- Tangent Barracuda Spam Filter
- To date, SOESD has provided approximately \$273,000 in ongoing regional hardware and software cost savings from the consortium contract for library management services hosted at SOESD.
- SOESD's leadership in recommending and deploying data centers in local districts has proven savings of approximately 47% through reduced hardware and software costs.
- Hosted region-wide call center available to all districts, providing multi-tier help desk, phone, remote, and onsite technical support.
- SOESD provides the *Regional Help Desk* solution to local districts. The Help Desk solution provides incident tracking, remote computer control, hardware/software inventory management, automated communication via email, end-user satisfaction surveys, and reporting tools.
- Administered the agency's 24x7 data center using over 70 virtual servers to serve critical information systems to local schools.
- Upgraded and maintained software, servers, and storage in virtual data centers of several districts.
- Hosted Infinite Visions Business Accounting Systems (Butte Falls, Prospect).
- Provided primary support for computers and wired / wireless networks in Prospect and Pinehurst.
- Upgraded data center operating and storage systems (Ashland, Grants Pass, and Klamath City).
- Converted data center from XenWorks to VMWare (Central Point).
- Design/install redundant data centers to provide business continuity in the event of primary data center/location failure (Ashland, Eagle Point).
- Responded to requests after hours to resolve failed data center components (Grants Pass, Rogue River, Three Rivers).
- Responded to numerous custom software programming needs for individual schools and ESD departments ranging from account automation projects to web development. (Ashland, Grants Pass, Medford, Phoenix-Talent, Rogue River, Three Rivers).
- Configured Help Desk software for the Publications, IT, and Maintenance departments (Central Point, Eagle Point, Grants Pass, Medford).
- Set up Google Apps / Office 365 cloud based services (Ashland, Rogue River, Three Rivers).
- Provided extensive planning and performed conversion of email system from Microsoft to Google Apps cloud based services (Phoenix-Talent).
- Integrated student information system, active directory, and student email accounts to provide automated management efficiency (Ashland, Eagle Point, Grants Pass, Klamath City, Klamath County, Phoenix-Talent, Rogue River).
- Provided configuration for imaging and mobile device management support for the deployment of 500 iPads in Eagle Point School District.

## **Media Library Services**

- Media center distributed 10,944 multi-media resources to all districts (i.e., DVDs, kits, models, etc.) worth \$48,523.10.
- Digital streaming content to all districts totaled over \$24,295.50 with 31,907 streams.
- Media library has added \$5000 worth of kits, models, poster sets for social studies, health, STEM, and science curriculum.
- Continue integration of on-line booking and streaming of media materials utilizing Learn 360 and Medianet, with the addition of Khan Academy content.

- Added to streaming rights of custom content for teacher access and use in lessons.
- Provided regional library database supporting more student research (i.e., World Book Online Encyclopedia) and other K-12 curriculum-based teaching and learning resources.
- Provided monthly updates to our Medianet users, and school library personnel on new content, statistics of usage for schools, and monthly calendar of events.

#### **Electronic Services**

- Ongoing installation/upgrade of security surveillance and entry display systems, i.e.: 42" TV monitors, HD Cameras, CATV, CCTV, and Digital Video Recorders (DVR)
- Multiple re-programming of Bell Schedules and installation/repairs of Intercom systems
- Wireless build out, moves, adds, and changes (M.A.C.) for network and cable access
- Ongoing installation/repair of LCD Projectors and Smartboards
- In-Shop/Field repairs of Printers and Laptops/Computers
- Offered consultation, system design, installation for new and existing equipment, sale of
  electronic parts & repair of equipment for component school districts, i.e.: WAP, internet
  connection, interactive boards, LCD's, surveillance cameras, CATV, CCTV, printers,
  intercoms.
- Total work tickets completed (in-shop & field) in excess of 1000

#### **Online and Distance Learning**

- Provided 9 different IVC language classes in Chinese and Spanish to 645 total students in 6 school districts.
- Provided Calculus for students in Klamath County Schools.
- Provided 49 different online classes, which embed technology-related college and career skills, to 396 students in 8 school districts.

#### **Videoconference (IVC) Services**

- Provided over 2100 hours of video connections in ESD conference rooms for meetings, training, and collaboration, including 1400 hours of connection to Oregon Department of Education.
- Saved over 320 hours of videoconference content in streaming format for later viewing.
- Bridged and supported over 1700 hours of classes held among schools via IVC.
- Bridged almost 600 hours of teacher preparation classes from various universities via videoconference.

#### **Professional Development for Technology Integration**

- Held 4 meetings of Southern Oregon Ed Tech Cadre, sharing best practices in integrating instructional technology into classrooms.
- Organized the 3<sup>rd</sup> annual Southern Oregon Technology Summit in collaboration with SOU.
- Provided numerous trainings for Google Apps, Moodle, iPads, and interactive whiteboards.
- Southern Oregon liaison to State Ed Tech Cadre, Oregon Digital Learning Collaborative, and Oregon Virtual School District; disseminated information to local districts via Tech Cadre, Moodle, Delicious, Google+, Twitter, and blog.
- Collaborated with University of Oregon and Oregon Writing project to use immersive-world technology (Second Life) to facilitate professional development for teaching writing.

## **Proposed SOESD Local Service Plan for 2014-2015**

#### **Program Overview and Comments**

Southern Oregon ESD provides an array of services to our constituent districts. Those services have been organized within the four "core service areas" as outlined in the legislation for our Local Service Plan. We have a long-standing, positive working relationship with our districts and together we annually review and revise services to best meet their needs. In addition, we strive to respond to unanticipated district needs that arise during the year. Our 2014-2015 Local Service Plan includes all core services as required by ORS 334 and additional services identified as needed by our local districts.

Service, Responsiveness, Expertise: Southern Oregon ESD recognizes the significant value provided to school districts through the offering of programs and services which are efficient, highly responsive to district needs and which provide high levels of expertise. We also engage in an ongoing review of our programs and services in concert with the districts we serve to ensure that we are providing service that is tailored to specific district needs. Southern Oregon ESD intends to continue providing this high level of efficient service, responsiveness and expertise to our districts and we look forward to a 2014-15 school year filled with opportunities to provide regional advantage to the districts, schools, families and students we serve.

Changes in School District Options Relative to ESD Participation: In March of 2013 the Oregon Legislature passed into law Senate Bill 529 which allows school districts to withdraw from its respective ESD and, in so doing, take 90% of the ESD resolution dollars generated by the ADMw of that school district. If a school district is considering withdrawal, that district's school board must inform the ESD board of its intention to withdraw by November 1<sup>st</sup> of the year preceding withdrawal. The district must notify the ESD board of its definitive decision to withdraw by the following March 1<sup>st</sup>.

In late October of 2013 Grants Pass School District notified the SOESD Board of Directors of its intention to withdraw under SB 529. As this Local Service Plan is being developed the Grants Pass School District is continuing to study its options. Should the district definitively decide to withdraw from SOESD it must inform the SOESD Board by March 1, 2014. In the event of a withdrawal, Grants Pass may still choose to purchase services from SOESD. The SOESD Board of Directors has determined that withdrawing districts may purchase services at a rate of "full cost of service plus an additional charge equal to 2/3 times the withdrawing district's ADMw percentage of the SOESD total ADMw applied to that service cost amount". If Grants Pass, or any other future school district chooses to withdraw, the fiscal impact of that withdrawal will be determined and service adjustments made through collaborative dialogue with the non-withdrawing school district superintendents.

Recent SOESD Board Action Relative to Cash-In-Lieu-of-Service Cap: Historically SOESD has limited the flow-through of funds directly to districts with a board policy stipulating that the total funding from the SOESD Choice & Equity system that could go out to district in cash would be limited to a maximum of 25% of the total Choice & Equity funding allocation. In light of recent legislative changes relative to ESDs, the SOESD Board of Directors chose to eliminate that capped percentage in the fall of 2013. There is now no restriction on the amount of flow-through districts can opt to take through the Choice & Equity system up to the maximum amount of their district allocation.

## Services To Be Offered/Provided In 2014-2015

## Administrative/Business Services

## **General Fund**

2013-14 SOESD Resources Allocated to Administrative/Business Services - \$2,273,460

Percentage of SOESD Resource Funding - 12.88%

**Business Officials Meetings** 

Distribution of Federal Forest Fees

Home School Registration and Legal Requirements

Payroll Professionals Meeting

Personnel Directors Meeting

Professional Development for Administrators

Superintendents Association

#### **Other Services**

Cooperative Purchasing

**Business Information Software Hosting** 

Medicaid Administrative Claiming (MAC)

Rogue Valley Wraparound Initiative Representation

Sub-Finder System

Substitute Management Services

**Unemployment Management Services** 

## **School Improvement Service**

#### **General Fund**

2013-14 SOESD Resources Allocated to School Improvement Services -  $\$953,\!900$  Percentage of SOESD Resource Funding – 5.40%

(Note to superintendents – this area includes funding for the Oregon Online Program as well as partial funding for CTE and ELL/Migrant administration and support. It also includes some attendance services as well as the \$60,000 budget for the Curriculum Director group approved by you last year.)

Support for regional Curriculum Director Group to Provide Staff Development (Past examples include region-wide training in Common Core, Proficiency, Formative Assessment, Other) State initiatives and other grant writing and development

Oregon Online

Culturally Responsive Education Training

Early Learning Hub Leadership-Jackson/Josephine County

Instructor Appraisals/CTE Teacher Licensing

Migrant/ELL Program Technical Assistance – ELL Regional Meetings

Perkins Grant Management

Program of Study Development and Compliance

Regional Achievement Collaborative Leadership and Development

Southern Oregon Career and Technical Education Consortium (SOCTEC)

Southern Oregon School Improvement Council – Regional Meetings

Title I C and Title III Grant Management and Consortium Facilitation

### **Other Services**

**Attendance Services** 

Classroom at Crater Lake

Constructing Meaning Training/Coaching

**Culturally Responsive Education Training** 

**Indian Education Services** 

Instructional Technology Consortium Training Grant

Listo Family Literacy

McKinney-Vento Homeless Partnership

Migrant Parent Advisory Committees

Migrant Pre School, After School & Summer School Programs

New teacher and administrator mentoring

Oregon Statewide System of Support

Perkins Reserve Fund Grant

Sheltered Instruction Observation Protocol (SIOP) Training/Coaching

Systematic English Language Development (SELD) Training/Coaching

## <u>Programs for Children with Special Needs (Special Education Services)</u> General Fund

2013-14 SOESD Resources Allocated to Children with Special Needs - \$12,002,508 Percentage of SOESD Resources Funding – 67.99%

Audiological Services

Autism Consultants (non-regional eligible)

Braillists/Compensatory Services

Occupational Therapists (non-regional eligible)

Physical Therapists (non-regional eligible)

Psychological Services/Response to Intervention (RTI)

Sign Language Interpreters

Special Education Administrators Association

Special Education Automation Software (SEAS)

Speech/Language Services

STEPS (Mentally and Multiply Disabled)

STEPS Plus (Cognitively and Behaviorally Challenged)

#### Other Services

Early Intervention/Early Childhood Special Education (Josephine County)

Effective Behavioral and Instructional Support Systems (EBISS)

Medicaid Administrative Claiming

Special Education Workshop Series

Southern Oregon Regional Low-Incidence Program

- Oregon Project for Visually Impaired and Blind Pre-School Children
- Oregon Regional Program Autism Training Sites (ORPATS)
- Regional Roundtables
- Autism Services
- Deaf-Blind Services
- Program for Deaf and Hard of Hearing (PDHH)
- Program for Vision Impaired (PVI)
- Program for Severely Orthopedically Impaired
- Regional Advisory Council
- Traumatic Brain Injury

## Technology Services (Technology and Media Services)

#### **General Fund**

2013-14 SOESD Resources Allocated to Technology and Media Services - \$2,424,769

Percentage of SOESD Resources Funding – 13.73%

Computer service region-wide help desk service and support, remote and on-site technology support

Computer service providing programming applications and website development and support

Courier delivery of agency resources

Courier delivery of school resources, documents and mail

Electronic equipment repair and maintenance: in-house and on-site

Electronic field services for installations and support

Electronic Services bid specifications preparation for school districts

Media online subscriptions containing World Book and other resources

Media lending library containing instructional resources in all curricular areas

Media video streaming with Learn360 collection

Network design, installation and troubleshooting

Network service and support of Local Area Networking (LAN) and Wide Area Networking (WAN)

Network planning, support and service for Wireless Local Area Networking (WLAN)

Network planning and support for Voice over Internet Protocol (VoIP) telephone system

Network Services – eRate consulting for schools and the ESD

Oregon Online virtual student classes in Southern Oregon and outside Southern Oregon

Oregon Online – Southern Oregon Technology Summit, Ed Tech Cadre, IT consulting (i.e., Apple iPad and other personal computer devices and workshops)

Videoconferencing and distance learning for K-12 student Spanish and Calculus classes

Video conferencing regional collaboration, professional development staff training, electronic field trips and special events

#### **Other Services**

Cooperative purchasing in electronic equipment for schools

Classroom at Crater Lake

Foreign Language Assistance Program Grant (FLAP) Mandarin Chinese language classes and support for K-8 grades and high school

Management and maintenance of Follett "Destiny" Library Software system throughout Districts

Video conferencing and distance learning for K-12 student Spanish and Calculus Classes

VoIP agency-wide support services and consulting support for schools

# **Measurement Data Type**

# **Administrative/Business Services**

Service	Measurement Data Type				Individual Responsible
<b>General Fund</b>	Effort	Impact	Efficiency	Customer Satisfaction	
Business Officials Meetings		B4		D1	Howard George
Home School Registration and Legal	A4				Scott Perry
Requirements					
Medicaid Administrative Claiming (MAC)	A4	B4		D1	Sandra Crews/Mark Earnest
Payroll Professionals Meeting	A1			D1	Howard George
Superintendents Association	A1	-	-	-	Scott Perry
Other Services					
Cooperative Purchasing		B4		D1	Howard George
Sub-Finder System		B4		D1,3	Howard George
Substitute Management Services		B4		D1,3	Howard George

**School Improvement Services** 

Service	Mea	asuren	ent Dat	Individual Responsible	
	Effort	Impact	Efficiency	Customer Satisfaction	-
General Fund				Buttisfuetion	
Culturally Responsive Education Training	A1,4	B1,2	C1	D1,2	Charlie Bauer
Instructor Appraisals/CTE Teacher Licensing	A1,4	B1	C1	D1	Steve Schilling
Regional Achievement Collaborative	A4	B1,3,		D1,2,3,	Scott Perry
Leadership		5		4	-
Migrant/ELL Program Technical Assistance –	A1,4	B2,3	C2	D1,2	Charlie Bauer
ELL Regional Meetings					
Perkins Grant Management	A1,4	B1,5	C1,2	D1,2	Steve Schilling
Curriculum Director Regional Group	A1,3,	B1,2,	C1,2	D1,2,	Scott Perry
Facilitation and Assistance in Region-Wide	4	3,4		3,4	
Staff Development Implementation					
Program of Study Development and	A1,3,	B1, 2	C1,2	D1	Steve Schilling
Compliance	4	5			
Regional Vocational Planning Alliance (RVPA)	A1,4	B2, 5		D1	Steve Schilling
Title I C and Title III Grant Management and	A1,4	B2, 3	C2	D1,2	Charlie Bauer
Consortium Facilitation					
Other Services	1		T		
Attendance Services	A1,2,	B1,3,	C1	D1,2,	Scott Perry
	4	4,5	~~	3,4	
Classroom at Crater Lake	<b>A</b> 1	B3,4	C2	D1,2	Scott Perry
Constructing Meaning Training/Coaching	A1,3,	B1,2	C1	D1,2	Charlie Bauer
	4	D1.0	G1	D1.0	CI I' D
Culturally Responsive Education Training	A1,4	B1,2	C1	D1,2	Charlie Bauer
Indian Education Services	A1,2	B1,3,	CI	D1,2	Charlie Bauer
Listo Family Literacy	A1,2,	B2,3	C2	D1,2	Charlie Bauer
	4				
Migrant Parent Advisory Committees	A1,2	B2,3	C2	D1.2	Charlie Bauer
Migrant Pre School, After School and Summer	A2,4	B2,3,	C2	D1,2	Charlie Bauer
School Programs		4			
Perkins Reserve Fund Grant	A1,4	B1, 5	<u> </u>	D1,2	Steve Schilling
Sheltered Instruction Observation Protocol	A1,3,	B1, 2	C1	D1,2	Charlie Bauer
(SIOP)Training/Coaching	4				
Systematic English Language Development	A1,3,	B1, 2	C1	D1,2	Charlie Bauer
(SELD) Training/Coaching	4				

**Programs for Children with Special Needs (Special Education Services)** 

Programs for Children with Special Needs (Special Education Services)						
Service	<b>Measurement Data Type</b>			Type	Individual Responsible	
General Fund	Effort	Impact	Efficiency	Customer Satisfaction		
Assistive Technology	A1,4	B4	C2	Satisfaction	Jessica Bach/Sandra Crews	
Audiological Services	A2,4	B4	C2		Lori Scheer-Matheson/	
1100101081001 20111000	12,				Sandra Crews	
Autism Consultants (non-regional eligible)	A2, 4	B2,5	C1	D1	Agnes Wolfe	
Braillists/Compensatory Services	A2	B4	C1		Mark Moskowitz	
Occupational Therapists (non-regional eligible)	A4	B4,5	C1		Evelyn Henderson	
Physical Therapists (non-regional eligible)	A4	B4,5	C1		Evelyn Henderson	
Psychological Services	A2,4	B4,5	C2		Agnes Lee-Wolfe	
Response to Intervention (RTI)	A4	B4	C1		Agnes Lee-Wolfe	
Sign Language Interpreters	A2	B4,5	C1		Mark Moskowitz	
Special Education Administrators Association	A1	B1	C2	D1	Sandra Crews	
Special Education Automation Software	A1,4	B4	C1,2		Jessica Bach/Sandra Crews	
(SEAS)						
Speech/Language Services	A4	B2,5	C2	D3	Sandra Crews	
STEPS (Mentally and Multiply Disabled)	A1,4	B3,5	C1	D1	Evelyn Henderson, Susan	
2 2					Peck	
STEPS Plus (Cognitive Deficits and	A1	B5	C1	D1	Agnes Lee-Wolfe	
Challenging Behaviors						
Other Services						
Early Intervention/Early Childhood Special	A2	B2,5	C2	D1	Pam Arbogast	
Education (Josephine County)						
Oregon Project for Visually Impaired and Blind	A4	B4	C1		Mark Moskowitz	
Pre-School Children						
Oregon Regional Program Autism Training	A1	B4	C2		Agnes Wolfe	
Sites (ORPATS)						
Regional Roundtables	A1,4	B4	C2		Sandra Crews	
Autism Services	A2, 4	B2,5	C2	D1	Agnes Lee-Wolfe	
Deaf-Blind Services	A2	<b>B</b> 4	C1		Mark Moskowitz	
Program for Deaf and Hard of Hearing (PDHH)	A2	B4,5	C2		Mark Moskowitz	
Program for Vision Impaired (PVI)	A2	B4,5	C2		Mark Moskowitz	
Program for Orthopedically Impaired	A2	B4,5	C2		Evelyn Henderson	
Regional Advisory Council	A1, 4	B4	C2		Sandra Crews	
Traumatic Brain Injury	A1,3,	B2	C2	D2	Evelyn Henderson	
School-to-Community Transition Program	A1	B1	C1	D2	Gwyn Lema/Evelyn	
Grant					Henderson	
Special Education Workshop Series	A1,4	B4	C1		Sandra Crews	
YTP Grant	A1, 4	B1	C1	D2	Gwyn Lema/Evelyn	
					Henderson	

**Technology Services (Technology and Media Services)** 

Service Technology Services (Technology Services)			ent Data	Individual Responsible	
General Fund	Effort	Impact	Efficiency	Customer	
Computer service region-wide help desk				Satisfaction	
service and support, remote and on-site					Scott Beveridge/
technology support	A4		C1	D1	Ron Enger
Computer service providing programming	711		C1	D1	Ron Enger
applications and website development and					Scott Beveridge/
support	A4		C1	D1	Ron Enger
Support	711		CI	D1	Ron Enger
Courier delivery of agency resources	A4				Virginia Petitt
Courier delivery of school resources,					Tagama I color
documents and mail	A4				Virginia Petitt
Electronic equipment repair and					Carey Goffic/
maintenance: in-house and on-site	A4		C1		Ron Enger
Electronic field services for installations and	111		01		Carey Goffic/
support	A4		C1		Ron Enger
Electronic Services bid specifications	711		CI		Carey Goffic/
preparation	A1				Ron Enger
Media online subscriptions containing	7.1.1				Kelly Bryant/
World Book and other resources	A1	B4			Ron Enger
Media lending library containing	711	<u> </u>			Kelly Bryant/
instructional resources in all curricular areas	A1	B4	C1		Ron Enger
Media video streaming with Learn360	111	<u> </u>	01		Kelly Bryant/
collection	A1	B4			Ron Enger
Network design, installation and	111	<u> </u>			Scott Beveridge/Mark
troubleshooting	A4		C1	D1	Kimzey/Kurt Gannett
Network service and support of Local Area	111		01	21	Scott Beveridge/Mark
Networking, Wide Area Networking	A4			D1	Kimzey/Kurt Gannett
Network planning, support and service for	111			21	Scott Beveridge/Mark
Wireless Local Area Networking	A4			D1	Kimzey/Kurt Gannett
Network planning and support for VoIP					Scott Beveridge/Mark
telephone system	A4		C1		Kimzey/Kurt Gannett
Network Services – eRate consulting for					Scott Beveridge/Mark
schools and the ESD			C1		Kimzey/Kurt Gannett
Oregon Online virtual student classes in					12010 3001000
Southern Oregon and outside Southern					
Oregon	A1,4	B4,5	C1	D1,2	Virginia Petitt
Southern Oregon Technology Summit, Ed	,.	,-		, <b>_</b>	<u> </u>
Tech Cadre	A1,4	B3,4	C1	D1	Virginia Petitt
Videoconferencing and distance learning for	,				
K-12 student Spanish and Chinese classes	A1	B5		D1	Virginia Petitt
Video conferencing regional collaboration,	111	20		21	· · · · · · · · · · · · · · · · · · ·
professional development staff training,					
electronic field trips and special events	A1,4	B4			Virginia Petitt
order office trops and special events	4 4 4 7 1	יש	1		, 11511114 1 00101

## **Measurement Data Types**

#### A. Effort

- 1. Number of participants
- 2. Number of student contacts
- 3. Number of coaching contacts
- 4. Units of service provided (e.g. hours, events, meetings)

## B. Impact Data

- 1. Level of goal attainment
- 2. Positive changes resulting from SOESD's staff training, consultation, or intervention
- 3. Anecdotal case studies
- 4. Feedback regarding service impact
- 5. Direct evidence of student achievement (e.g. test data, graduation rate, attendance rate)

## C. Efficiency Data

- 1. Comparative cost benefit data (including economy of scale)
- 2. Description of streamlined or collaborative processes

#### D. Customer Satisfaction Data

- 1. Surveys
- 2. Anecdotal reports
- 3. Interview/focus groups
- 4. Formal endorsements