

**EDUCATIONAL SERVICE AGENCIES (ESA)  
ORGANIZATIONAL BENCHMARKING PROJECT**

**2014 Survey**

*The Association of Educational Service Agencies (AESA) has established the ESA metrics project and benchmarking survey of Educational Service Agencies (ESAs) as a value-added service to its member organizations.*

*This is a voluntary ESA initiative--a partnership among AESA, the AESA Foundation, several state ESA associations and an AESA business partner. Your participation is key to the success of this effort.*

*The information collected through this effort will be utilized by participant organizations and state networks of ESAs to enable organizational benchmarking and to share best practices. The survey is organized around 5 broad categories: 1) Internal Processes & Purpose and Direction, 2) Clients & Stakeholders, 3) Service Impact, 4) Financial, 5) Learning and Growth. The survey will be completed online.*

*Information provided should be for the most recently completed school year available. Please complete the following survey online at <http://data.mvesc.org/surveys/aesasurvey2014.html> **no later than December 15, 2014**. If you have any questions, please contact Michael L. Fuller (MVEsc) through the contact information below:*

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**CATEGORY 1: INTERNAL PROCESSES & PURPOSE AND DIRECTION**

State (select from list): \_\_\_\_\_

Agency Name: \_\_\_\_\_

Agency Survey Contact Person: \_\_\_\_\_

What is the location of the lead agency or headquarters' office of your ESC/ESA?

Street Address: \_\_\_\_\_

City: \_\_\_\_\_

Zip Code: \_\_\_\_\_

How many members are on your governing board? \_\_\_\_\_ (use numbers only)

Are your board members appointed or elected? (select one) ☐ Appointed ☐ Elected ☐ Both (Hybrid)

If appointed, are the members appointed from: (select one) ☐ school district superintendents;  
☐ school district board members; ☐ other If other, please specify \_\_\_\_\_

If elected, from where are your board members elected? (choose all that apply) ☐ sub-districts ☐ at-large  
☐ other

If elected, who elects? (choose all that apply) ☐ registered voters ☐ K-12 board members  
☐ other If other, please specify \_\_\_\_\_

## PERSONNEL

1. How many personnel does your Agency employ? *(use numbers only)*
- \_\_\_ Full Time    \_\_\_ Part Time    \_\_\_ Contracted Staff *(non-employees)*
- \_\_\_ # Certified/Licensed Staff    \_\_\_ # Classified Staff *(non-certified/support)*
- \_\_\_ # of Full-Time Equivalent (FTE) ESA Central Office Staff
2. What is the general background of the certified/licensed staff employed by your Agency? *(use numbers only)*
- \_\_\_ % Bachelors    \_\_\_ % Masters    \_\_\_ % Doctorate
- \_\_\_ Average years of experience for all certified/licensed staff
- \_\_\_ Number of years CEO has served as an ESA agency CEO

## DATA-BASED DECISION MAKING

3. To what extent does your agency collect data to inform organizational decision making? *(select one)*
- |            |   |   |   |   |   |   |   |   |    |              |
|------------|---|---|---|---|---|---|---|---|----|--------------|
| Not at all |   |   |   |   |   |   |   |   |    | Great Extent |
| 1          | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |              |
4. What data does your agency collect? *(choose all that apply)*
- \_\_\_ program evaluation data    \_\_\_ client satisfaction data
- \_\_\_ student achievement data    \_\_\_ employee satisfaction data
- \_\_\_ efficiency data    \_\_\_ none
- \_\_\_ cost savings data    \_\_\_ other    *If other, please specify* \_\_\_\_\_

## CATEGORY 2: CLIENTS & STAKEHOLDERS

### DISTRICTS AND POLITICAL SUBDIVISIONS

5. How many *Client School Districts* does your ESA serve? \_\_\_\_\_ *(use numbers only)*
- What percentage of your client districts are:
- \_\_\_ % Rural    \_\_\_ % Suburban    \_\_\_ % Urban
- \_\_\_ # non-public schools    \_\_\_ # charter schools
- \_\_\_ # students in smallest client district    \_\_\_ # of students in largest client district
- What percentage of students, in your client districts, are eligible for Free or Reduced lunch? \_\_\_\_\_ %
6. To how many local governments or local political subdivisions inside and outside your geographic service area (excluding schools) does your ESA provide support services? \_\_\_\_\_

## CUSTOMER SATISFACTION

7. How often do you survey your customers? *(choose all that apply)*

- ☐ annually  
☐ quarterly  
☐ at each “point of contact”  
☐ not at all

## STUDENTS

8. How many students participate in your programs?

Directly *(direct instruction, support services, etc)* \_\_\_\_\_ *(use numbers only)*

Indirectly *(total student population ADA and/or ADM for all client school districts)* \_\_\_\_\_ *(use numbers only)*

## SERVICES

9. How many professional development events did your ESA host/provide last year? \_\_\_\_\_ *(use numbers only)*

What was the total combined attendance at these training events *(if you don't know please estimate)?* \_\_\_\_\_ *(use numbers only)*

10. To what extent does your ESA provide non-instructional shared services to other public sector organizations? *(select one)*

Not at all Great Extent

1            2            3            4            5            6            7            8            9            10

11. Is your ESA currently developing any new non-instructional shared service offerings to your client districts or other local political subdivisions? \_\_\_\_ Yes \_\_\_\_ No

*“Shared Services” - Shared Services is a collaborative strategy that is fundamentally about optimizing people, capital, time and other resources. The purpose of shared services is for school districts and other public entities to take advantage of economies of scale through collaboration and to leverage the one-to-many business model to drive down operating costs and reallocate more dollars toward student instruction or other primary functions. Sharing services creates the economies of scale and consistency of process and results that come with more centralized models but allows districts and other organizations to maintain the benefits of decentralized administration to retain oversight of operations while benefiting in the best of big and small.*

12. In the list below, check all areas in which your agency provides services:

**Special Education Services** - *To employ personnel for classroom cooperatives and related services and to assist school districts with legal compliance.*

- |  |  |
|--|--|
| <input type="checkbox"/> Classroom Cooperatives for Emotional Disabilities | <input type="checkbox"/> Audiology                             |
| <input type="checkbox"/> Classroom Cooperatives for Multiple Disabilities  | <input type="checkbox"/> Visually Impaired                     |
| <input type="checkbox"/> Autism Programs and Services                      | <input type="checkbox"/> Transition Coordinators               |
| <input type="checkbox"/> Preschool/Early Childhood Special Education       | <input type="checkbox"/> Special Education Supervisors         |
| <input type="checkbox"/> Parent Mentors                                    | <input type="checkbox"/> School Psychology                     |
| <input type="checkbox"/> Occupational Therapy                              | <input type="checkbox"/> Early Intervention                    |
| <input type="checkbox"/> Physical Therapy                                  | <input type="checkbox"/> In-Hospital Education                 |
| <input type="checkbox"/> Speech  | <input type="checkbox"/> Other <i>If other, please specify</i> |
- 

**Student Programs** - *To assist school districts with meeting the diverse needs of students.*

- |  |  |
|--|--|
| <input type="checkbox"/> Online courses  | <input type="checkbox"/> Operate Residential Facility/Day Treatment Programs |
| <input type="checkbox"/> Student Academic Competitions (e.g., Spelling Bee/Quiz Bowl/Academic Decathlon, etc.) | <input type="checkbox"/> After school programs                               |
| <input type="checkbox"/> Gifted & Talented coordination  | <input type="checkbox"/> Summer enrichment                                   |
| <input type="checkbox"/> Gifted & Talented direct services   | <input type="checkbox"/> Dual credit and/or Post Secondary Enrollment        |
| <input type="checkbox"/> Public preschool  | <input type="checkbox"/> Vocational/Career Education                         |
| <input type="checkbox"/> Head Start  | <input type="checkbox"/> Limited English Proficient (LEP) Services           |
| <input type="checkbox"/> Operate alternative schools   | <input type="checkbox"/> Title 1 Staffing                                    |
| <input type="checkbox"/> Operate dropout recovery schools  | <input type="checkbox"/> Safe and Drug-Free Schools                          |
| <input type="checkbox"/> Operate charter or magnet schools   | <input type="checkbox"/> Other <i>If other, please specify</i>               |
- 

**High Quality Professional Development** - *To provide high quality trainings that meet school district needs.*

- |   |  |
|---|--|
| <input type="checkbox"/> State improvement initiatives and/or instructional coaching                          | <input type="checkbox"/> Curriculum & Assessment (including Common Core) |
| <input type="checkbox"/> Professional learning communities  | <input type="checkbox"/> Standards                                       |
| <input type="checkbox"/> 21 <sup>st</sup> Century Skills (e.g., creative thinking, technology literacy, etc.) | <input type="checkbox"/> Instructional Technology                        |
| <input type="checkbox"/> Leadership development   | <input type="checkbox"/> Technology-Specific Professional Development    |
| <input type="checkbox"/> School improvement   | <input type="checkbox"/> Other <i>If other, please specify</i>           |
- 

**Implementation of Federal and State Regulations** - *To assist school districts with federal and state rules implementation.*

- |  |  |
|--|--|
| <input type="checkbox"/> Bus Driver Certification/Physicals          | <input type="checkbox"/> Student Attendance                    |
| <input type="checkbox"/> Licensure (administrator/teacher licensure) | <input type="checkbox"/> Child Abuse Training                  |
| <input type="checkbox"/> Background Checks                           | <input type="checkbox"/> State Data Systems                    |
| <input type="checkbox"/> FBI/BCII Fingerprinting                     | <input type="checkbox"/> Other <i>If other, please specify</i> |
| <input type="checkbox"/> Home Schooling                              |  |
-

**Community Partnerships** - *To provide leadership through participation in community activities.*

☐ Family and Civic Engagement  
☐ Business Advisory Councils  
☐ Regional P-16 Councils  
☐ Family & Children First Councils (or similar)

☐ Workforce Development Boards  
☐ Foundations  
☐ Other *If other, please specify* \_\_\_\_\_

**At-Risk Youth** - *To provide services to at-risk and incarcerated youth as well as juvenile court systems.*

How many school attendance officers does your ESA employ? \_\_\_\_\_ (use numbers only)

How many juvenile court liaisons does your ESA Employ? \_\_\_\_\_ (use numbers only)

Does your ESA provide educational programs and services to detention centers and/or state departments of youth services? ☐ Yes ☐ No

If applicable, does your ESA provide special education and support services to incarcerated youth? ☐ Yes ☐ No

Does your ESA provide transition support services for incarcerated youth?  
(Does the ESA provide support services in partnership with any or all of the following:  
juvenile court, detention center and/or state departments of youth services, school districts  
to support student transition back into the schools?) ☐ Yes ☐ No

**Technology** – *to provide technology and technology support services to school personnel and students and/or local political subdivisions.*

☐ Audio Visual, copier or facsimile equipment  
purchasing or management

☐ Website design, maintenance, or hosting

☐ Server, storage or network deployment,  
management or operation

☐ Telephone, VoIP and/or Internet Services

☐ Datacenter, storage or network deployment,  
management, or operation

☐ Computer and software licensing and  
subscription fees

☐ End-user device management and support  
(computers, computer labs, imaging, helpdesk,  
training)

☐ Data recovery, disaster recovery

☐ Application development, database administration,  
application support

☐ Student Information Services

☐ Application hosting

☐ Fiscal software systems

☐ Other Technology

*If other, please specify* \_\_\_\_\_

**Administration** – *to provide back office support functions that improve service quality, efficiency, effectiveness and cost savings for school districts and other agency clients.*

- |  |   |
|--|---|
| <input type="checkbox"/> Administrative office space             | <input type="checkbox"/> Unemployment Compensation  |
| <input type="checkbox"/> General administrative staff            | <input type="checkbox"/> Insurance consortia/Pooled Healthcare ( <i>medical, dental, vision and prescription, casualty and property, others</i> ) |
| <input type="checkbox"/> Grant administration                    | <input type="checkbox"/> Risk Management  |
| <input type="checkbox"/> Grant writing                           | <input type="checkbox"/> Food service operation, hiring, purchases  |
| <input type="checkbox"/> Management staff                        | <input type="checkbox"/> Food service RFP and contract award  |
| <input type="checkbox"/> Custodial and maintenance staff         | <input type="checkbox"/> Business services such as payroll, accounts payable, budgeting   |
| <input type="checkbox"/> Text Book Selection and Purchasing      | <input type="checkbox"/> Benefits management  |
| <input type="checkbox"/> Purchasing of heating fuel              | <input type="checkbox"/> State or federal grant administration and reporting  |
| <input type="checkbox"/> Purchasing of natural gas               | <input type="checkbox"/> Printing services  |
| <input type="checkbox"/> Purchasing of electricity               | <input type="checkbox"/> Audit RFP and contract   |
| <input type="checkbox"/> Purchasing of alternative energy        | <input type="checkbox"/> Communications Services  |
| <input type="checkbox"/> Purchasing of gasoline or diesel fuel   | <input type="checkbox"/> Legislative Services   |
| <input type="checkbox"/> Purchasing of office supplies           | <input type="checkbox"/> Legal Services   |
| <input type="checkbox"/> Purchasing of maintenance supplies      | <input type="checkbox"/> Other administration   |
| <input type="checkbox"/> Human resources                         | <i>If other, please specify</i> _____   |
| <input type="checkbox"/> Staff contract negotiation              |   |
| <input type="checkbox"/> Insurance – general liability           |   |
| <input type="checkbox"/> Insurance – workers' compensation (L&I) |   |

**Fleet Management & Operations** - *to provide transportation and related services to achieve economies of scale, to improve efficiency, effectiveness and cost savings for school districts and other agency clients.*

- |  |  |
|--|--|
| <input type="checkbox"/> Transportation operation                        | <input type="checkbox"/> Vehicle maintenance                   |
| <input type="checkbox"/> Transportation contract RFP and contract awards | <input type="checkbox"/> Vehicle routing and dispatch          |
| <input type="checkbox"/> Vehicle purchase                                | <input type="checkbox"/> Other fleet management and operations |
|  | <i>If other, please specify</i> _____                          |

**Facilities and Operations** - *to provide facilities management, maintenance and operational support services to leverage resources and achieve economies of scale to improve efficiency, effectiveness and cost savings for school districts and other agency clients.*

- |  |  |
|--|--|
| <input type="checkbox"/> Administrative space                        | <input type="checkbox"/> Capital planning                          |
| <input type="checkbox"/> Client services                             | <input type="checkbox"/> Construction project management/oversight |
| <input type="checkbox"/> Public meeting space                        | <input type="checkbox"/> General security services                 |
| <input type="checkbox"/> Athletic fields/gymnasiums                  | <input type="checkbox"/> Grounds maintenance                       |
| <input type="checkbox"/> Auditoriums, theater space                  | <input type="checkbox"/> Other facilities and operations           |
| <input type="checkbox"/> Facility maintenance                        | <i>If other, please specify</i> _____                              |
| <input type="checkbox"/> Facility maintenance RFP and contract award |  |

### CATEGORY 3: SERVICE IMPACT

13. What is the highest degree of evidence you have that your programs are effective in producing defined outcomes and intended results (*including student achievement*)? (*select one*)  
☐ anecdotal only    ☐ program evaluation data    ☐ independent scientific research study
14. Does your organization PURCHASE or RECEIVE services from other publicly funded organizations? (*select one*)  
☐ Yes    ☐ No    ☐ I don't know
15. In estimated or actual dollars, HOW MUCH did your ESA spend or purchase through non-instructional shared service arrangements provided by another governmental entity in your most recent fiscal year? (*use numbers only*) \$ \_\_\_\_\_
16. Does your organization PROVIDE non-instructional shared services to other public sector organizations? (*select one*)  
☐ Yes    ☐ No    ☐ I don't know
17. In round numbers, how much estimated or actual revenue resulted from PROVIDING non-instructional shared services and other consortia programs or services to other governmental entities in your most recent fiscal year? (*use numbers only*) \$ \_\_\_\_\_
18. Which of the following best describes the level of non-instructional shared services participation (offering or receiving) in your organization? (*select one*)  
☐ Right level of shared services    ☐ Too much use of shared services    ☐ I don't know  
☐ Not enough use of shared services    ☐ No shared services
19. Has a specific ESA-SPONSORED collaboration or non-instructional shared service activity directly resulted in reduced personnel costs for client districts or local political subdivisions as a result of eliminating or combining positions, whether through termination or attrition? (*select one*)  
☐ Yes    ☐ No    ☐ I don't know
20. What is the estimated or actual amount of financial savings for clients from use of non-instructional shared services PROVIDED by your organization in your most recent fiscal year? (*use numbers only*) \$ \_\_\_\_\_
21. To what extent does the agency promote, support, and build its constituent districts' capacity for the implementation of research-based instructional strategies, innovations, and activities that facilitate achievement for all students? (*select one*)

Not at all

Great Extent

1	2	3	4	5	6	7	8	9	10
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**Impact:** Please add any additional comments or information, as appropriate; to demonstrate impact of specific services provided which you may not believe were covered adequately in the questions above.

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## CATEGORY 4: FINANCIAL

### FISCAL

#### 22. What is your annual revenue?

*For purposes of this survey we are seeking the following information from your **last completed fiscal year**:*

General Fund Revenue (use your respective state or organization definition of “general fund”):

\_\_\_\_\_ (use numbers only)

Total Revenue (all funds):

\_\_\_\_\_ (use numbers only)

Please indicate fiscal year (e.g., Fiscal Year 2014,(7/1/2013 – 6/30/2014)):

\_\_\_\_\_

Federal Funding: \$ \_\_\_\_\_ (use numbers only)

**“Federal”** funding is defined as any federal funding received by your ESA either directly from a federal government agency or as a “flow through” through state or local agencies:

*For Example:*

- Title I
- Title IV
- Federal Competitive Grants
- Other Federal Funding Sources

State Operating Funding: \$ \_\_\_\_\_ (use numbers only)

**State Operating funding** is defined as any state funding received directly by your ESA without applying or competing.

- State Operational Subsidy

Other State Funding (total): \$ \_\_\_\_\_ (use numbers only)

**Other State Funding** is defined as any state funding received by your ESA for which your agency must apply, compete, or be the designated recipient for the purpose of providing a specific scope of work outside regular operating funding.

- \$ \_\_\_\_\_ competitive grants
- \$ \_\_\_\_\_ state contracts
- \$ \_\_\_\_\_ state categorical funding (e.g., special education, gifted, early childhood)

Local Funding: \$ \_\_\_\_\_ (use numbers only)

*“Local” funding is defined as:*

- Local levy or other funds collected through taxing authority.
- Local Client District Contracts
- Other Local Contracts

Other Funding: \$ \_\_\_\_\_ (use numbers only)

*“Other” funding is defined as funding not identified as “federal,” “state,” or “local” above (e.g., private foundation grants, other).*

23. What are your ESA’s annual expenditures?

Total General Fund expenditures for last completed fiscal year \$ \_\_\_\_\_ (use numbers only)

Total expenditures for last completed fiscal year \$ \_\_\_\_\_ (use numbers only)

From total expenditures, how much money does your ESA  
expend for school improvement specific activities and related expenses? \$ \_\_\_\_\_ (use numbers only)

*(Note: while everything your ESA may provide is geared toward improving student achievement, this question relates directly to specific school improvement services.)*

Annual agency payroll \$ \_\_\_\_\_ (use numbers only)

24. How much of your agency’s payroll is paid annually to:

a. federal taxes? \$ \_\_\_\_\_ (use numbers only)

b. state taxes? \$ \_\_\_\_\_ (use numbers only)

c. local taxes? \$ \_\_\_\_\_ (use numbers only)

d. retirement? \$ \_\_\_\_\_ (use numbers only)

What are you annual healthcare costs? \$ \_\_\_\_\_ (use numbers only)

### CATEGORY 5: LEARNING & GROWTH

25. To what degree does the agency promote and support the alignment and articulation of its programs, products and services for curriculum, instructional strategies, and assessments toward the agency’s and constituents’ expectations for student learning? *(select one)*

\_\_\_ Not Yet \_\_\_ Beginning \_\_\_ Developing \_\_\_ Operational

26. To what degree does the agency promote, support, and build its own organizational capacity for the implementation of research-based instructional strategies, innovations, and activities that facilitate achievement for all students? *(select one)*

\_\_\_ Not Yet \_\_\_ Beginning \_\_\_ Developing \_\_\_ Operational

27. To what degree does the agency provide technical assistance and promote and support access to comprehensive information, instructional technology, and media services for all ESA staff? *(select one)*  
\_\_\_\_ Not Yet    \_\_\_\_ Beginning    \_\_\_\_ Developing    \_\_\_\_ Operational
28. To what degree does the ESA have a process(es) to ensure that agency staff are qualified and continue to be well prepared to fulfill their duties and responsibilities? *(select one)*  
\_\_\_\_ Not Yet    \_\_\_\_ Beginning    \_\_\_\_ Developing    \_\_\_\_ Operational
29. From general fund expenditures, how much money does your  
ESA expend for internal professional development?    \$ \_\_\_\_\_ *(use numbers only)*

*Thank you for your assistance with this important project.  
We look forward to sharing the results with you and to our continued work in support of  
Educational Service Agencies.*

