Introduction
Ohio’s strategic plan for education, *Each Child, Our Future*, envisions each student is challenged, prepared and empowered for his or her future success. A core principle of bringing this vision to life is the importance of partnerships. Partnerships play a key role in delivering services that enable schools to meet the needs of the whole child, thereby reinforcing the other core principles of equity for all students and quality schools. Partnerships allow the education system to be stronger and more effective.

The Ohio Department of Education partners with many entities at the state and regional levels to implement its initiatives. At the local level, districts and schools work with organizations and businesses in their regions and communities to improve educational opportunities for students. These partnerships bring resources, funding and technical expertise to bear on the common goal of promoting academic achievement and excellent schools.

Ohio’s 51 educational service centers (ESCs) stand at the center of this network of partnerships. Educational service centers assist the Department in implementing state-level efforts at the regional and local levels.

Districts and schools rely on educational service centers for professional development, specialized instructional programs, behavioral and health services, technology, and fiscal and administrative services. The unique position of educational service centers makes them valuable partners in supporting and improving schools across the state.

The General Assembly directed the Department to submit a report describing how the Department partnered with educational service centers to deliver services in Fiscal Year 2021.¹ The overarching goal of the Department’s partnerships with educational service centers is to develop quality schools. Some partnerships focus broadly on that larger context, while other partnerships have a narrower scope and address individual components of quality schools. This report includes information on all the Department’s partnerships with educational service centers. Additionally, in accordance with the law, it describes the funding allocated for each partnership and how each partnership furthers the state’s goals in one or more of the following areas (each of which is described in detail beginning on Page 5):

**Quality Schools**
- State Support Teams

**Academic Standards**
- Ohio’s Plan to Raise Literacy Achievement
- Striving Readers Grant Implementation
- Early Childhood Education Grant Implementation
- Math Modeling and Reasoning Pilot Course
- Data Science Foundations Pilot Course
- Math Modeling and Reasoning Workshops
- Career Pathway Development Specialists
- Agricultural Education Team
- Business Advisory Councils
- National School Lunch and School Breakfast Programs

¹ Section 265.505 of House Bill 166 of the 133rd General Assembly.
Educator Preparation
- Ohio Teacher Evaluation System
- Educator Effectiveness
- Regional Field Specialists
- Teacher Clarity Project
- Prevention Education Professional Development Grant
- Federal School Climate Transformation Through Positive Behavioral Interventions and Supports
- McKinney-Vento Homeless Children and Youth Federal Program
- High School Redesign Partnership
- Elementary and Secondary Education Act Title III Consortia
- Title III – English Learner Family Engagement Support Grant

Accountability and Report Cards
- Data Literacy and Value-Added Data
- Gauging Student Readiness Training and Credential
- Statewide Longitudinal Data System Grant – Outcome 4

Pandemic Related Supports
- Governor’s Emergency Education Relief Fund
- BroadbandOhio Connectivity Grant
- Distribution of Personal Protective Equipment
- Family and Community Liaisons
- RemotEDx Support Squad
- Extended Learning and Recovery Support

Funding for Educational Service Centers
There are several sources of funding for educational service centers.

Client School District Funding: Each school district with an enrollment of 16,000 or fewer students must contract with an educational service center for services agreed to by the district and educational service center. School districts with larger student populations may opt in to this type of arrangement. Districts that have service agreements with educational service centers are known as “client school districts.” The Department deducts $6.50 per student enrolled in a client school district (or a higher amount if specified in the contract) from the district’s state aid and pays that amount to the educational service center as reimbursement for the services provided.\(^2\) All but one school district in Ohio is affiliated with an educational service center in this manner.

Direct State Subsidy Funding: The state provides financial support to each educational service center through a direct per-pupil payment for each student enrolled in the educational service center’s client school districts. In FY21, each educational service center received $26 per pupil in direct state funding. This general state support typically represents a very small portion of an educational service center’s total operating budget.

District Contract: An educational service center also may contract with a school district, community school, STEM school or political subdivision on a fee-for-service basis and receive payment in accordance with the contract.

\(^2\) Ohio Revised Code 3313.843.
**Specific Services Funding:** Finally, through partnerships with the Department, educational service centers receive state and federal funds to support policy priorities. Educational service centers may act as fiscal agents within their regions of the state for state-level initiatives. In that role, an educational service center disburses funds to other entities engaged in project-related work and exercises fiscal oversight of the project in exchange for an administrative fee. In other cases, the Department may pay an educational service center directly for services provided to students, such as preschool classes or special education, or for professional development for educators.
PARTNERSHIPS WITH EDUCATIONAL SERVICE CENTERS

Quality Schools
The Department’s Office for Improvement and Innovation, along with the Offices for Exceptional Children, Early Learning and School Readiness, Whole Child Supports and Approaches to Teaching and Professional Learning work together to provide a Statewide System of Support to schools. This system is described in state law. This system is a regional structure that includes state support teams, educational service centers and regional staff specialists. The Department’s partnerships within this structure create a coherent and aligned support system to implement Ohio’s strategic plan for education with a focus on school improvement plans and initiatives.

Comprised of 16 regions, the system supports state and regional education initiatives and efforts to improve school effectiveness and student achievement. Services provided to school districts and community (charter) schools emphasize special education and related services, literacy, school culture and climate, early learning and continuous improvement. As stated in the law, it is the General Assembly’s intent that the system “reduce the unnecessary duplication of programs and services and provide for a more streamlined and efficient delivery of educational services without reducing the availability of the services needed by school districts and schools.”3

State Support Teams
Each of the 16 regions in the Statewide System of Support has a state support team. The Department identifies educational service centers to serve as fiscal agents for the oversight of the state support teams. The Department then enters into performance agreements with the fiscal agents to establish a collaborative structure for the delivery of services.

The overarching work of each state support team is school improvement. This work integrates initiatives in the following three focus areas: organizational leadership practices, capacity building and professional capital, and inclusive instructional practices. All key areas support the 10 strategies, three core principles and four equal learning domains of Ohio’s strategic plan for education. The improvement framework used by state support teams, school districts, buildings and teacher teams is known as the Ohio Improvement Process.

The Department targets services to school districts and buildings in two main categories. The first is districts and buildings identified as needing support in the Department’s differentiated accountability system, which is primarily based on academic performance data from the Ohio School Report Cards. The second category is districts and buildings identified by the Office for Exceptional Children as Needs Assistance, Needs Intervention or Needs Substantial Intervention for issues related to special education. Districts and buildings targeted for services include:

- Ohio’s eight urban school districts;
- Districts in Academic Distress;
- Districts identified for intensive support based on the following criteria:
  - An overall grade of “F” on the report card;
  - A four-year graduation rate at or below 67%; or
  - A grade of “F” on the Gap Closing component of the report card for two straight years.
- Districts identified for moderate support based on the following criteria:
  - An overall grade of “D” on the report card; or

3 Ohio Revised Code 3312.01.
A grade of “D” or “F” on the Gap Closing component of the report card for two straight years.

- **Priority Schools, Focus Schools and Watch Schools** (when these schools are located within a district identified for intensive or moderate support);
- Districts and schools in **support status** within the State Systemic Improvement Plan or in **Needs Intervention** status, based on the performance of students with disabilities as identified by the Office for Exceptional Children.

State support teams provide high-quality services, including coaching, technical assistance, support with leadership and instructional tools and resources for each district targeted for support and services. Coaching and technical assistance focus on building the capacity of the district to improve instructional practices and student learning in each school within the district, with expertise provided in the following areas:

- Literacy;
- Positive Behavioral Interventions and Supports;
- Family engagement;
- Universal Design for Learning to meet the unique needs of all students;
- Special education;
- Transitions from secondary school to adulthood for students with disabilities;
- Early learning;
- Inclusive and organizational leadership aligned within a continuous improvement process.

State support teams allocate no more than 10% of their human and fiscal resources to providing universal support to all districts, partners and other relevant organizations in their regions. Universal support is support that improves equitable access to high-quality instructional practices for **all** students and student groups.

**Funding**

Please see Appendix A for information regarding funding of the state support team partnerships.

### Academic Standards

Another primary area of partnership between the Department and educational service centers involves informing educators of Ohio’s Learning Standards and model curricula so educators can ensure they are reflected in classroom instruction and the educational experience. Educational service centers provide professional development for educators on the standards and curricula and the Department provides funding for this purpose. While these partnerships are wide-ranging and cover many subject areas, there is a particular focus on literacy to improve students’ reading success. This includes funding to educational service centers to establish regional literacy professional development teams.

**Ohio’s Plan to Raise Literacy Achievement**

Literacy is the foundation of all learning. Led by the Office of Approaches to Teaching and Professional Learning, the Department relies on educational service centers and other regional entities to connect and align the state literacy plan to school literacy efforts at the local level. **Ohio’s Plan to Raise Literacy Achievement** is a statewide plan that includes supports from the following Department offices:

- **The Office for Exceptional Children** addresses improving literacy outcomes for subgroups of students, specifically students with disabilities, through the work of the state support teams.
- **The Office of Learning and Instructional Strategies** promotes evidence-based teaching and learning strategies aligned to Ohio’s standards and literacy across disciplines and taps into regional content experts to provide supports for districts.
- **The Office of Early Learning and School Readiness** uses regional early learning consultants to disseminate knowledge and provide supports that address the literacy needs of Ohio’s youngest
children.

- The **Offices of Accountability and Educator Effectiveness** provide supports for administrators, teachers and other staff to increase educator capacity to implement Ohio’s Plan to Raise Literacy Achievement.

- The **Office of School Improvement** focuses on literacy as a lever for school improvement and relies on regional staff specialists to ensure literacy proficiency for all learners is embedded in a school’s overall improvement plan.

- The **Office of Approaches to Teaching and Professional Learning** supports literacy specialists to implement Ohio’s Plan to Raise Literacy Achievement. These include three regional early literacy specialists, two Ohio literacy specialists and two adolescent literacy specialists. The Office of Approaches to Teaching and Professional Learning partners with all 16 state support teams and the following 28 educational service centers to promote the plan:
  - Athens-Meigs Educational Service Center;
  - Auglaize County Educational Service Center;
  - Educational Service Center of Central Ohio;
  - Clark County Educational Service Center;
  - Columbiana County Educational Service Center;
  - Darke County Educational Service Center;
  - East Central Ohio Educational Service Center;
  - Fairfield County Educational Service Center;
  - Greene County Educational Service Center;
  - Hamilton County Educational Service Center;
  - Jefferson County Educational Service Center;
  - Knox Educational Service Center;
  - Educational Service Center of Lake Erie West;
  - Lawrence County Educational Service Center;
  - Licking County Educational Service Center;
  - Educational Service Center of Lorain County;
  - Madison-Champaign Educational Service Center;
  - Mahoning County Educational Service Center;
  - Miami County Educational Service Center;
  - Mid-Ohio Educational Service Center;
  - Midwest Regional Educational Service Center;
  - Muskingum Valley Educational Service Center;
  - Educational Service Center of Northeast Ohio;
  - Ross-Pike Educational Service Center;
  - South Central Ohio Educational Service Center;
  - Stark County Educational Service Center;
  - Summit Educational Service Center;
  - Tri-County Educational Service Center.

Educational service centers guide school districts in the implementation of evidence-based language and literacy strategies to support overall school improvement. This involves addressing academic standards for literacy development across grade levels and content areas. All 16 state support teams provide direct technical assistance in literacy improvement to Priority Schools and all schools and districts required to submit reading achievement plans.

Through its partnerships with educational service centers, the Department promotes the use of data-informed decision-making for instructional planning, material selection, professional learning and systems building. Report card and accountability data, such as the Improving At-Risk K-3 Readers measure, are important data.
sources for districts to evaluate and monitor over time. They can highlight appropriate professional learning opportunities for educators and effective instructional practices.

Finally, state support teams and educational service centers partner with local institutions of higher education to include evidence-based strategies and alignment with state requirements in the educator preparation programs. This component ensures future educators leave college with the tools to further the state’s progress on Ohio’s Plan to Raise Literacy Achievement.

Funding
The Department uses state and federal funding for the literacy specialists as follows:

- Regional early literacy specialists: $300,000 (General Revenue Fund; Appropriation Line Item 200566, Literacy Improvement);
- Ohio literacy specialists: $300,000 (General Revenue Fund; Appropriation Line Item 200566, Literacy Improvement);
- Adolescent literacy specialists: $109,642 (federal Striving Readers and Comprehensive Literacy Grants (see below); *Appropriation Line Item 200669, Striving Readers and 200678, Comprehensive Literacy);
- Birth to age 3 literacy specialist: $97,255 (federal Comprehensive Literacy Grant (see below); *Appropriation Line Item 200678, Comprehensive Literacy).

* Funding for the regional early literacy specialists and Ohio literacy specialists appears in the funding information for state support teams in Appendix A. It is duplicated here for clarity.

Striving Readers and Comprehensive Literacy Grant Implementation
The federal Striving Readers Grant ($35 million) and Comprehensive Literacy Grant ($42 million) are awarded directly to local schools or early childhood providers to improve literacy outcomes for children from birth through grade 12. The grants support the one adolescent literacy specialist described above, who aligns research and work in the classroom to support struggling adolescent readers. These specialists promote the content area literacy standards and how to incorporate them into teaching. The Comprehensive Literacy Grant also supports one Birth to age 3 literacy specialist who aligns research and work in early childhood classrooms to support early literacy.

An important part of this work is a professional learning series specific to Ohio’s Plan to Raise Literacy Achievement. Personnel from educational service centers attend monthly gatherings focused on improving literacy results for Ohio’s learners, with specific attention on subgroups of learners such as students with disabilities, English learners, economically disadvantaged students and students who continue to struggle with reading proficiency past third grade. The adolescent literacy specialists host ongoing adolescent literacy networking meetings where educational service center and state support team consultants gather to build the knowledge, skills and dispositions around how to support Ohio’s educators to best meet the regional needs of the districts and schools they serve.

The Educational Service Center of Northeast Ohio and Educational Service Center of Central Ohio house the adolescent literacy specialists and oversee their work. The Muskingum Valley Educational Service Center houses the birth to age 3 specialist and oversees her work.

In addition, Striving Readers funds were used to support statewide professional learning for regional early literacy specialists and Comprehensive Literacy funds have been used to support development literacy program guidebooks for school administrators.

Funding
- Adolescent literacy specialists: $242,800 (federal Striving Readers and Comprehensive Literacy Grants Appropriation Line Item 200669, Striving Readers and 200678, Comprehensive Literacy);
• Birth to age 3 literacy specialist: $52,000 (federal Comprehensive Literacy Grant, Appropriation Line Item 200678, Comprehensive Literacy);
• Statewide professional learning for regional early literacy specialists $9,334.80 (federal Striving Readers Grants Appropriation Line Item 200669, Striving Readers) and guidebook development $26,000 (federal Comprehensive Literacy Grants Appropriation Line Item 200678, Comprehensive Literacy).

Early Childhood Education Grant Implementation
Educational service centers are among several types of entities that provide early childhood education for at-risk children in their communities. These entities receive state grant funds to serve 4-year-old, low-income children for part-day preschool. All programs that receive grant funds must achieve a three-, four- or five-star rating in Step Up To Quality, Ohio’s tiered quality rating and improvement system.

Participating preschool children take the Early Learning Assessment, which gauges each child’s current skills, knowledge and behaviors in the areas of Social Foundations, Language and Literacy, Math, Science, Social Studies, Physical Well-Being and Motor Development, and Fine Arts. By providing publicly funded, high-quality early childhood education, educational service centers directly impact language and literacy development, social-emotional development and kindergarten readiness. This partnership is crucial to setting students on a path of continuous learning. In FY21, educational service centers served 1,969 preschool children with state funding.

Funding
Twenty-six educational service centers received funding to continue serving children they served in preschool in FY21, with $4,000 allocated per slot (General Revenue Fund; Appropriation Line Item 200408, Early Childhood Education).

- Allen County Educational Service Center: $80,000.00
- Athens-Meigs Educational Service Center: $448,000.00
- Brown Educational Service Center: $528,000.00
- Butler County Educational Service Center: $1,188,000.00
- Columbiana County Educational Service Center: $252,000.00
- Darke County Educational Service Center: $68,000.00
- Educational Service Center of the Western Reserve: $184,000.00
- Educational Service Center of Lake Erie West: $344,000.00
- Knox County Educational Service Center: $144,000.00
- Licking County Educational Service Center: $360,000.00
- Lorain County Educational Service Center: $68,000.00
- Madison-Champaign Educational Service Center: $176,000.00
- Mahoning County Educational Service Center: $356,000.00
- Midwest Regional Educational Service Center: $260,000.00
- Muskingum Valley Educational Service Center: $752,000.00
- North Central Ohio Educational Service Center: $200,000.00
- North Point Educational Service Center: $392,000.00
- Northwest Ohio Educational Service Center: $480,000.00
- Ohio Valley Educational Service Center: $136,000.00
- Preble County Educational Service Center: $92,000.00
- Putnam County Educational Service Center: $272,000.00
- Ross-Pike Educational Service Center: $352,000.00
- Stark County Educational Service Center: $356,000.00
- Summit County Educational Service Center: $200,000.00
• Trumbull County Educational Service Center: $160,000.00
• Wood County Educational Service Center: $128,000.00

Math Modeling and Reasoning Pilot Course
The Department’s Office of Learning and Instructional Strategies partners with the Summit County Educational Service Center to bring the Math Modeling and Reasoning (MMR) course to districts across Ohio. Math Modeling and Reasoning is a fourth-year high school course to help students transition to postsecondary math coursework by earning a remediation-free score in math on the ACT or SAT. This course teaches reasoning, problem-solving and modeling through thematic units focused on mathematical practices, while reinforcing and extending content in number and quantity, algebra, functions, statistics and probability, and geometry.

The Summit County Educational Service Center serves the entire state by providing as facilitator for the Math Modeling and Reasoning Workshop. This partnership includes facilitating meetings and professional development (both virtual and face-to-face), conducting site visits, scoring assessments, collaborating with the project manager and researcher, and partnering with math education organizations in Ohio.

Funding
• Summit County Educational Service Center: $48,435.20 (General Revenue Fund; Appropriation Line Item 200427, Academic Standards).

Data Science Foundations Pilot Course
Through a partnership with the Ohio Educational Service Center Association, University of California, Los Angeles and Ohio Cyber Range hosted by the University of Cincinnati, Ohio piloted a Data Science Foundations course in 17 schools across the state. This course can be offered as a third or fourth unit of mathematics and also can be considered an Algebra 2-equivalent course. Students utilize Ohio’s high school statistics and probability standards found in Ohio’s Learning Standards for Mathematics through the lens of big data. Additionally, the course integrates Ohio’s Learning Standards for Computer Science as students use R Studio programming languages to help interpret the data. The districts involved in the pilot fell under the jurisdiction of several educational service centers, including:
• Butler County Educational Service Center;
• East Central Ohio Educational Service Center;
• Educational Service Center of Central Ohio;
• Educational Service Center of Northeast Ohio;
• Fairfield County Educational Service Center;
• Hamilton County Educational Service Center;
• Northwest Ohio Educational Service Center;
• Pickaway County Educational Service Center.

Several members from educational service centers also participated in the training hosted by University of California, Los Angeles, including Butler County Educational Service Center, East Central Ohio Educational Service Center, Educational Service Center of Northeast Ohio and Montgomery County Educational Service Center.

Funding
• Ohio Educational Service Center: $275,000 (General Revenue Fund; Appropriation Line Item 200427, Academic Standards).

Career Pathway Development Specialists
Career pathway development specialists provide professional learning specific to the incorporation of learning standards into the career-technical education curriculum. The Department’s Office of Career-Technical Education partners with the following educational service centers in providing these professional learning
opportunities across the state:
- Auglaize County Educational Service Center;
- Educational Service Center of Central Ohio;
- Mercer County Educational Service Center;
- Montgomery County Educational Service Center;
- North Central Ohio Educational Service Center;
- Educational Service Center of Northeast Ohio.

High-quality career pathways often include rigorous academic content, which can occur throughout the career pathways. With this model, students can meet the learning standards while pursuing industry-recognized credentials.

Funding
None.

**Agricultural Education Team**
A partnership between the Department and Southern Ohio Educational Service Center provides technical assistance to school districts in the entire southwest region of Ohio, as well as programming opportunities for 26,000 students enrolled in agricultural education courses. Through the partnership, districts receive assistance in developing new and innovative programs in Animal Science and Management and Agribusiness and Production Systems. In addition to technical assistance, districts can obtain help with work-based learning frameworks, program approval, quality program review surveys, quality program review action plans and data reporting through the Education Management Information System.

The Department employs an outside consultant as part of this partnership. This consultant facilitates alignment between career-technical education content standards and learning standards within the agricultural education programs. The consultant also represents agricultural education staff at national, state and regional events.

Funding
Funding for this contract comes from a federal grant awarded under the Carl D. Perkins Career and Technical Education Improvement Act of $138,998.45 for FY21.

**Business Advisory Councils**
To build better relationships between businesses and schools, every school district and educational service center must have a business advisory council. Business advisory councils advise on workforce-related issues and how to incorporate employability skills into a district’s curriculum. The Department’s Office of Graduate Success works with districts and educational service centers to strengthen their relationships with the business community.

Funding
There is no state funding designated for business advisory councils. Councils generally are supported by their respective districts or educational service centers, and some may secure grants or private funding to fulfill their responsibilities.

**National School Lunch and School Breakfast Programs**
Educational service centers may participate in the National School Lunch and School Breakfast Programs to provide meal service to students participating in the educational service center’s programming. Due to COVID-19, the U.S. Department of Agriculture issued waivers expanding the operations of the Summer Food Service Program and Seamless Summer Option through school year 2021. As such, most schools participated in these programs as opposed to the National School Lunch and School Breakfast Programs.
The Department’s Office of Nutrition provides training and technical assistance for providers. Thirteen educational service centers participate in the meal programs as their own sponsors, while another nine educational service centers are meal sites for programs operated by school districts.

By supplying nutritious meals to students, the federal school meal programs contribute to student academic success. Schools and educational service centers that offer the programs, especially in alternative methods such as breakfast in the classroom, tend to see fewer nurse visits, better attendance and decreased discipline cases. When students’ basic need for food is addressed, students can devote more of their attention to learning.

Funding
Federal funds from the U.S. Department of Agriculture support the National School Lunch, School Breakfast, Seamless Summer Option and Summer Food Service programs. The following educational service centers received program funding:

- Allen County Educational Service Center: $47,627
- Ashtabula County Educational Service Center: $53,675
- Clermont County Educational Service Center: $21,940
- Columbiana County Educational Service Center: $8,664
- East Central Ohio Educational Service Center: $191,918
- Greene County Educational Service Center: $32,267
- Hamilton County Educational Service Center: $24,202
- Jefferson County Educational Service Center: $4,391
- Educational Service Center of Lake Erie West: $7,409
- Educational Service Center of Northeast Ohio: $475,888
- Licking County Educational Service Center: $14,422
- Madison-Champaign Educational Service Center: $39,428
- Mahoning County Educational Service Center: $26,761
- Mid-Ohio Educational Service Center: $351,774
- Montgomery County Educational Service Center: $210,074
- North Central Ohio Educational Service Center: $221,440
- North Point Educational Service Center: $30,584.66
- Preble County Educational Service Center: $21,517
- Ross-Pike Educational Service Center: $9,750
- South Central Ohio Educational Service Center: $14,576
- Stark County Educational Service Center: $30,422
- Wood County Educational Service Center: $36,920

Educator Preparation
A third area in which the Department partners with educational service centers is educator preparation. Ohio’s strategic plan for education recognizes excellent educators are the very foundation of quality schools. Teachers who regularly seek to expand their knowledge and reflect on their practices model the continuous improvement the Department expects of schools and students. Partnerships between the Department and educational service centers provide numerous professional development opportunities for teachers on a wide range of topics such as subject-specific instructional strategies, trauma-informed care, using student data and teacher leadership.

Ohio Teacher Evaluation System
Educational service centers play a key role in the Ohio Teacher Evaluation System (OTES). This is particularly important as Ohio transitions from OTES 1.0 to OTES 2.0. Educational service centers provide staff to serve
as Ohio Teacher Evaluation System 2.0 state trainers. The Office of Educator Effectiveness trained the state
trainers to lead OTES 2.0 Bridge Training and OTES 2.0 Credential Training to support school districts as they
transition from OTES 1.0 to OTES 2.0. The state trainers also provide support to districts in using the
electronic reporting platform for teacher evaluations.

Funding
The funding for each state trainer was $8,076. The Department spent $1,017,576 on this partnership, as
follows:
- $207,667 (General Revenue Fund; Appropriation Line Item 200448, Educator Preparation);
- $250,000 (Federal Title IIA Improving Teacher Quality State Activity Funds; Appropriation Line Item
  200635, Improving Teacher Quality);
- $559,909 (Federal Title IIA Improving Teacher Quality Instructional School Leaders Funds; Appropriation
  Line Item 200635, Improving Teacher Quality).

Educator Effectiveness
This partnership supports many projects of the Department’s Office of Educator Effectiveness, including the
Resident Educator Program for beginning teachers, educator evaluations systems, Troops to Teachers for
veterans seeking second careers as educators, teacher diversity and equity activities, and EdRising to engage
middle and high school students in the education profession. The Educational Service Center of Northeast
Ohio schedules site locations for trainings, oversees small special projects, provides extra direct support when
needed and assists with designing and vetting information documents to ensure clarity for the broader
education community.

Funding
Educational Service Center of Northeast Ohio:
- $120,000 (General Revenue Fund; Appropriation Line Item 200448, Educator Preparation);
- $60,000 (Federal Title IIA Improving Teacher Quality State Activity Funds; Appropriation Line Item
  200635, Improving Teacher Quality);
- $60,000 (Federal Title IIA Improving Teacher Quality Instructional School Leaders Funds; Appropriation
  Line Item 200635, Improving Teacher Quality).

Regional Field Specialists
Regional field specialists further the work of the Department by providing professional development and
technical support directly to the education community on initiatives affecting teachers and administrators. The
Educational Service Center of Central Ohio and Northeast Ohio Educational Service Center employs regional
field specialists. These employees assist districts and schools in the entire state in the following areas:
- Teacher, principal and school counselor evaluation systems;
- Electronic evaluation platforms;
- Assessment literacy;
- Graduation requirements;
- Use of value-added data and high-quality student data;
- Resident Educator Program;
- Master teachers.

Funding
Combined spending for the Educational Service Center of Central Ohio and Northeast Ohio Educational
Service Center:
- $368,933.97 (Federal Title IIA Improving Teacher Quality State Activity Funds; Appropriation Line Item
  200635, Improving Teacher Quality).
**Teacher Clarity Project**

A partnership between the Department’s Office of Learning and Instructional Strategies and Educational Service Center of Central Ohio sustains the Teacher Clarity Standards-Based Alignment initiative in Ohio. The Teacher Clarity process walks educators through understanding and identifying the most critical parts of instruction: learning intentions, success criteria and learning progressions based on the learning standards. When learning progressions and success criteria are clear, students achieve more. Adherence to this process indicates teachers are intentional and learners know both the why and how behind every instructional target. The Educational Service Center of Central Ohio works with other educational service centers, state support teams and school districts from each region of Ohio to create an instructional framework using the Teacher Clarity process.

**Funding**

- Educational Service Center of Central Ohio: $10,000 (General Revenue Fund; Appropriation Line Item 200427, Academic Standards).

**Prevention Education Professional Development Grant**

In January 2020, the Department, in collaboration with the Ohio Department of Mental Health and Addiction Services, awarded grants to five educational service centers to provide professional development to educators and school personnel on the model and tenets of prevention education. The goal is for the five educational service centers to train other educational service center staff, as well as school staff to expand prevention services for students in grades K-12 and lower student engagement in substance abuse, suicide, bullying and other harmful behaviors. Educational service centers currently are finalizing their plans and Department staff are providing technical assistance through this process.

Each educational service center receiving a grant covers a region within the state. The five grantees built the capacity of other educational service centers in their regions to provide professional development in prevention education at the district and school levels, use an improvement process to determine prevention needs and maximize state and federal resources to support comprehensive prevention efforts. The following educational service centers received grants:

- Educational Service Center of Central Ohio for the central region;
- Educational Service Center of Lake Erie West for the northwest region;
- Montgomery County Educational Service Center for the southwest region;
- Muskingum Valley Educational Service Center for the southeast region;
- Educational Service Center of Northeast Ohio for the northeast region.

**Funding**

Each grantee received $200,000 in FY21 (General Revenue Fund; Appropriation Line Item 200448, Educator Preparation).

**Federal School Climate Transformation Through Positive Behavioral Interventions and Supports**

State law requires each school district to implement a Positive Behavioral Interventions and Supports framework for all schools in the district. Each district must provide professional development or continuing education in Positive Behavioral Interventions and Supports by November 2021 to teachers and administrators who serve students in prekindergarten through grade 3 who have not previously completed relevant training.4

The Department awarded federal School Climate Transformation Grants to four educational service centers to

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4 Ohio Revised Code 3319.237 and 3319.46
build the training and coaching capacity of Positive Behavioral Intervention and Supports master trainers in
different regions of the state:
- Educational Service Center of Central Ohio for the mideast region;
- Montgomery County Educational Service Center for the west region;
- Muskingum Valley Educational Service Center for the southeast region;
- Educational Service Center of Northeast Ohio for the northeast region.

Each grantee has hired a regional field coordinator to conduct a needs assessment, create a regional plan and
train representatives from state support teams and educational service centers in their regions who then train
school employees. Staff from the Department’s Office of Whole Child Supports meet at least monthly with each
regional field coordinator and quarterly with educational service center leadership.

Funding
Grant recipients received the following amounts of federal funds from the Title IV-A Student Support and
Academic Enrichment Program (Federal Fund Group; Appropriation Line Item 200634, Student Support and
Academic Enrichment) for their regional field coordinator contracts:
- Educational Service Center of Central Ohio: $120,000;
- Montgomery County Educational Service Center: $129,988;
- Muskingum Valley Educational Service Center: $124,425;
- Educational Service Center of Northeast Ohio: $116,100.

McKinney-Vento Homeless Children and Youth Federal Program
The purpose of the federal McKinney-Vento Homeless Children and Youth Program is to ensure all homeless
children and youth, including preschoolers, have equal access to the same free and appropriate public
education as non-homeless children and youth. An employee in the Department’s Office of Whole Child
Supports serves as the State Homeless education coordinator. In collaboration with the Office of Federal
Programs, the state coordinator provides training to local liaisons and Title I coordinators to keep them
apprised of requirements under the McKinney-Vento Program and best practices for serving students
experiencing homelessness. In addition to trainings, the state coordinator provides resources to help identify
homelessness and can assist with transportation coordination and academic accommodations for homeless
students.

Educational service centers throughout the state host trainings on the McKinney-Vento Program. For Fiscal
Years 19-21, there is one McKinney-Vento subgrantee: the Ohio Valley Educational Service Center.

Efforts to support the needs of homeless students will result in higher graduation rates. The resources and
trainings provided through the partnership ensure districts and schools appropriately serve students
experiencing homelessness by meeting their academic and nonacademic needs.

Funding
- Ohio Valley Educational Service Center: $203,939.42 in FY21 federal funds from the McKinney-Vento
  Homeless Assistance Program (Federal Fund Group; Appropriation Line Item 200622, Homeless
  Children Education).

Graduation Requirements Trainers
The Department’s Office of Graduate Success and Office of Approaches to Teaching and Professional
Learning have partnered with the Everyone Graduates Center at Johns Hopkins University and the Reframing
Network of Educational Service Center Leaders throughout the state. Educational Service Center leaders from
the Educational Service Center of Northeast Ohio, Montgomery County Educational Service Center, Mercer
County Educational Service Center, Hamilton County Educational Service Center, Southern Ohio Educational
Service Center, and the Butler County Educational Service Center have been attending trainings, preparing to
bring in a second cohort of pilot high schools to the Johns Hopkins High School Redesign Partnership. This partnership will hopefully be the start of a larger scaling of High School Redesign work throughout Ohio, reflecting the plans in Ohio's High School Redesign Taskforce Report.

**Funding**
None.

**Elementary and Secondary Education Act Title III Consortia**
Title III of the Every Student Succeeds Act provides federal funds for English learners. School districts that receive less than $10,000 in Title III funds must join a consortium to pool their funding so the group may achieve more benefits in terms of networking, shared professional development and advocacy. The Office of Whole Child Supports and Office of Federal Programs support these districts with professional development, periodic updates, resources and general engagement on issues affecting English learners.

Educational service centers often serve as fiscal agents for the district consortia. In FY21, out of Ohio’s 24 Title III consortia, 14 have educational service centers as the fiscal agents. Educational service centers also offer family engagement activities, professional development and preservice training on culturally responsive practices, sheltered instruction for English learners and English learner language instruction strategies.

- The Hamilton County Educational Service Center maintains a team of English learner specialists who provide Sheltered Instruction Observation Protocol coaching to schools in the southwest region that includes Cincinnati. This method teaches students English by using both academic content and language proficiency instruction;
- The Educational Service Center of Central Ohio serves the area with the largest number of English learners. It has an English learner-focused educator who provides professional learning on demand and schedules professional development throughout the year;
- The Educational Service Center of Northeast Ohio, which is located in a region that has seen continuous growth in its English learner communities, including the Cleveland Metropolitan School District, provides professional learning and networking groups;
- The Stark County Educational Service Center provides professional learning and direct support to schools through a dedicated English learner staff member. This includes support to schools and districts that are disproportionately impacted by communities of English learners who are working in rural areas with industries that rely upon manual labor and pay low wages.

**Funding**
Educational service centers establish contracts and/or memoranda of understanding annually with member districts so they can access Title III funds to support English learners.

Educational service centers that were subgrant recipients in Fiscal Year 2021:
- Butler County Educational Service Center - $31,231;
- Educational Service Center of Central Ohio - $124,924;
- Educational Service Center of Northeast Ohio - $140,062;
- Hamilton County Educational Service Center - $76,006;
- Licking County Educational Service Center - $20,236;
- Lorain County Educational Service Center - $25,813;
- Mahoning County Educational Service Center - $30,753;
- Montgomery County Educational Service Center - $37,764;
- North Central Ohio Educational Service Center - $29,797;
- Northwest Ohio Educational Service Center - $26,450;
- Stark County Educational Service Center - $94,330;
• Summit County Educational Service Center - $18,643;
• Tri-County Educational Service Center - $17,527;
• Trumbull County Educational Service Center - $25,494.

**Title III – English Learner Family Engagement Support Grant**
Communication is the first step, and one of the most critical, to engaging families and creating strong relationships. To increase communication support for families of English learners, the Department provided Title III consortia with an additional 15% allocation of funds to support family engagement activities for English learners and their families. The grants were used to increase the capacity of member districts to plan, develop and ensure communication in languages that are understandable for families with limited English proficiency. The Department encouraged use of technology and services that increase parent access to school-related information.

**Funding**
Twenty Title III Consortia, including 13 educational service centers that serve as fiscal agent for school district members, received funding from this grant (Funding source: Federal Title III, appropriations line item: 200689):
1. Educational Service Center of Central Ohio - $18,141.14;
2. Educational Service Center of Northeast Ohio - $21,009.31;
3. Hamilton County Educational Service Center - $11,400.96;
4. Licking County Educational Service Center - $3,035.47;
5. Lorain County Educational Service Center - $3,872.02;
6. Mahoning County Educational Service Center - $4,612.97;
7. Montgomery County Educational Service Center - $5,664.63;
8. North Central Ohio Educational Service Center - $4,469.56;
9. Northwest Ohio Educational Service Center - $3,967.63;
10. Stark County Educational Service Center - $14,149.61;
11. Summit County Educational Service Center - $2,796.46;
12. Tri-County Educational Service Center - $2,629.15;
13. Trumbull County Educational Service Center - $4,421.75.

**Accountability and Report Cards**
Ohio’s accountability and report card systems are the primary means by which the state evaluates district and school academic performance and improvement. This system relies on student data. Continuous improvement requires teachers and administrators to interpret and use state data, as well as local data, to develop improvement strategies, prioritize resources and adapt instructional programming to reach struggling students and effectively provide enrichment to advanced students. Educators also can use state and local data to evaluate their own practices and increase their effectiveness.

**Data Literacy and Value-Added Data**
Regional data leads are education professionals with expertise in the use of student performance data. Located primarily at educational service centers and within state support teams, there are 123 of these professionals statewide. They provide technical assistance to other educators on analyzing data to improve educational practice and increase student achievement. Their mission is to establish a culture that values and relies on high-quality data to inform decisions and create sustainable change.

In response to requests for assistance from school districts and educational service centers, just prior to the beginning of the pandemic the Department implemented the first stage of a long-term plan by subsidizing the development of trainings delivered across the state on data literacy and the use of student growth data. Led by three educational service centers and designed specifically for regional data leads, this training, *Leading the Data Conversation: Next Steps*, touched on various aspects of data use.
• **Building- and Teacher-Level Data for School Improvement Efforts**
  - The Montgomery County Educational Service Center’s training helped attendees use building- and teacher-level data to make data-driven decisions about school improvement efforts. It taught participants the differences between achievement and progress data and how to generate and interpret teacher value-added reports. The Center for Performance and Impact and Office of Educator Effectiveness participated in the portion of the training centered on the use of high-quality student data needed to fulfill the Ohio Teacher Evaluation System requirements. Regional data leads from six educational service centers (Montgomery County Educational Service Center, Darke County Educational Service Center, Greene County Educational Service Center, Miami County Educational Service Center, Preble County Educational Service Center and Warren County Educational Service Center) developed and delivered these trainings.

• **Ohio School Report Cards Data**
  - This training, led by the North Central Ohio Educational Service Center, examined components and measures on the district and school report cards and their changes over time, with the intention of teaching participants how to use report card data to drive instructional programming and school improvement. The Office of Assessment and Office of Educator Effectiveness explored the use of Value-Added data, including teacher Value-Added reports. Regional data leads from five educational service centers (Brown County Educational Service Center, Educational Service Center of Central Ohio, Jefferson County Educational Service Center, North Central Ohio Educational Service Center and Educational Service Center of the Western Reserve) participated.

• **Analyzing Inputs to Outputs**
  - Training provided by the Summit County Educational Service Center focused on analyzing a range of data from inputs to outputs and using trend data to make decisions. These sessions examined the technical aspects of the district and school report cards, roster verification and linkage of teachers and students, high-quality student data for teacher evaluations and how to determine trend data for student subgroups. Regional data leads from five educational service centers (Madison-Champaign Educational Service Center, Mercer County Educational Service Center, Muskingum Valley Educational Service Center, Putnam County Educational Service Center and Summit County Educational Service Center) participated in development and delivery of the training.

Once the curriculum and materials were developed, the regional data leads at the participating educational service centers then conducted five training sessions on each topic in different regions of Ohio for district leaders and other educational service center staff to help them become “experts” on the data literacy topics they had developed. These regional trainings required a minimum of 50 participants per session, with five hours of contact time. Any school leader or educational service center employee could attend sessions in their areas free of charge.

**Funding**
The Department paid each lead educational service center $25,500 (General Revenue Fund; Appropriation Line Item 200439, Accountability/Report Cards) for providing the training on *Leading the Data Conversation: Next Steps*.

**Gauging Student Readiness Training and Credential**
The next step in the agency’s long-term plan to partner with educational service centers to improve data literacy centered on developing a training and credential on Gauging Student Readiness. Hamilton County Educational Service Center, in partnership with the Ohio Educational Service Center Association and representative educational service centers across the state, developed and implemented the training and a credential. The educational service centers and Regional Data Leads provided support and professional learning for educators regarding curriculum gap analysis, diagnostic data and student readiness toolkits and online Benchmark and Checkpoint tests available through the state’s online testing portal. This work aims to
build educators’ capacity to use multiple data points to assess student readiness, including instructional gaps, state assessments, locally administered vendor assessments, locally developed formative assessments and other state and local data that can help educators understand their students’ needs. This will be achieved through the development and implementation of regional training on the existence and use of available tools and the ongoing specialized training for Regional Data Leads on the use of the key data and tools resulting in a credentialing process for Gauging Student Readiness.

**Funding**
The Department paid the Hamilton County Educational Service Center $677,950 using the Elementary and Secondary School Emergency Relief Fund (ESSER) budget.

**Statewide Longitudinal Data System Grant – Outcome 4**
In the spring of 2021, the Department released a Request for Proposal, using the state’s competitive bidding laws, asking educational service centers to bid to develop a new series of materials and courses and to host another series of regional trainings across the state from mid-2021 to early-2024. The goal of the project, paid for with funds from a federal Statewide Longitudinal Data System (SLDS) grant and supplemented with funds from the Elementary and Secondary School Emergency Relief Fund (ESSER), is to strengthen Ohio’s current support system by creating a formalized training program for Ohio’s RDLs that leads to Department-recognized credentials. The program will include multiple training strands focused on using data for improvement. The program will include two new data tools created with other SLDS funds and at least four other topics identified as areas of high need. The training strands are as follows:

- Local Equitable Access (to Excellent Educators) Analysis and Interactive Tool;
- Progress Toward Graduation;
- Early Warning System;
- Online Reporting System (ORS) and Assessment Data Usage;
- Data to Serve Exceptional Children;
- Teacher Evaluation Data and Reporting (including High Quality Student Data).

In the fall of 2021, the Department awarded the contract for Outcome 4 to the Educational Service Center of the Western Reserve and a consortium of other educational service center personnel from across the state. The project will kick off formally just after the new year, with the first trainings being delivered in the spring and summer of 2022.

**Funding**
Over the next two and a half years, as the materials and trainings are completed, the Department will pay the Educational Service Center of Western Reserve and its partner educational service centers $1,033,250.00 from the federal SLDS grant and ESSER funds.

**Pandemic-related Supports**
The pandemic caused significant disruptions to the manner and method schools and districts across the state provided instruction and educational opportunities to students. Since the beginning of the pandemic, Educational Service Center network, and its leadership through the Ohio Educational Service Center Association, are consistently providing support to schools across the state.

**Governor’s Education Relief Fund**
Educational Service Centers have been impacted by the COVID-19 pandemic like other schools and districts. Because educational service centers are not considered Local Education Agencies under federal law, they did not automatically receive funds under ESSER like other schools and districts. As a result, the governor directed the Department to provide funding to educational service centers through the Governor’s Emergency Education Relief Fund. This federal COVID relief funding includes broad flexibility to assist educational service centers to prepare, prevent and respond to the COVID-19 pandemic. The allowable uses included expenses
directly tied to the pandemic, technology, mental health supports and continuity of operations at educational service centers.

**Funding**
The Department allocated $17.45 per pupil to all 51 educational service centers using the same enrollment used to determine state subsidy funding. A total of $26,669,740 was provided from the Governor’s Emergency Education Relief Fund (Federal Fund Group; Appropriation Line Item 200627, Governor Emergency Education Relief - EDU) to support educational service centers throughout the COVID-19 pandemic.

**BroadbandOhio Connectivity Grant**
In July 2020, the Lt. Governor announced that the state would set aside $50 million from the Coronavirus Relief Fund of the federal CARES Act to provide hot spots and internet-enabled devices. The Department, in collaboration with BroadbandOhio, provided Ohio schools and Education Service Centers with the opportunity to apply for these funds through a grant application process. The funds supported economically disadvantaged students, vulnerable children, and students who otherwise do not have access to the internet to pay for home internet service, purchase hot spots, provide mobile hot spots (including on buses), provide public Wi-Fi infrastructure, and other technology to ensure student connection.

**Funding**
The Department awarded $685,969 to 15 educational service centers from the BroadbandOhio Connectivity Grant (Dedicated Purpose Fund Group; Appropriation Line Item 200647, Coronavirus Relief – School Connectivity) to support internet connectivity to students.

**Distribution of Personal Protective Equipment**
The state of Ohio, in partnership with Ohio’s 51 educational service centers and the Ohio Educational Service Center Association, offered personal protective equipment (PPE) at no charge to schools and districts through their respective educational service centers to help prevent the spread of COVID-19. The PPE was purchased with federal stimulus funds for the purpose of responding to the public health emergency related to COVID-19.

Each educational service center was responsible for arranging the distribution of PPE to the schools and districts in their respective regions through pickup or delivery as determined by the educational service center in partnership with its member schools and districts. Educational service centers distributed PPE to traditional public schools, joint vocational school districts, nonpublic schools and STEM schools. A list of schools and districts by ESC is available at the Ohio Educational Service Center Association website.

**Funding**
The Department identified eight educational service centers across the state to serve as regional distribution hubs for personal protective equipment and allocated $22,000 (Federal Fund Group; Appropriation Line Item 200640, Federal Coronavirus School Relief) to support this effort.

**Family and Community Liaisons**
Forty-eight educational service centers employ family and community partnership liaisons through grant funding from the Office of Whole Child Supports. The Office of Whole Child Supports created the grant program to meet the increased needs of school districts to address family engagement of vulnerable youth by connecting schools, families and youth to community resources and local systems of care. Vulnerable youth are defined as students in foster care, youth experiencing homelessness, justice-involved youth, English learners, military-connected students and students with disabilities. The grant funding began in December 2020 and was extended through June 30, 2021.

Each family and community partnership liaison receives training in family engagement and community partnership best practices from the Center on Education and Training for Employment and the Ohio Statewide Family Engagement Center at The Ohio State University. Liaisons make connections to community
stakeholders and potential partners, conducted community needs assessments and design plans to build family and community partnerships in the priority areas identified in the needs assessment.

**Funding**
The Department offered $88,200 to each of the 51 educational service centers. Three educational service centers elected not to participate, and their allocation was shifted to a neighboring educational service centers to provide support and ensure statewide coverage. A total of $4,500,000 was allocated to 48 educational service centers (Federal Fund Group; Appropriation Line Item 200640, Federal Coronavirus School Relief) to support his effort.

**RemotEDx Support Squad**
RemotEDx is a state-level initiative that brings together a unique mix of remote, hybrid and blended learning partners from across the state to help schools and districts enhance, expand and more effectively scale high-quality remote, hybrid and blended education delivery models. The Support Squad is led by educational service centers. The focus of the Support Squad is educational support and high-quality, job-embedded professional learning opportunities for remote, hybrid and blended education approaches.

**Funding**
The Department awarded $5,500,000 to the Montgomery County Educational Service Center and Mercer County Educational Service Center (Federal Fund Group; Appropriation Line Item 200640, Federal Coronavirus School Relief) to support this effort. While these educational service centers are receiving the funding, they have awarded subgrant funds to other educational service centers to engage in this work.

**Extended Learning and Recovery Support**
Earlier this year, Governor DeWine asked schools and districts to develop learning recovery plans. At the same time, the American Rescue Plan passed with a requirement that schools and districts dedicate a portion of funding toward learning loss activities. The Department asked educational service centers to take a regional approach to extended learning and recovery, including summer enrichment, before- and after-school activities, literacy and math supports, professional development opportunities and other activities to support academic recovery. The goal is to create the conditions for schools and districts to support students most impacted by the disruptions due to the pandemic, with the goal of helping them advance in academic and non-academic achievement toward their ultimate readiness and success in school and postsecondary pursuits, including the workplace.

**Funding**
The Department awarded each educational service center $175,000 for a total of $8,925,000 (Federal Fund Group; Appropriation Line Item 200640, Federal Coronavirus School Relief) to support his effort.

**Conclusion**
By partnering so extensively with educational service centers, a two-way flow of information, resources and expertise is created among educational entities at the state, regional and local levels. Educational service centers are the linchpin in this structure. They oversee implementation of state-level activities at the regional and local levels and, in turn, raise the Department’s awareness of issues faced by districts and schools around the state. The partnerships create a cohesive framework for improving educational services at all levels. The sheer array of initiatives — from school improvement, literacy development, nutrition and instructional programming to data analysis, career-technical education, learning standards and caring for vulnerable student populations — lays the groundwork for Ohio’s education community to advance the vision articulated in *Each Child, Our Future* so all students are challenged, engaged and empowered to achieve success.
### Appendix A

<table>
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<tr>
<th>Regional State Support Teams</th>
<th>GRF School Improvement</th>
<th>Priority School (3M00) Federal ESEA Title 1 State-Level Activities</th>
<th>Federal IDEA Part B (3M20)</th>
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**TOTALS by funding stream**

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- $1,200,000.00
- $24,204,873.17
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### Regional State Support Teams

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### Regional State Support Teams

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<tr>
<th>Region</th>
<th>SST Transition Funds (GRF Transition Funding)</th>
<th>Career-Tech Planning Districts- IDEA</th>
<th>Transition to Work Endorsement - GRF</th>
<th>Total by SST</th>
<th>ALL IDEA total by SST</th>
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