



# North Central Ohio Educational Service Center

## ANNUAL REPORT 2018-2019

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EDUCATION  
IS THE MOST  
POWERFUL WEAPON  
WE CAN USE  
TO CHANGE THE WORLD

- NELSON MANDELA



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## Message from the Superintendent

NCOESC holds a long and proud tradition of educational excellence to provide quality services throughout our service region. NCOESC currently serves more than 33,000 students from Marion, Sandusky, Seneca, Wyandot, Union, Crawford and Morrow counties and sponsors 14 community schools that serve an estimated 2,200 students, mostly in urban areas of Ohio.

In addition, NCOESC also serves as the fiscal agent for the Region 7 State Support Team enabling us to provide educational services for more than 61,000 children, 155 school buildings in 52 school districts in Region 7 which includes the counties of Ashland, Richland, Morrow, Knox, Crawford, Marion, Huron, Medina, Seneca and Wyandot.

The North Central Ohio Educational Service Center is committed to offering quality programs and services that will help school districts meet their unique needs. We have an experienced staff with in-depth knowledge on a wide variety of topics. Our staff has the expertise and training to design programs, services and professional development to address the needs of each district.

Agency personnel have developed a network of resources at the local, state, and even at the national level to support initiatives needed by the agency and districts we serve. Staff members regularly attend training to stay current with the latest research-based best practices, state and federal regulations and updated standards. Each district is unique and has specific areas of need. It is our goal to provide each school district with services customized to meet their identified needs.

**Dr. Jim Lahoski**  
Superintendent/CEO



## Board of Governors



Mr. Don Ellis  
President



Mr. Steve Snavelly  
Vice President



Ms. Pamela Pinney  
Board Member



Mr. Gene Wiley  
Board Member



Mr. Jack Koschnick  
Board Member



Ms. April Schroll  
Board Member



Mr. Jim McFarland  
Board Member



Mr. Mick Landon  
Board Member



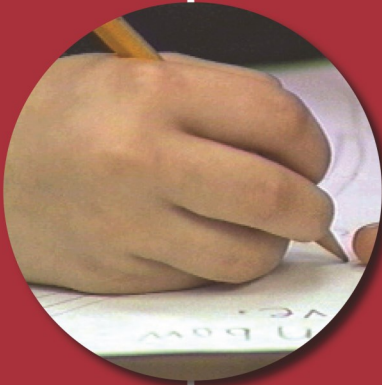
Mr. T. Dwayne Sayre  
Board Member



# North Central Ohio Educational Service Center

## VISION

"The vision of the NCOESC is to be a recognized leader committed to meeting the needs of our educational partners"



## MISSION

"...To meet the needs of our educational partners through excellent service"

## CORE VALUES

- **Educational leadership** exhibited through honesty, trust and integrity
- **Cost-effective delivery** through quality customer service and meeting the needs of children
- **Professional growth and development** through flexibility and innovative practices by thinking out of the box



## Member Districts

### Seneca County

Calvert Catholic  
Hopewell-Loudon Local  
New Riegel Local  
Old Fort Local  
Seneca East Local  
Fostoria City  
Tiffin City  
Seneca County DD

### Crawford County

Colonel Crawford Local  
Wynford Local  
Crestline Exempted Village  
Buckeye Central

### Morrow County

Mount Gilead Exempted Village

### Union County

North Union Local

### Wyandot County

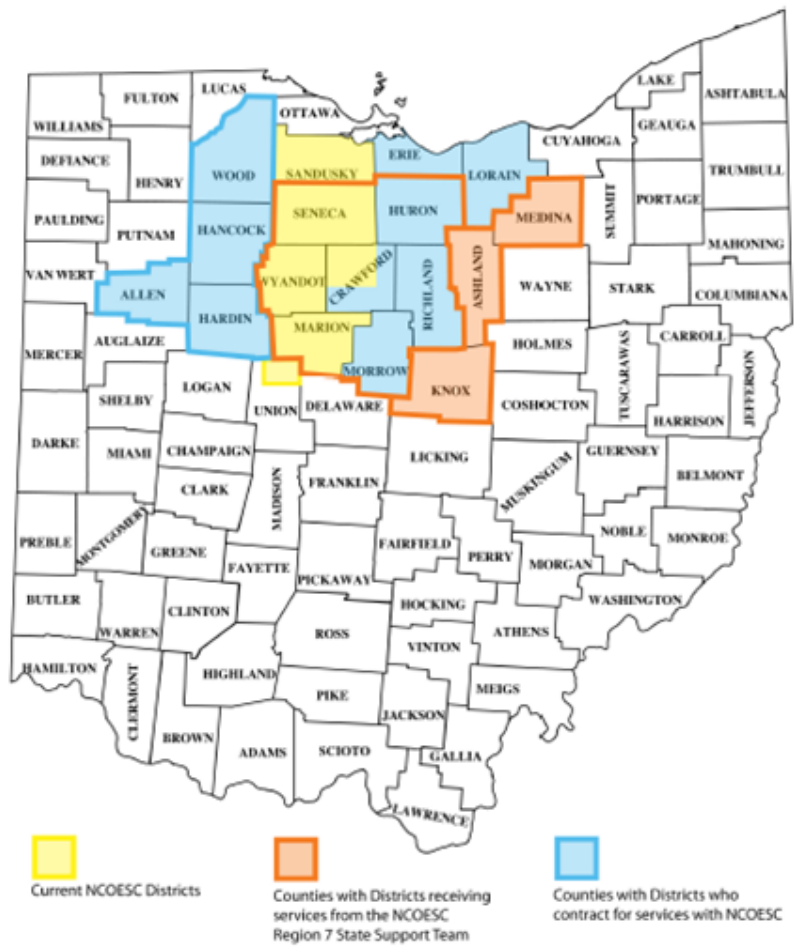
Carey Exempted Village  
Upper Sandusky Exempted Village  
Mohawk Local  
Angeline DD

### Marion County

Elgin Local  
Pleasant Local  
Ridgedale Local  
River Valley Local  
Marion City  
Tri-Rivers Career Center  
Marion County DD

### Sandusky County

Clyde Exempted Village  
Gibsonburg Exempted Village  
Fremont City  
Vanguard-Sentinel Career Center



**Ashland County**

Ashland City  
Crestview Local  
Hillsdale Local  
Loudonville-Perryville Exempted Village  
Mapleton Local

**Crawford County**

Buckeye Central Local  
Bucyrus City  
Colonel Crawford Local  
Crestline Exempted Village  
Galion City  
Wynford Local

**Huron County**

Western Reserve Local  
Willard City

**Medina County**

Black River Local

**Knox County**

Centerburg Local  
Danville Local  
East Knox Local  
Frederickstown Local  
Mount Vernon City

**Wyandot County**

Carey Exempted Village  
Mohawk Local  
Upper Sandusky Exempted Village

**Marion County**

Elgin Local  
Marion City Digital Academy  
Marion City  
Pleasant Local  
Ridgedale Local  
River Valley Local  
Ruzzo Center  
Treca Digital Academy

**Morrow County**

Cardington-Lincoln Local  
Highland Local  
Mount Gilead Exempted Village  
Northmor Local  
Clear Fork Valley Local

**Richland County**

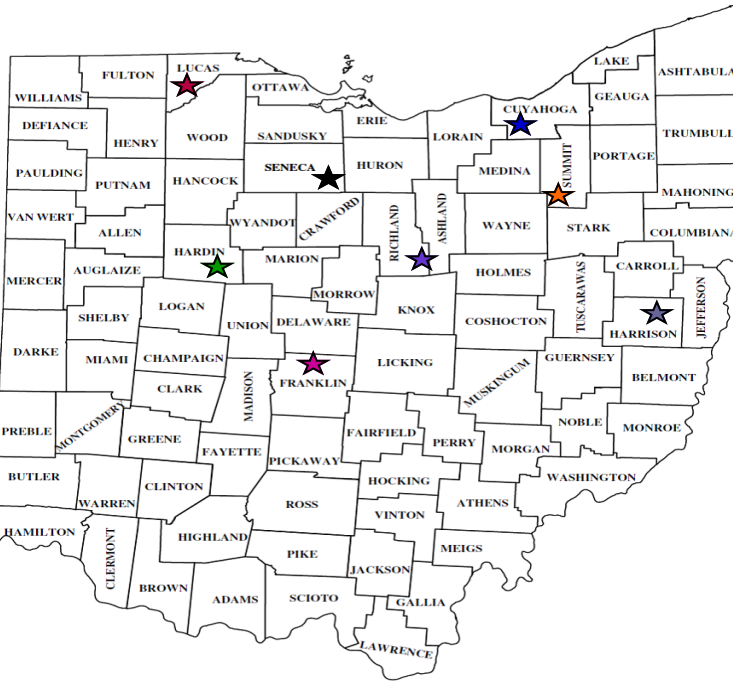
Goal Digital Academy  
Constellation Schools  
Foundation Academy  
Lexington Local  
Lucas Local  
Madison Local  
Mansfield City  
Ontario Local  
Shelby City

**Seneca County**

Bridges Community Academy  
Hopewell-Loudon Local  
New Riegel Local  
North Central Academy  
Old Fort Local  
Seneca East Local  
Seneca County Youth Department  
Tiffin City



## 2018-2019 Sponsored Community Schools



Academy of Educational Excellence

Albert Einstein Academy - Lakewood

Albert Einstein - Strongsville

Albert Einstein - North Olmstead

Eastland Preparatory Academy

Educational Academy for Boys and Girls

Focus Learning North

Hardin Community School

Hope Learning Academy

Imagine Columbus Primary Academy

Imagine Leadership Academy

Lakeland Academy Community School

Midnimo Cross Cultural Academy

North Central Academy

The Richland School of Academic Arts







## Community School Sponsorship

### Mission

*To build strong partnerships with developers and educational leaders of community schools by providing sponsorship service and technical support that meets and exceeds excellence in support of school choice options*

### Vision

*To be recognized across the state as a sponsor with high standards and integrity*

### Goals

- 1) To form partnerships and provide assistance to community schools through commitment to quality school choice and establishing high-quality school programs in Ohio*
- 2) To provide support in helping our community schools meet the needs of students they serve*
- 3) To serve as critical partners to help community schools maintain compliance with state and federal laws*





## Community School Sponsorship Performance Summary

Each year, the Ohio Department of Education (ODE) submits a report on Ohio's community schools to the governor and members of the Ohio General Assembly. As part of this process, the North Central Ohio Educational Service Center (NCOESC) is submitting this report to evaluate and summarize the performance and compliance of its sponsored schools in four areas: Academic Performance, Fiscal Performance, Organization and Operation, and Legal Compliance. As a community school sponsor (authorizer), NCOESC strives to be a leader in the charter school movement, advocating for school choice. Our mission is to build strong partnerships with educational leaders to promote unique and high-quality educational experiences for students in Ohio, advocating excellence in education. During the 2018-19 school year, NCOESC sponsored fourteen community schools with enrollment of 2,526 students. NCOESC sponsors one drop-out recovery school and thirteen general education schools with a variety of grade-level configurations and unique educational opportunities for students they serve.

### **Performance Ratings**

NCOESC provides rigorous oversight, monitoring, and technical assistance to our sponsored schools with processes and protocols that align with standards developed by the National Association of Charter School Authorizers and the state of Ohio's Sponsor Performance Review. NCOESC collects data throughout the year from its sponsored schools to determine specifically the extent to which each school is performing in the following four areas: academic, fiscal, operational/organizational and legal compliance. Data gathered through a variety of means is reviewed and analyzed to determine each school's performance includes the following:

- Site visits to schools, including walkthroughs while school is in session with findings reported to the governing authority at meetings;
- Monthly financial reviews;
- Attendance at community school governing authority board meetings;
- Ongoing reviews of assessment data highlighting student achievement and growth;
- Ongoing reviews in the areas of state and federal compliance, academics, special education, operations, and finance;
- Ongoing technical assistance delivered by trained and experienced staff; and,
- Reviews of reports electronically submitted to the NCOESC compliance-tracking database.

Criteria described below determines whether a school exceeds, meets, or does not meet the expected performance level in each of the four areas; academic performance, fiscal performance, organizational/operational performance, and legal compliance.

## **Academic Performance**

Multiple measures of academic performance and the results of the school's attainment of goals outlined in the charter contract's Academic Assessment & Accountability Framework (Attachments 6.4 & 11.6, Part I & II of Sponsorship Contract) are used to determine a school's rating.

NCOESC rates each school's academic performance by using an overall letter grade ("C" or better a majority of the graded components on the school's Ohio School Report Card) and/or a comparison of the component areas on a school's Ohio School Report Card.) Dropout prevention and recovery schools were compared with the other statewide dropout prevention and recovery schools, respectively. Finally, NCOESC reviews the school's performance in attaining the goals outlined in the charter contract's Academic Assessment & Accountability Framework. (Attachments 6.4 & 11.6, Part I & II of Sponsorship Contract)

For general education schools, a school "exceeds expectations" by meeting the overall letter grade score, meeting the comparative scores, and meeting a majority of their Performance and Accountability Plan goals. A school "meets expectations" by meeting the overall letter grade score **or** comparative scores and meeting a majority of their Performance and Accountability Plan goals. If the academic performance was below these standards or if it received an "F" in Achievement and Progress on the 2017-18 Ohio School Report Card, it is determined the school "did not meet" expectations for its academic rating.

For Drop-out prevention and recovery schools, a school "exceeds expectations" by having a rating of "Exceeds Standards" and meeting the majority of the Performance and Accountability Plan goals. A school "meets expectations" by having a rating of "Meets Standards" on the Ohio School Report Card and meeting the majority of the Performance and Accountability Plan goals. If the academic performance was below these standards, it is determined the school "did not meet" expectations for its academic rating. (See NCOESC Community School Performance Chart- page 13)

## **Fiscal Performance**

NCOESC rated each school's fiscal performance using information from the following: board-approved financial reports, Ohio Auditor of State audits (including any findings and successfully addressing such findings), monthly financial reviews, five-year forecasts, annual budgets, and other financial information as requested of the school throughout the year.

With the information described, NCOESC rates the school's Fiscal Performance by calculating scores in six areas: 1) total margin (operating within available revenue resources); 2) assets to liabilities ratio; 3) days cash on hand; 4) enrollment trend; 5) five-year forecast review; 6) audit results. A school "exceeds" expectations if it meets the NCOESC measurement standards in all six areas. A school "meets expectations" if it meets the NCOESC measurement standards in at least four areas. If the fiscal performance was below these standards, it is determined the school "did not meet" expectations for its fiscal performance rating.

## **Organization and Operational Performance**

NCOESCS rated the school's organization and operational performance based on combined information showing how successfully the governing authority executed its governance duties under the contract. The factors considered include conducting required number of meetings, maintaining sufficient number of approved members, maintaining sufficient board meeting minutes, fulfilling member-training requirements, maintaining compliance with the governing authority's Code of Regulations, conducting monthly financial reviews, and complying with open meetings requirements.

A school "exceeds" expectations if the minimum contractual requirements are met in all areas and exceeded in at least one of the areas. A school "meets" expectations if the minimum contractual requirements are met in all of the areas. If the organization and operational performance was below these standards, it is determined the school "did not meet" expectations for its organizational and operational performance rating.

## **Legal Compliance**

NCOESC rated the school's Legal Compliance based on a combination of its adherence to state and federal statute, the community school contract, and compliance items from the sponsor evaluation. A school will have met expectations if it has a 100% compliance rate with health and safety requirements and at least 95% for all requirements.

## **Summary**

During the 2018-19 school year, NCOESC sponsored 14 community schools. NCOESC is pleased to report that:

5 schools received a rating of "Meets" or better in all four areas; and

9 schools received a rating of "Meets" or better in three or more areas.

NCOESC staff members are working diligently to provide technical assistance to school leaders, governing authority members, fiscal officers, and other stakeholders to improve compliance and ensure steady progress for those schools not meeting expectations in a given area. NCOESC remains committed to working with each school to individualize our technical assistance offerings so that more Ohio students have access to high-quality educational options.

## North Central Ohio ESC Sponsored Community Schools' Performance

In evaluating the performance of our schools, NCOESC looks at multiple measures but particularly Achievement and Progress.

Achievement answers the questions—How many students passed the state tests (Indicators Met) and how well each student performed on the state tests (Performance Index).

The progress component looks closely at the growth that all students are making from year-to-year based on their past performances.

Below is a snapshot of our schools' achievement and progress for the 2018-2019 school year. It is important to note that 10 of our 14 schools serve high percentages of students who are economically disadvantaged.

School/IRN	Grade Levels Served	% of Economically Disadvantaged	% of SWD/(ELL)	County	Academic Performance	Fiscal Performance	Organization & Operation	Legal Compliance
Academy of Educational Excellence/013195	K - 6	99%	12% (SWD)	Lucas	Did Not Meet (OSRC Rating)	Exceeds	Meets	Exceeds
Albert Einstein Academy/013994	K - 12	42%	34% (SWD)	Cuyahoga	Did Not Meet (OSRC Rating)	Exceeds	Meets	Meets
Eastland Preparatory Academy/014090 (Formerly Berwyn East Academy)	K - 8	100%	15% (SWD)	Franklin	Did Not Meet (OSRC Rating)	Exceeds	Meets	Meets
Educational Academy for Boys & Girls /000779	K - 6	100%	9% (SWD) 56%(ELL)	Franklin	Did Not Meet (OSRC Rating)	*Meets	Exceeds	Meets
Focus Learning Academy of Northern Columbus/142943	K - 8	100%	3% (SWD) 71% (ELL)	Franklin	Exceeds	Meets	Exceeds	Exceeds
Hardin Community School/011324	6-12	84%	39%(SWD)	Hardin	Meets	Exceeds	Exceeds	Exceeds
Hope Learning Academy/014091	K - 8	93%	93%(SWD)	Lucas	Did Not Meet (LRC Rating)	Meets	Exceeds	Meets
Imagine Columbus Primary Academy/014139	K - 8	94%	8% (SWD) 36% (ELL)	Franklin	Did Not Meet (LRC Rating)	* Meets	Meets	Exceeds
Imagine Leadership Academy/014121	1-8	99%	14% (SWD)	Summit	Did Not Meet (LRC Rating)	*Meets	Meets	Exceeds
Lakeland Academy Community School/ 011511	K-12	72%	27% (SWD)	Harrison	Meets	Exceeds	Meets	Exceeds
Midnimo Cross Cultural Academy/000780	6-8	95%	93% (SWD) 96% (ELL)	Franklin	Exceeds	*Meets	Exceeds	Meets
North Central Academy/012054	6-12	57%	48% (SWD)	Seneca	Did Not Meet (LRC Rating)	Meets	Meets	Meets
The Richland School of Academic Arts/ 011967	K-8	65%	9% (SWD)	Richland	Exceeds	Exceeds	Exceeds	Exceeds
Rise & Shine Academy/013999	K-8	93%	10% (SWD)	Lucas	Did Not Meet (LRC Rating)	Exceeds	Exceeds	Meets
*Under Management Company and per agreement all financial obligations are met								



## **Services Offered at No Cost to Member Districts and NCOESC Sponsored Community Schools**

The North Central Ohio Educational Service Center offers, at no cost, a variety of professional Development support services to Member Districts and NCOESC's Sponsored Community Schools. Networking sessions for Principals, Curriculum Directors, School Counselors and School Testing Coordinators cover a wide-range of educational topics including but not limited to those listed below:

Ohio Principal Evaluation System, Ohio Teacher Evaluation System, Ohio Teacher Evaluation System 2.0, Ohio School Counselors Evaluation System, eTPES/OhioES updates, State Testing, Ohio's Learning Standards, Local Report Card Updates, Special Education Updates, Gifted Education Updates, Legislative Updates, Career Tech, Career Planning/Advising, College Credit Plus, Graduation Requirements/Pathways, Data Analysis, Value-Added and Resident Educator.

We also offer many other resources free on our web pages through Livebinders that can be found on the NCOESC home page under "Curriculum." These Livebinders hold resources related to State Testing, Principal, Teacher and Counselor Evaluations, NWEA/MAP Testing, Curriculum and Assessment and Resident Educator .

In addition to the above, The North Central Ohio Educational Service Center provides monitoring, oversight and technical assistance to its sponsored community schools in the following ways:

- Monitors progress and compliance with Sponsorship Agreement, Education Plan and Accountability Plan
- Completes annually, opening assurances by conducting site visits 10-days prior to the school's opening date
- Completes at least two other site visits (fall and spring) during the school year and reviews academic programming and compliance requirements
- Attends board meetings on a monthly or bi-monthly basis where the sponsor shares updates
- Provides financial reviews per ORC
- Provides legal updates and timely information relative to The Ohio Department of Education initiatives via email and/or newsletter
- Serves as a liaison between school and the Ohio Department of Education with any investigations or complaints
- Provides technical assistance and regular communications to sponsored schools regarding academic performance, professional development, law updates and any other issues or concerns that arise.
- If needed, provides intervention through consultation, assistance, assignment of corrective action plan and/or probationary status. Fiscal corrective actions are assigned by the treasurer.
- Reviews/assesses new and renewed contracts
- Compiles annual reports on each of the schools.



## **Fiscal Services**

The North Central Ohio ESC's mission is to be a recognized leader committed to meeting the needs of our educational partners through excellent service exhibited by honesty, trust and integrity. We serve as fiscal agent for the Seneca County Family and Children First Council, State Support Team Region 7, and the North Central Ohio Trust Joint Self Insurance Consortium.

The Ohio Department of Education has designated our organization a "High Performing ESC" as a result of our application which demonstrated 49% cost savings to districts in five primary service areas.

Our ESC continues to grow by providing new services, programs, technology, professional development and special education services on behalf of the schools we serve through cost effective delivery and quality customer service to meet the educational needs of our partners.

Specifically for our community schools, we have dedicated the services of a Director of Community Schools to provide guidance and oversight to the schools we sponsor. We also employ licensed school treasurers to conduct monthly fiscal reviews and provide feedback on financial reports to the school board and directors. Our community school compliance officers provide further assistance to our schools by attending school board meetings and conducting site visits. We are able to offer the services of an EMIS Coordinator as a shared service with other community schools to minimize costs while providing quality financial services at the school's request.

By utilizing the ESC model of shared services we are able to provide significant cost savings to our local, city, and exempted village school districts, as well as community schools throughout Ohio. The exemplary resources we offer in Curriculum, Special Education, Early Childhood, and other Specialized Services are recognized throughout the region by our districts and partners

**Lynette Cameron/Kristin Johnson**  
Treasurer, Pro-tem

## FY19 General Fund Financial Activities

