



AUGENBLICK,
PALAICH AND
ASSOCIATES

EXHIBIT H



Impacts of Small and Rural Schools

Justin Silverstein, APA

Presentation to the Senate Committee on Education
and the House Committee on Education

Little Rock, Arkansas

July 6, 2020

Research Questions and Methodology

- **Research Questions**
 - Which school district functions have limited operational efficiency because of small size or rural geography?
 - What types of organizational structures are available in Arkansas to increase operational efficiency?
 - What types of support services are needed to improve operational efficiency in rural or small schools?
- **Research Methodology**
 - Analyze staffing and financial data to identify operational inefficiencies
 - Research typical operational inefficiencies in small or rural schools
 - Research existing services and compile a list of services available
 - Research use of intergovernmental shared service agreements and other cooperative arrangements used in Arkansas

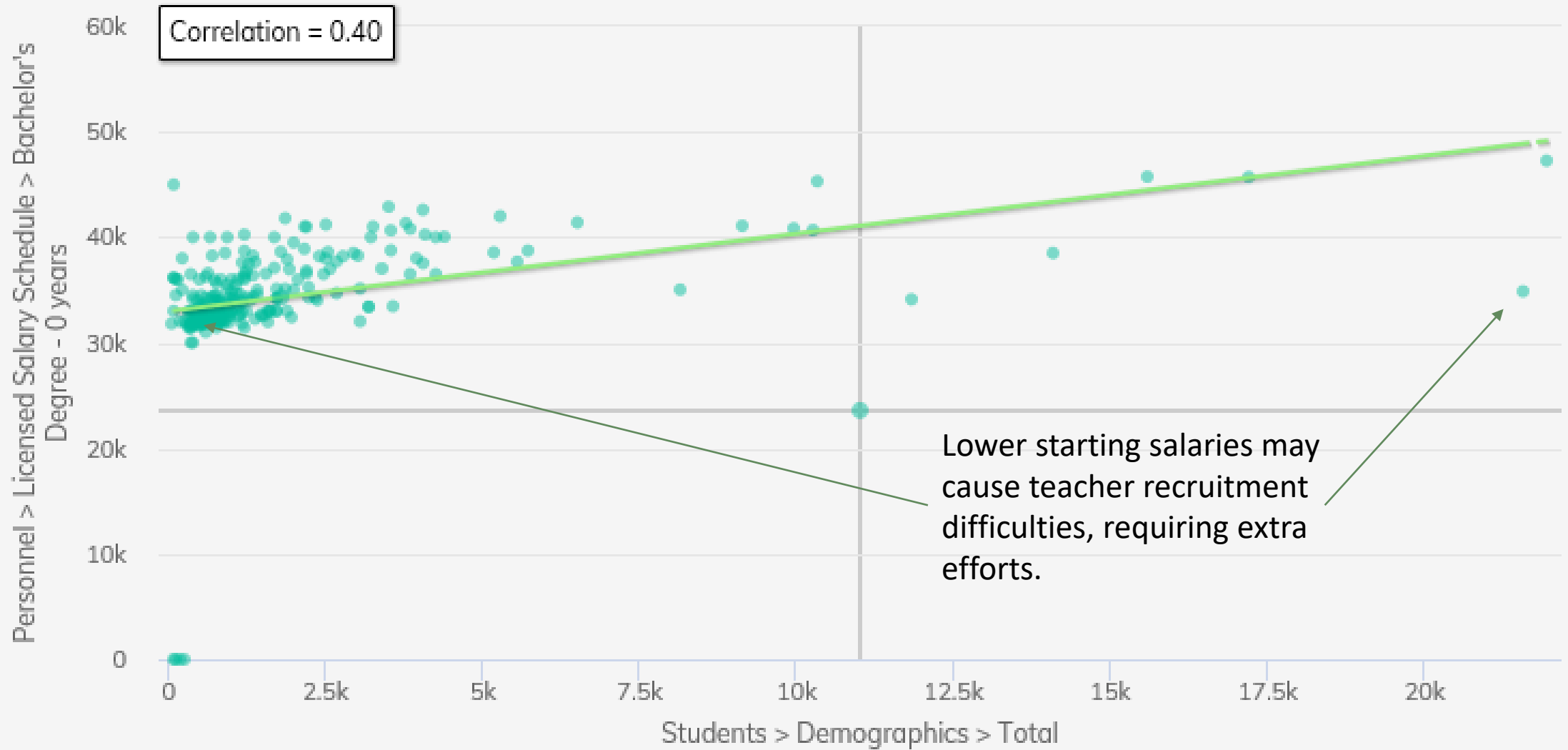
Presentation Overview

- Identifying limitations to operational efficiency experienced by small and rural schools
- Explaining the role and services offered by Education Service Cooperatives (ESC)
 - Number, location, districts served, students served, population density
- Addressing the limitations
 - Now
 - Possibilities in the future
- Identifying potential opportunities to share staff and services
 - Examples from other ESCs in other states

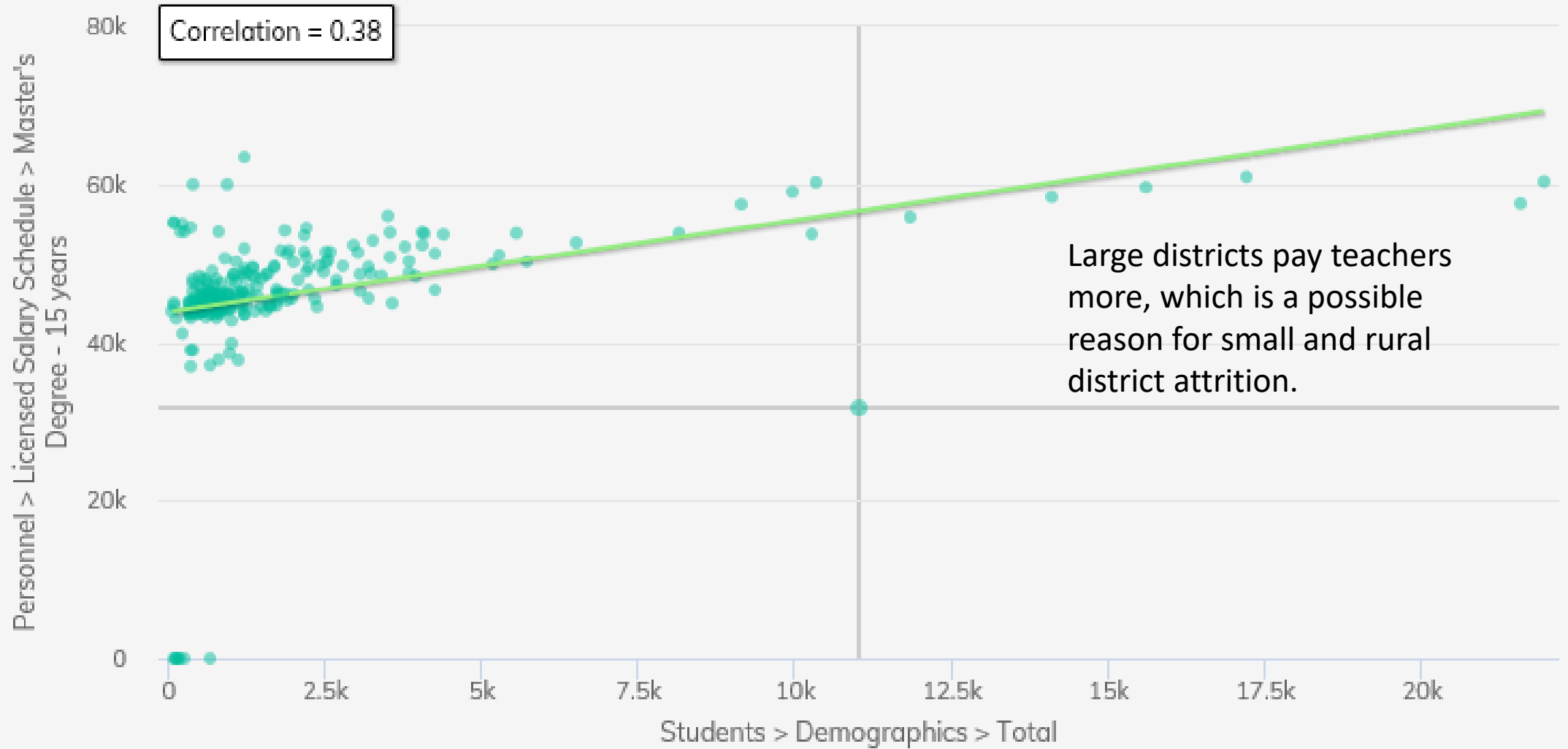
Identifying the Types of Limitations to Operational Efficiency

- Limitations to operational efficiency experienced by small and rural schools include:
 - Personnel
 - Specialized positions
 - Workforce stability, staff turnover
 - Qualifications
 - Competitive salaries
 - More limited educational opportunities
 - Specialized coursework (such as CTE courses)
 - Extracurricular offerings
- Following slides are illustrative examples of these issues

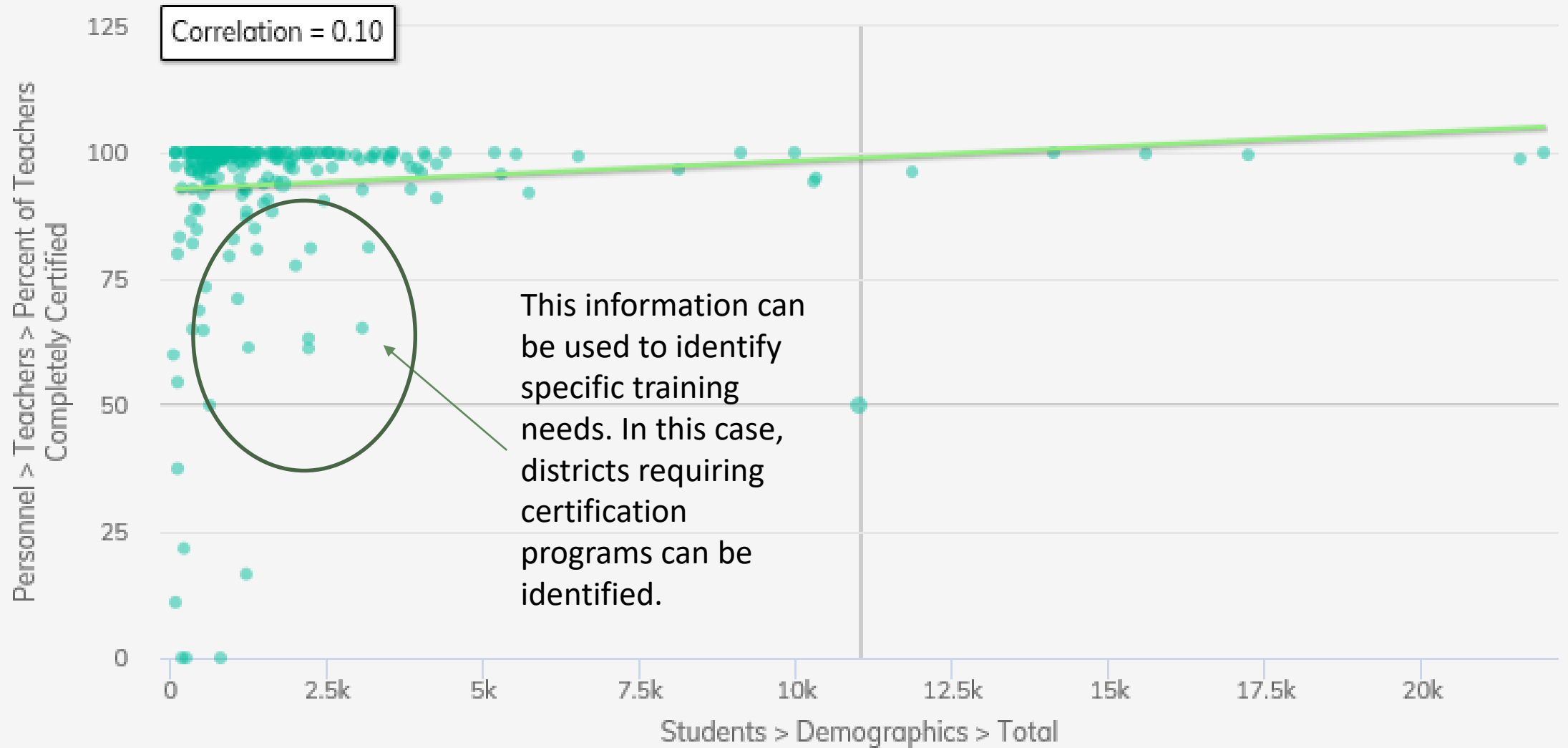
Total vs. Bachelor's Degree - 0 years by District



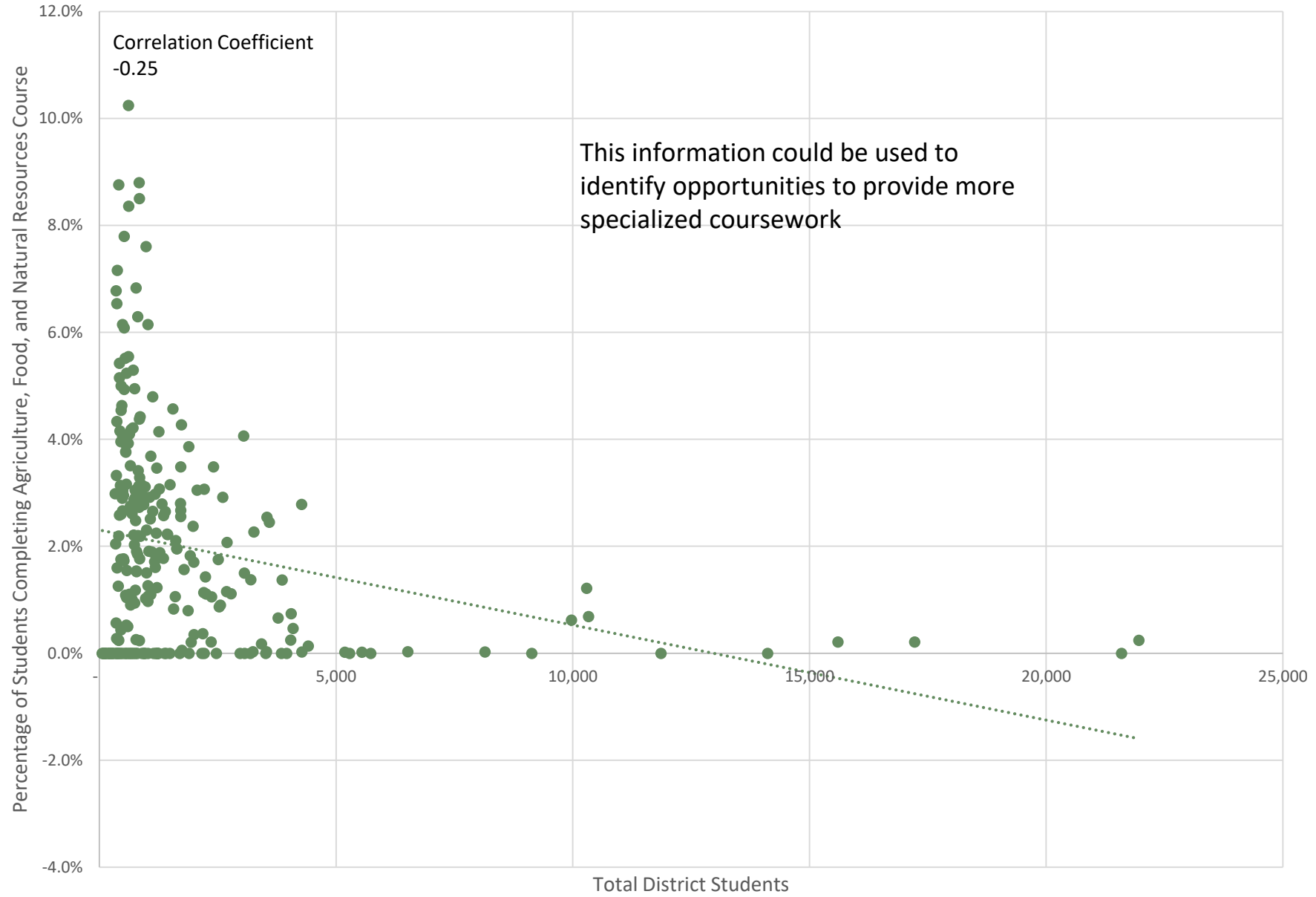
Total vs. Master's Degree - 15 years by District



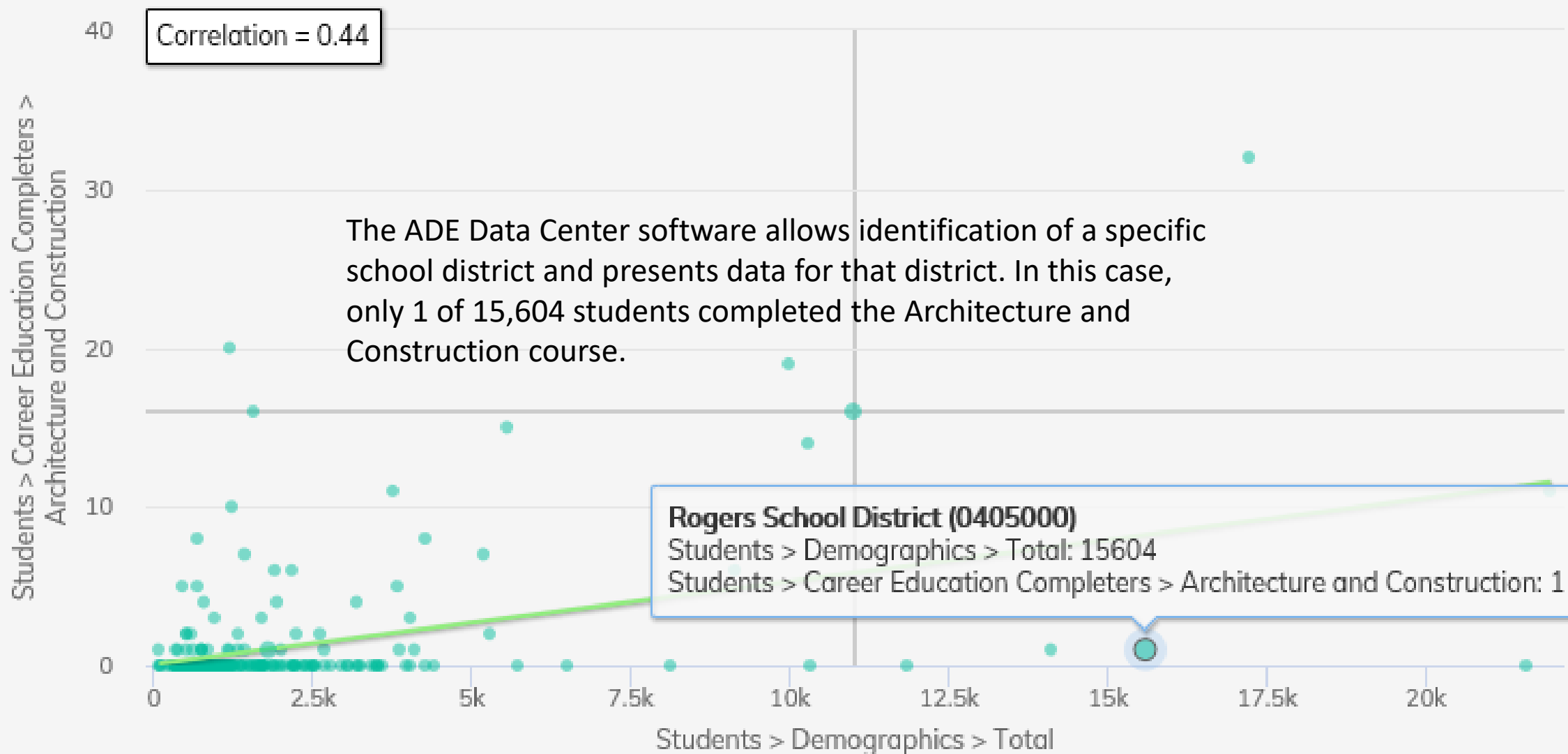
Total vs. Percent of Teachers Completely Certified by District



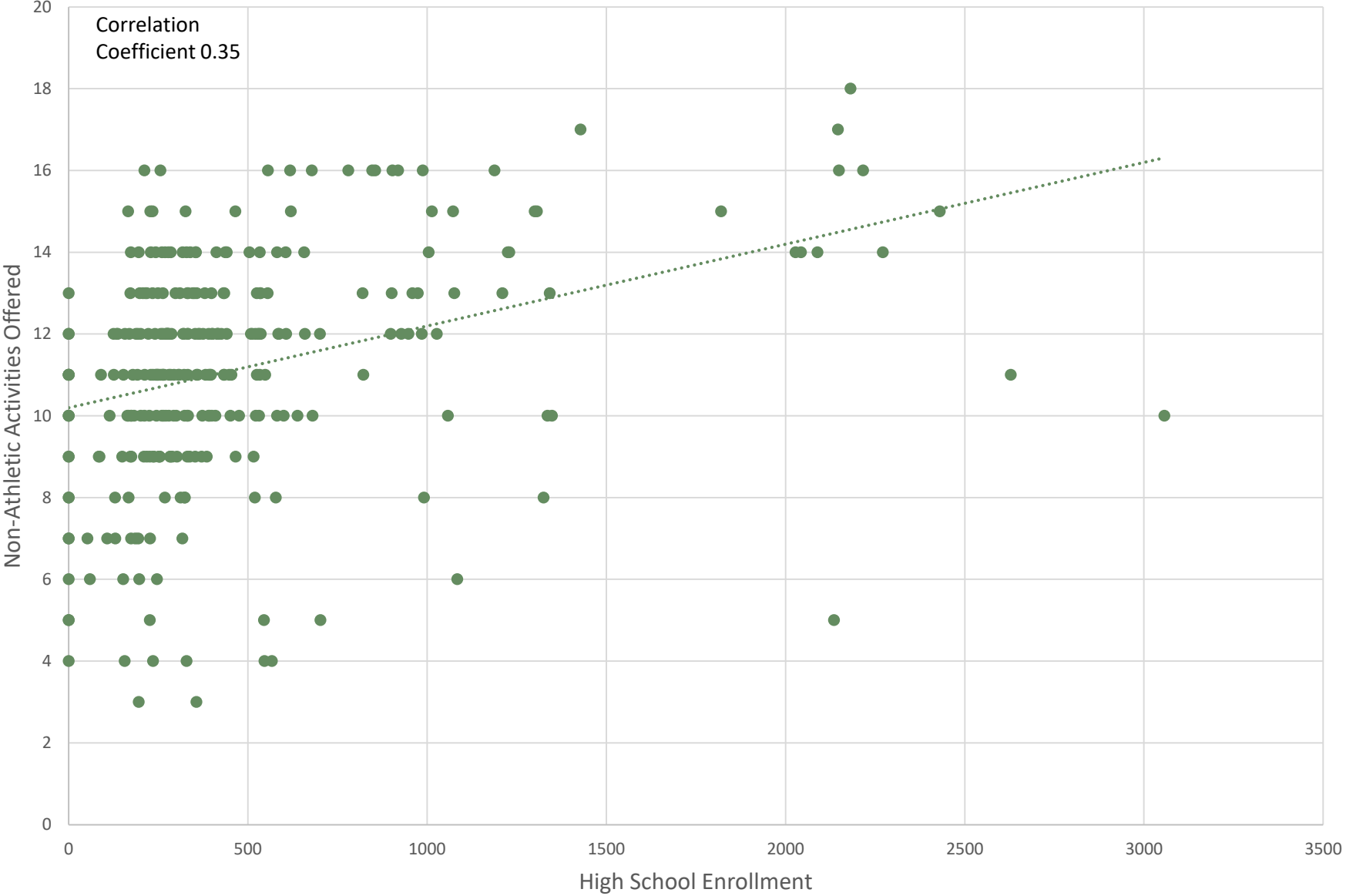
Percentage of Students Completing Agriculture, Food, and Natural Resources Course



Total vs. Architecture and Construction by District



Non-Athletic Activities Offered



Types of Non-Athletic Activities:

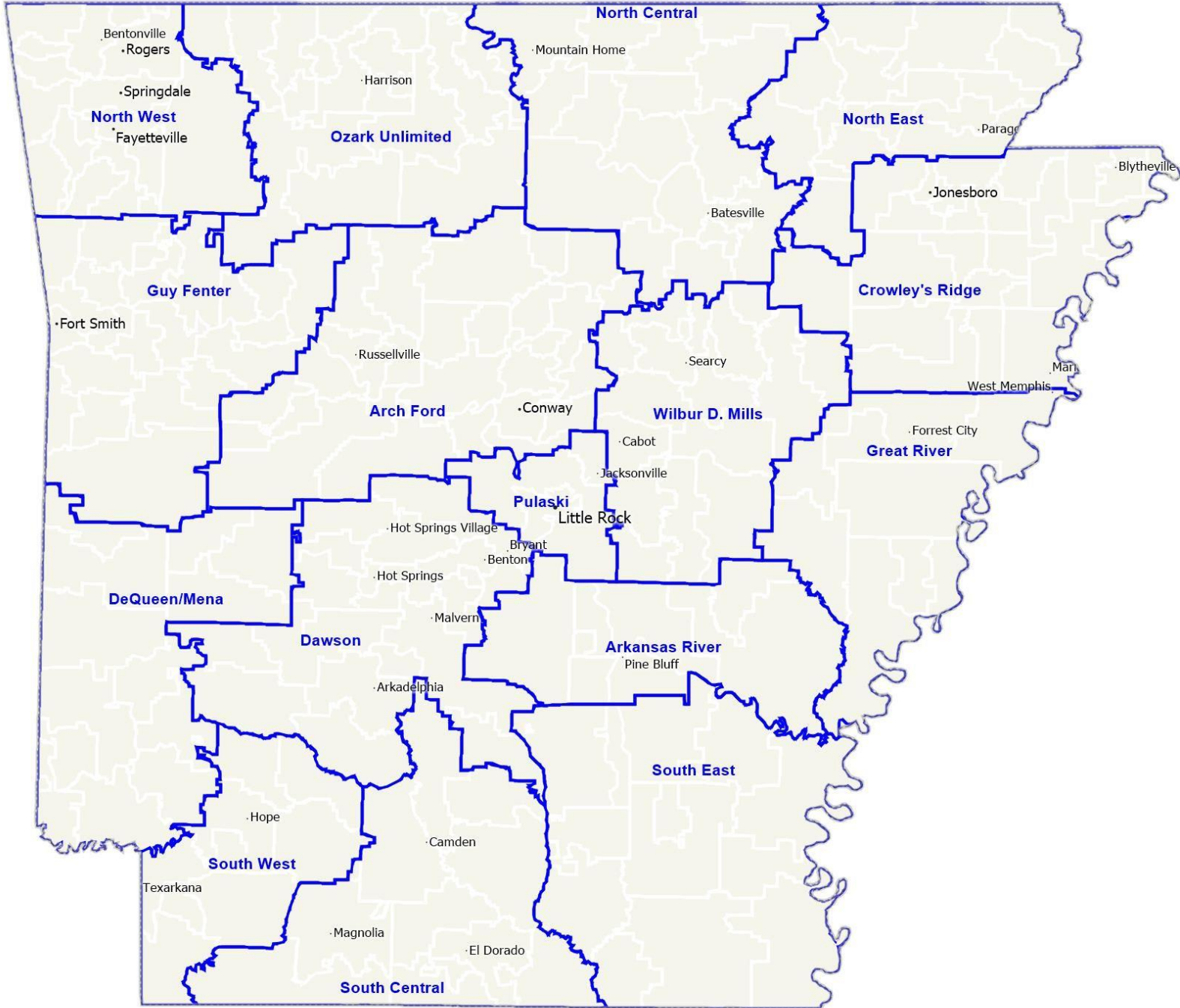
- Band
- Choir
- Journalism
- CAAS
- CCECA
- DECA
- FBLA
- BETA
- VICA
- Dance
- FHA/HOSA
- Thespian
- Quiz Bowl

Context for Educational Service Cooperatives (ESCs)

K-12 Public Schools	1054
Regular School Districts	238
Open Enrollment Charter School Districts	25
Education Service Cooperatives	15

- ESCs offer cost-effective services to rural and small districts The maps on the following slides show:
 - ESC boundaries
 - Population density throughout the state

ESC Map

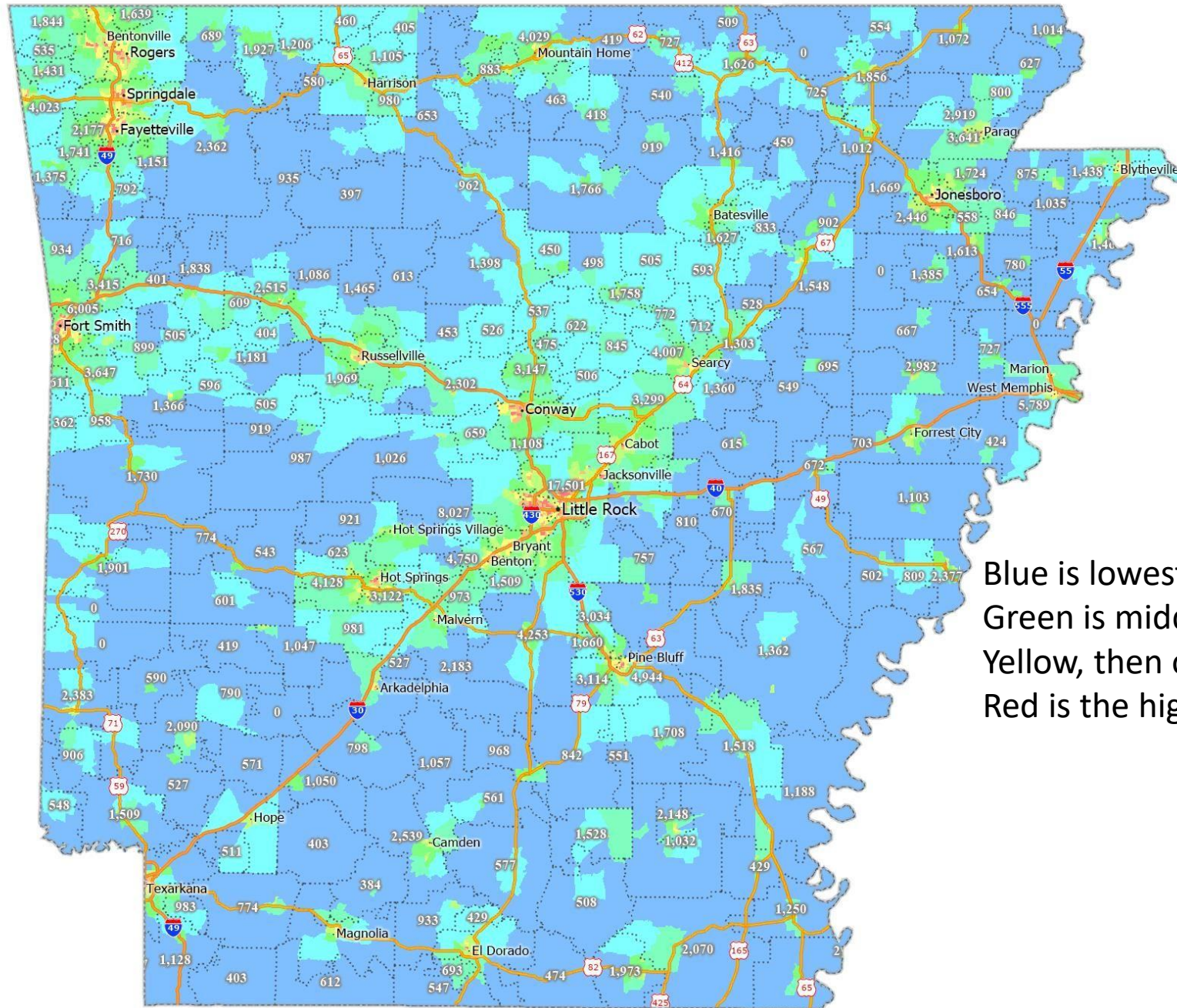


LEGEND

- PUB_SCHOOL_DISTRICTS
- EDUCATION_COOPS_BOUNDARY
- US City Population
- 500,000+
- 100,000 to 499,999
- 50,000 to 99,999
- 10,000 to 49,999
- 1 to 10,000

0 15 30
Miles

Population Density



Blue is lowest population density.
Green is middle level density.
Yellow, then orange are higher density.
Red is the highest population density.

LEGEND

- Block Group
- Unified School
- US City Population**
 - 500,000+
 - 100,000 to 499,999
 - 50,000 to 99,999
 - 10,000 to 49,999
 - 1 to 10,000
- Population Density**
 - 19,1000 and below
 - 19,1000 to 48,2000
 - 48,2000 to 150,3000
 - 150,3000 to 421,3000
 - 421,3000 to 1143,0000
 - 1143,0000 to 2279,1000
 - 2279,1000 to 3670,0000
 - 3670,0000 and above

0 15 30 Miles

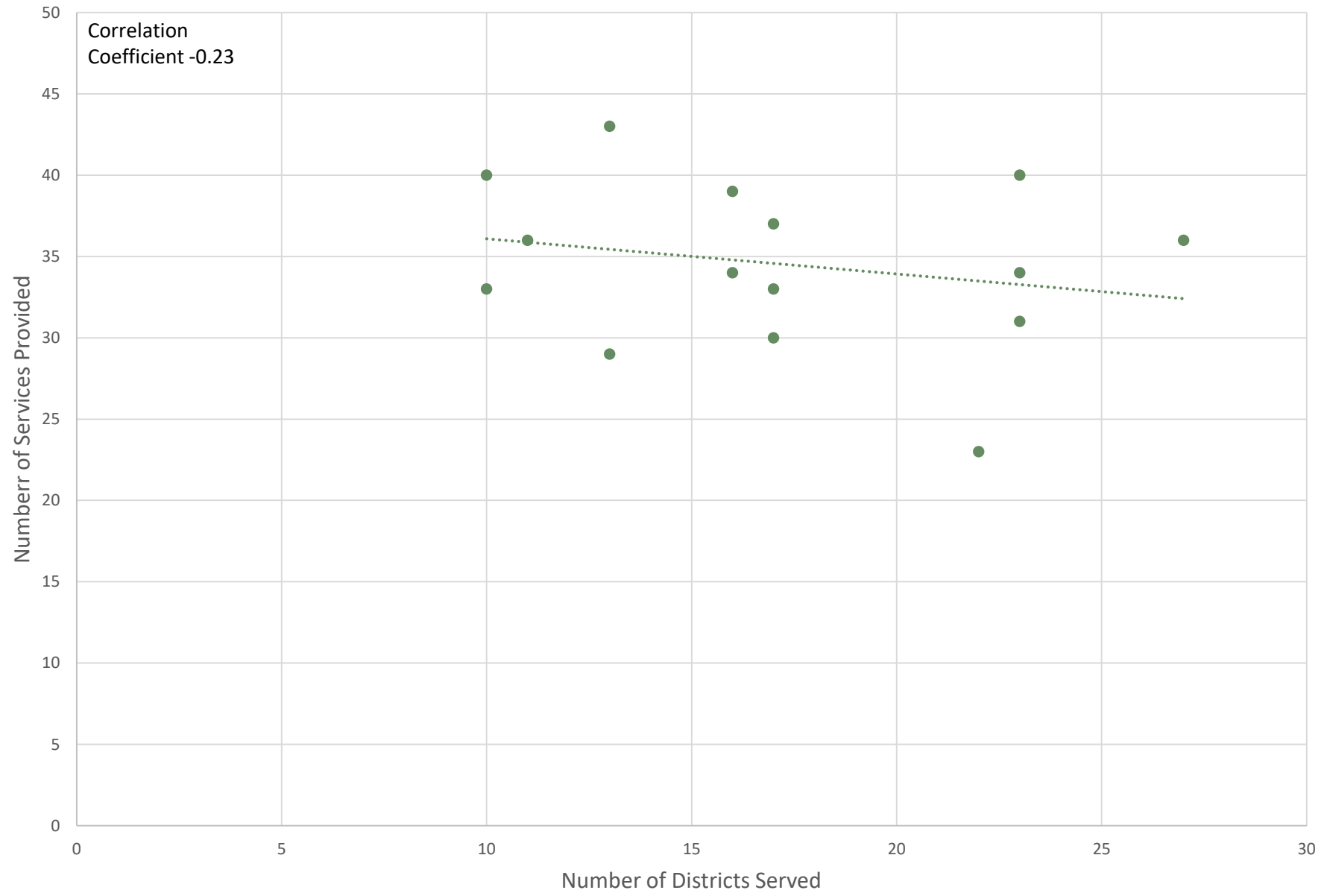
Educational Service Cooperatives

Education Service Cooperative	Districts	Schools	Students	Teachers
Arch Ford Education Service Cooperative	27	97	42033	3073
Arkansas River Education Service Cooperative	10	35	15367	1056
Crowley's Ridge Education Cooperative	23	76	36870	2732
Dawson Education Service Cooperative	23	85	42884	2935
Dequeen/Mena Education Cooperative	13	37	12413	1064
Great Rivers Education Service Cooperative	11	34	13191	955
Guy Fenter Education Service Cooperative	23	96	43287	3113
North Central Arkansas Education Cooperative	17	49	18900	1510
Northeast Arkansas Education Cooperative	16	43	17738	1416
Northwest Arkansas Education Cooperative	22	148	92689	6106
Ozark Unlimited Resource Cooperative	17	48	14894	1255
South Central Service Cooperative	13	39	14954	1281
Southeast Arkansas Education	16	47	16509	1423
Southwest Arkansas Cooperative	10	31	11331	907
Wilbur D. Mills Education Cooperative	17	58	27921	2019
Pulaski County Schools	20	130	58451	4066
	278	1053	479432	34911

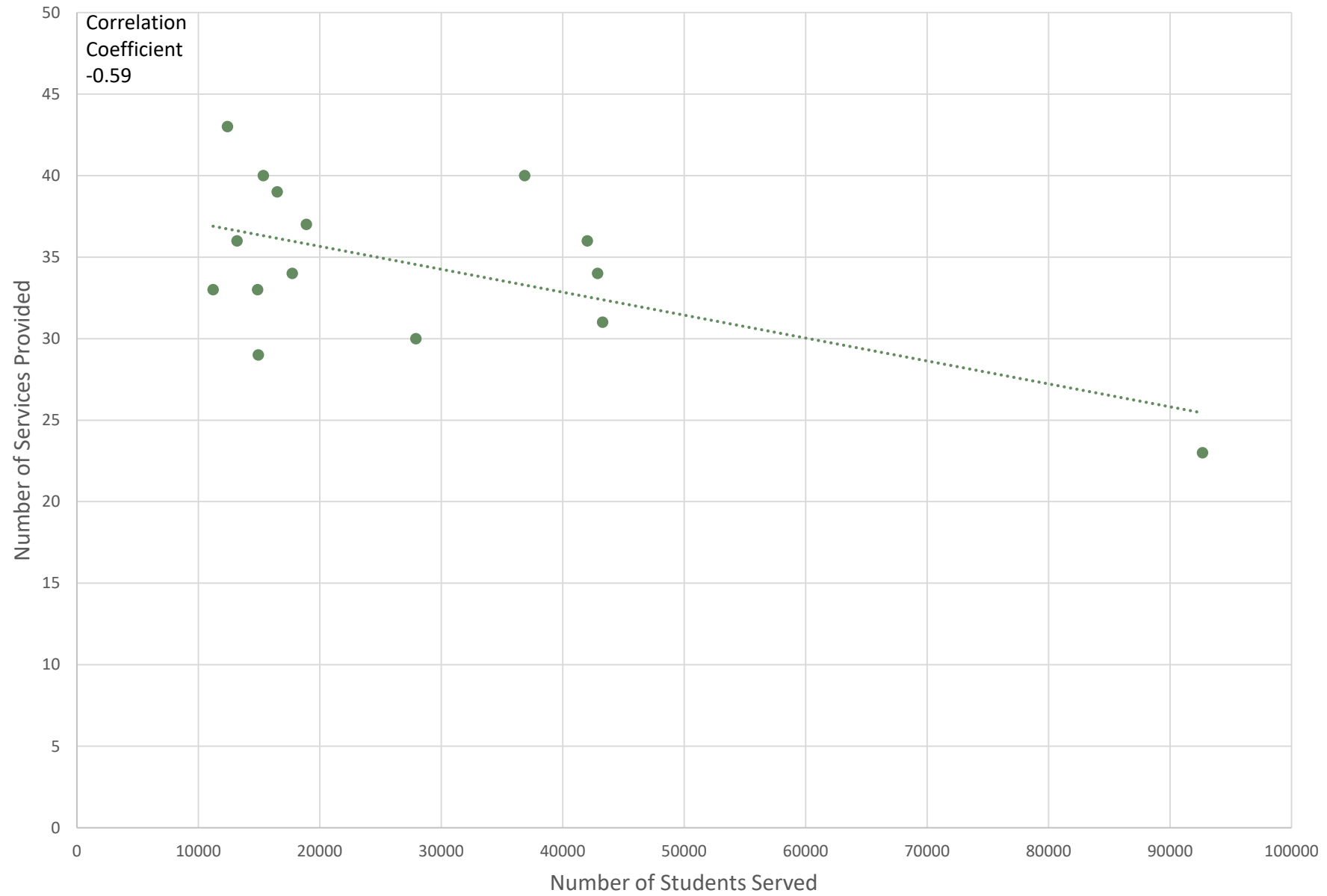
SERVICE PROVIDED BY ESC	Arch Ford ESC	Arkansas River ESC	Crowley's Ridge ESC	Dawson ESC	Dequeen/Mena ESC	Great Rivers ESC	Guy Fenter ESC	North Central Arkansas ESC	Northeast Arkansas ESC	Northwest Arkansas ESC	Ozark Unlimited Resources ESC	South Central Services COOP	Southeast Arkansas ESC	Southwest Arkansas ESC	Wilbur D. Mills ESC
Academic Attainment	X												X		
AmeriCorps					X								X		
APSCN		X		X	X			X	X		X				
Board Training	X		X	X	X	X	X	X	X		X	X	X	X	X
Bulk Ordering	X	X	X	X	X	X	X	X	X		X	X	X	X	X
Career and Technology Education	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Community Health Nurse	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Computer Science	X	X	X		X		X	X	X	X			X	X	X
CTE Perkins Consortium	X	X	X	X	X	X		X	X		X	X	X	X	X
Curriculum and Assessment	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Digital Education	X	X	X	X	X	X	X					X	X		X
Dyslexia Specialist	X	X	X		X	X	X	X			X	X	X	X	X
Early Childhood	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Education Psychologist			X		X	X		X	X						X
ESOL Specialist			X	X				X	X	X			X		
Extended Learning Program		X	X		X		X						X		
Fingerprinting	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Foster Grandparents					X								X		
Free Books Online		X	X												
Gifted and Talented Specialist	X	X	X	X	X	X	X	X	X		X	X	X	X	X
Home Instruction for Parents of Preschool Youngsters (Hippy)		X		X	X	X		X	X		X		X	X	X

SERVICE PROVIDED BY ESC	Arch Ford ESC	Arkansas River ESC	Crowley's Ridge ESC	Dawson ESC	Dequeen/Mena ESC	Great Rivers ESC	Guy Fenter ESC	North Central Arkansas ESC	Northeast Arkansas ESC	Northwest Arkansas ESC	Ozark Unlimited Resources ESC	South Central Services COOP	Southeast Arkansas ESC	Southwest Arkansas ESC	Wilbur D. Mills ESC
Instructional Leadership	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
K-12 Behavior Support Services	X	X	X	X	X	X		X	X	X	X	X	X	X	
K-12 Special Education Services	X	X	X		X	X	X		X		X	X	X	X	
Literacy Specialist	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Math Specialist	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Media Center Specialist	X	X	X	X	X	X		X	X						X
Mentoring	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Migrant Program			X		X		X						X		X
Non-traditional Learning	X	X				X								X	
Novice Teacher	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Occupational Therapy	X	X	X	X	X	X	X	X			X				X
Online Forms				X	X			X	X		X		X	X	
Parents as Teachers (PAT)		X		X							X				X
Physical Therapy	X	X	X	X	X	X	X	X			X				X
PreSchool Special Services	X	X	X	X	X	X		X	X		X	X	X	X	
Print Shop	X			X	X	X				X		X	X	X	
Professional Development	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Response to Intervention (RTI)	X	X	X		X	X	X	X	X		X	X	X	X	
Science Specialist	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Science/STEM Specialist		X	X	X	X	X	X	X	X	X					X
SLP Support Personnel Program	X		X				X	X	X						X
Special Education	X	X	X	X	X	X	X		X		X		X	X	X
Staff Development	X	X	X	X	X	X		X	X	X	X	X	X	X	
Teacher Center	X	X	X	X	X	X	X	X		X	X	X	X	X	X
Teacher Recruitment and Retention	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Technology	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
The HUB/ALE	X	X													
Vision Hearing Machine Calibration		X	X		X	X		X	X	X	X	X	X	X	
Vision Specialist		X	X		X		X	X		X		X	X	X	

Number of ESC Services Provided vs. Number of Districts Served



Number of ESC Services Provided vs. Number of Students Served



Conclusions on ESC Services

- The ESCs serving the largest number of students provide less services
 - Possible reasons – large districts can serve their own students cost effectively, not requiring additional support
- Additional analysis is planned for the final report to determine the number of services and the categories of services offered in rural and small districts

How are Limitations Being Addressed

Limitations	Services Offered to Address the Limitation	Additional Services to Consider
Instructional programs, diversity of curriculum	Career Technology Ed Programs, Extended Learning Program, digital education	Remote learning cooperatives; sharing of specialty instructional resources used for short-periods;
Personnel, specialized positions	ESC staff contracted as needed	Specialized training services
Personnel, workforce stability/staff turnover	Specialized training, ESC provides networking opportunities with peers during training	Recruiting and retention services
Professional development	Many training programs for instructional, administrative, and support staff	Regional training and online programs
Personnel, staff qualifications	Training and mentoring services	Training and certification programs
Personnel, competitive salaries		Coordination at the regional level
Program Management, specialized programs	AmeriCorps, CTE Perkins Consortium, Migrant Program	

How are Limitations Being Addressed (continued)

Limitations	Services Offered to Address the Limitation	Additional Services to Consider
Extracurricular program offerings	Coordination of some student activities and competitions	Offering activities for students in region for all districts
Operational efficiency	Joint purchasing	Share specialized maintenance services such as HVAC technicians, mechanics; share specialized equipment such as boom lifts, excavators, dump trucks
Transportation	Specialized transportation for some students	Shared transportation services between districts; transportation routing services; driver training and recruitment
Shared services	Procurement, joint purchasing	Grant writing, accounting, management of support service programs, specialized maintenance positions, insurance consortia-property/casualty, workers compensation, other

Shared Services and Cooperation Agreements

- Intergovernmental agreements between two or more districts
 - Pay tuition students for students to go to another district to avoid construction, especially if short-term bubble progressing through grade levels
 - Shared transportation, if vehicles travel through another district for special education, homeless, or other reasons
 - Rent of specialty spaces to another district: planetariums, science labs, computer labs
 - Sharing of specialists between two districts, alternating days
 - Cooperative purchasing agreements among districts
 - Combined financial services
 - Distance learning options for advanced subjects in small rural schools

Potential to Share One-of-a Kind Positions

- Curriculum Manager
- Educational Foundation Manager
- Facilities Manager
- Federal Programs
- Food Services Manager
- Fundraising
- Grant Writing
- Personnel Manager
- Public Relations
- Student Services Manager
- Transportation Manager

Potential to Share Specialized Positions

- Athletic Director
- Cleaning Supervision, Inspection
- Custodial
- Facilities Maintenance
- Groundskeeping
- Guidance Counselors
- Nurses
- Teachers, Computer Programming
- Teachers, Distance Learning
- Teachers, Foreign Languages
- Teachers, Other Specialized
- Teachers, Physics, Other Sciences
- Teachers, Reading Specialists
- Teachers, Special Education, Low Incidence
- Technology Support
- Tutors

Potential to Share Specialized Services

- Accounting
- Contract Administration
- Financial Planning
- Internal Auditing
- Purchasing and Bidding Services
- Tax Collection
- Curriculum Design and Development
- Cleaning, Regular
- Cleaning, Specialized
- Food Preparation
- Menu Planning
- Program Compliance
- Construction Management
- Energy Management
- HVAC Maintenance
- Maintenance Services, Specialized
- Painting
- Pest Control, Certified
- Preventative Maintenance
- Roofing

Potential to Share Specialized Services (continued)

- Hiring
- Employee Benefits Administration
- Recruiting
- Curriculum and Instruction
- Management and Administration
- Strategic Planning
- Program Planning and Evaluation
- Technology Planning, Instruction
- Technology Planning, Infrastructure
- Technology Planning, Administration
- Technology Planning, Productivity
- Network Support
- Equipment Repair
- Training
- Driver Training
- Management
- Specialized Routes
- Vehicle Maintenance
- Bus Route Planning

Potential to Share Equipment

- Science Labs
- Computer Labs
- Instructional Resources
- Special Education Assistive Devices
- Boom Lifts
- Excavators, Backhoes
- Dump Trucks
- Vehicle Maintenance - Lifts, Diagnostic
- Mowing
- Excavating
- Snow Removal
- Printing

Potential to Have Shared Programs

Example Gifted and Talented Programs

- Regional professional development, resulting in sharing of lessons and activities
- Traveling science kits, planetariums, robotics labs, science labs
- Circuit rider specialists traveling among school districts
- Assemblies
- Collaboration projects by students in different schools
- Online programs may also provide increased cost-effectiveness for providing gifted and talented programs

Expansion of Regional Education Services

- Most states have regional educational service agencies providing a wide variety of services
- Selected examples from other states include:
 - Texas: 20 Regional Education Service Centers offering approximately 400 different instructional, administrative, financial, training, and technology services saving schools over \$60 million in 2012
 - Connecticut: instructional, administrative, early childhood education, community business and adult education, technology, strategic planning, special education and pupil services, cooperative purchasing, public relations, academic audits, behavioral intervention strategies
 - Pennsylvania: distance learning network, healthcare consortiums, administrative software, specialized transportation, training, grant writing, financial benchmarking
 - Montana: gifted and talented professional development, resource sharing: equipment and personnel, distance learning training



Questions?