



## Partnership for an Aligned System: Coordinated Services Agreement (CSA)

Office of Superintendent of Public Instruction and Association of Educational Service Districts

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### **Preamble**

*Washington's vision as articulated in our state's Education Reform Plan, Basic Education Act, and four Washington State Learning Goals ([RCW 28A.150.210](#)) is for every Washington public school student to graduate from high school globally competitive for work and post-secondary education and prepared for life in the 21<sup>st</sup> century. It is impossible for one entity alone to achieve this vision. Therefore, it is OSPI's and the AESD's collective purpose to work together to support high quality instruction and learning for ALL students, every day, and in every classroom.*

*Now is the time to provide an aligned and equitable system of support and assistance to schools, districts, and other educational partners that will stretch leadership responsibilities between and among the Office of Superintendent of Public Instruction (OSPI) and the Association of Educational Service Districts (AESD) for the greatest statewide impact on student achievement for all of Washington's students. Quality instruction and support for ALL students can best occur by continuing to learn from each other, as well as by developing and providing leadership and system-level solutions for capacity-building and sustainability together.*

This document represents an agreement for shared coordination of an aligned system of statewide assistance designed to ensure equity of opportunity for all students in the state of Washington. To this end, OSPI and ESD superintendents represented within the Association of Educational Service Districts (AESD) agree to commit to establishing and maintaining the OSPI/AESD partnership as articulated through the Coordinated Service Agreement (CSA). The partners agree to work together to realize an open and coordinated system focused on shared statewide initiatives that collaborates on goals, accountability measures, and deliverables (when applicable), and that engages in continual improvement efforts to strengthen the efficacy of the partnership on behalf of Washington's students.

## Section 1

### OSPI/AESD Partnership Background, Purpose and Key Definitions

#### Background and Purpose:

The Office of Superintendent of Public Instruction's **Mission** is: *To provide funding, resources, tools, data, and technical assistance that enable educators to ensure students succeed in our public schools, are prepared to access post-secondary training and education, and are equipped to thrive in their careers and lives.*

OSPI's work is grounded in efforts designed to impact key Performance Indicators that focus on academic and non-academic outcomes for all students.

The Educational Service Districts were given the statutory authority (1969) to:

- provide services to school districts to ensure equity in educational opportunity;
- assist the Legislature, State Board and the Office of Superintendent of Public Instruction in the performance of their duties; and
- provide cooperative and informational services to districts.

In 2008, the nine ESDs came together as the Association of Educational Service Districts (AESD) with the intent to create a Statewide Education Service Delivery System that would formalize its network partnership with OSPI.

Since the early 2000's, OSPI and the nine regional Educational Service Districts (ESDs) have partnered to implement a variety of state and federal initiatives to support improving student learning and services to support school districts across the state. OSPI and ESD leadership have come together to establish a coordinated partnership that more effectively articulates shared program goals, expectations, and accountabilities for both partners with statewide programs/ initiatives. Also inherent within the ESD state network is the commitment for the ESDs to support one another to ensure capacity within each region to serve the state. This commitment to improving statewide coordination, communication, and alignment of initiatives represents a deep belief that investing in and maintaining a functioning partnership is critical to continuing to provide support to all 295 Washington school districts.

The purpose of the CSA is to clearly articulate this partnership and to advance a statewide-system of coordinated services through design and regional delivery of services in order to increase statewide capacity to achieve educational equity by:

- improving student achievement as envisioned by the four Washington State Learning Goals; and
- providing leadership and support through consistent implementation of statewide initiatives using research- and evidence-based practices, consistent with national implementation research (e.g., Fixsen, et al.); and
- supporting school districts to remain in compliance with key federal and/or state requirements



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### Key Definitions

For the purposes of the overall CSA, it is necessary to have operational definitions for the Network Partnership and Regional Delivery System that are built on a relationship of mutual trust and a commitment to grow and sustain an aligned system.

#### A. "Partnership"

OSPI and AESD are committed to collaboratively developing and adhering to the Key Elements of the Partnership:

- a recognition of the mutual benefit, comparative advantage, and fiscal capacity that each entity brings to the relationship;
- a recognition that active engagement in the Network is an ongoing investment that can effectively sustain consistent and aligned support for school districts;
- partnership priorities that are mutually maintaining a culture of collaborative design and planning for statewide initiative implementation as a precursor to regional delivery;
- establishing and enhancing a functional and on-going communication system;
- ongoing monitoring and evaluation of the system for continuous improvement, accountability, and fiscal sustainability; and
- transparency around issues, and active engagement in problem solving until reaching common ground.

#### B. "Regional Delivery System"

For the purpose of the CSA, the operational definition is:

- acknowledgment of varied state and regional human and fiscal capacity and resources; and recognition of the mutual benefit and comparative advantage of an aligned system;
- recognition that consistent support and implementation of statewide initiatives needs to be aligned with local demographics, achievement, and existing support structures;
- deep understanding of school districts' needs with regard to their own capacity and student achievement; and
- the importance of maintaining capacity to respond and customize delivery to meet school district and school community needs.

## Section 2 Governance Structures

Successful implementation of Coordinated Services hinges on a nimble and coordinated leadership structure that ensures executive sponsorship of partnership efforts, as well as ongoing program-specific coordination.

### Network Leadership Team



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Membership of the Network Leadership Team and overall sponsorship of statewide initiative work is comprised of the Superintendent of Public Instruction and the nine ESD superintendents. Members will consist of representatives from (with others added, as necessary to accomplish and inform partnership efforts) OSPI Divisional Leadership and AESD Leadership as presented in **CSA Appendix A** – Executive Leadership & Network Leadership Team Members.

Members of the Network Leadership Team will work together to define what constitutes a Statewide Initiative and to make the determination if projects presented to them meet such guidelines, including identification of the resources necessary to support implementation. This will include an annual review of the programs and initiatives.

All Statewide Initiatives will be defined and agreed to annually through a yearly work plan or scope of work developed jointly by OSPI and ESD teams following the broad timeline outlined in **CSA Appendix B** – Cycle of Planning & Implementation.

Members of the Network Leadership Team will be designated to work with specific partnership initiatives to ensure statewide efforts meet the spirit and understandings set forth in the CSA, and will provide leadership support for the development, delivery, monitoring and adjustment, and accountability of the initiative. Members will fully participate in the Network Leadership Team, utilizing elements of a collaborative work team, and will include regular briefings to OSPI/ESD Superintendents on the status of partnership activities.

### Executive Leadership Team

The Executive Leadership Team consists of key OSPI and AESD Leadership who serve as a high level policy group to define the long term view and common priorities/targets/outcomes for the Network and guide overall network goals and strategy. The AESD/OSPI Executive Director, supported with funding from all ESDs and OSPI, is part of the Executive Leadership Team.

### Statewide Initiative Implementation Teams

Members of the Network Leadership Team will establish and define the membership for the Statewide Initiative Implementation Teams, as necessary. The Statewide Initiative Leadership Team will provide leadership and guidance for each Statewide Initiative. The Leadership Team consists of the following members: Champion; OSPI Program Lead; and ESD Coordinator Lead.



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### Section 3: OSPI/AESD Statewide Initiatives

All Statewide Initiatives will be defined annually through a yearly work plan or scope of work developed jointly by OSPI and ESD teams following the broad timeline outlined in **CSA Appendix B** – Cycle of Planning & Implementation.

These types of programs are state and/or federal initiatives involving coordination of statewide efforts affecting all 295 school districts. Partnership engagement to support statewide implementation is determined annually by the Network Leadership Team. Implementation and support of these initiatives is generally assumed through existing core activities.

The Statewide Initiatives included within the CSA will be reviewed and updated annually.



### Section 4 Signatures of Agreement

I hereby agree to this document and the shared responsibilities and accountability for the Partnership for an Aligned System: Coordinated Services Agreement (CSA).

  
OSPI Superintendent or Designee

10/4/18

Date

  
North East Washington Educational Service District 101 Superintendent

9/10/18

Date

  
Educational Service District 105 Superintendent

9/18/18

Date

  
Educational Service District 112 Superintendent

9/18/18

Date

  
Capital Region Educational Service District 113 Superintendent


September 18, 2018

Date

  
Olympic Educational Service District 114 Superintendent

18 Sep 2018

Date

  
Puget Sound Educational Service District 121 Superintendent

9/18/18

Date

  
Educational Service District 123 Superintendent

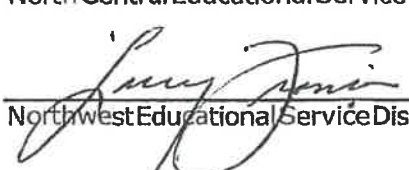
9/26/2018

Date

  
North Central Educational Service District 171 Superintendent

9/18/18

Date

  
Northwest Educational Service District 189 Superintendent

9/18/18

Date



**AESD** ASSOCIATION OF EDUCATIONAL SERVICE DISTRICTS  
 Nine ESDs, One Network,  
 Supporting Washington's Schools and Communities

Partnership for an Aligned System: Coordinated Services Agreement  
**CSA Appendix A** – Executive Leadership & Network Leadership Team  
 Members **(bi-annual meetings – September and March)**

Executive Leadership Team		
<input type="checkbox"/> OSPI Deputy Superintendent for K-12 Education <input type="checkbox"/> OSPI Asst. Supt. for Teaching and Learning <input type="checkbox"/> OSPI Chief Fiscal Officer <input type="checkbox"/> OSSI Assistant Superintendent <input type="checkbox"/> Special Education Assistant Superintendent	<input type="checkbox"/> Current AESD Superintendent Chair <input type="checkbox"/> Current AESD Asst. Supt. Chair <input type="checkbox"/> Past AESD Asst. Supt. Chair <input type="checkbox"/> AESD Fiscal Lead	
<input type="checkbox"/> Executive Director of OSPI/AESD Network Initiatives		
Network Leadership Team Membership		
OSPI Leadership	ESD Superintendents	ESD Assistant Superintendents
Superintendent of Public Instruction	NEWESD 101	NEWESD 101
Chief of Staff	ESD 105	ESD 105
Deputy Superintendent K-12	ESD 112	ESD 112
Assist. Supt. Teaching & Learning	Capital Region ESD 113	Capital Region ESD 113
Assist. Supt. Assessment & Student Information	OESD 114	OESD 114
Assist. Supt. Early Learning	PSESD 121	PSESD 121
Assist. Supt. Student & School Success	ESD 123	ESD 123
Assist. Supt. Special Programs & Federal Accountability	NCESD 171	NCESD 171
Assist. Supt. Secondary Ed. & Student Support	Northwest ESD 189	Northwest ESD 189
Assist. Supt. Special Education		
Director, Teacher and Principal Evaluation Project		
Director, OSPI Performance Management		
Chief Financial Officer	AESD Fiscal Representative	

**Appendix B - CSA - Annual Tasks and Calendar Dates**

**2018-2019**

Date	Activity
<p><b>Winter</b> December - January</p>	<p>Executive Leadership Team works with AESD leadership, ESD Supts., Assistant Supts., ESD Fiscal Officers, and legislative liaison to provide advocacy for OSPI/AESD legislative priorities.</p>
<p><b>Spring</b> March-May</p>	<p>Statewide Initiative Leadership Teams begin planning and discussion of scope of work for the coming year. This includes re-evaluation of program/initiative priorities design, data collection processes, and performance measurement.</p>
<p><b>Summer</b> June-August</p>	<p>OSPI programs complete draft iGrants form packages or contract package. Re-evaluation of program design, data collected, and performance measures has been completed.</p> <p>Executive Leadership Team collaboratively establishes draft CSA assurances for the next year. CSA form packages are finalized and ready for ESD completion.</p>
<p><b>Fall</b> Early September Mid-September</p>	<p>All CSA form packages are due to OSPI per iGrants or contracting processes. OSPI finalizes all iGrants form packages or contract packages and ESDs are notified.</p> <p><b>Note:</b> If funds apply, ESDs can request reimbursement once the program budgets are finalized and approved. Start dates will be defined based on the type of funding and agreed upon program timelines.</p>
<p><b>Ongoing</b> Monthly and/or As-Needed</p>	<p>Statewide Initiative Leadership Teams meet regularly to discuss implementation of statewide initiative activities, usually three times per year. Dates to be determined by OSPI/AESD Executive Leadership Team.</p>
<p><b>Bi-Annually</b> (September and March)</p>	<p>Executive Leadership Team convenes to receive updates on CSA projects and share status of CSA efforts, as well as discuss common initiatives, results of program evaluation, and legislative priorities.</p>