Association of Educational Service Agencies (AESA)

2020 ANNUAL REPORT

LEADERSHIP

NETWORKING

ADVOCACY
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A Message from AESA Executive Director, Joan Wade, Ed.D.

To say that 2020 was a challenging year is an understatement. The global pandemic is an immense human tragedy that resulted in the loss of life and great disruption to our lives, economy, and world. There was no way that any of us were prepared for a year like we just experienced.

While we faced this global crisis, AESA kept its eye on the future. We know that the future will be more complex and ambiguous than ever before. As educational leaders, we have a responsibility and a moral obligation to take part in the current societal response, to remain calm, and to continue to shape an education system that meets the needs of ALL students, teachers, and leaders throughout every region and state in this great country.

As we look to the future, we are keeping our fingers on the pulse of our members by collecting data through a quarterly CEO Confidence Survey. The results provided AESA direct feedback from top ESA leaders about what they are thinking, what they are concerned about, and what they are planning. Based on the survey results, AESA developed new professional learning opportunities that support our members with the critical issues they face right now.

We added a groundbreaking virtual series on how to price ESA services with confidence. This series helped our members think through innovative pricing strategies. We partnered with our members to offer seminars such as Evaluative Thinking and Continuous Improvement hosted by Puget Sound in Washington and Region 10 in Texas.

We added support for our members who want to grow and sustain new services by offering the Business Strategy Framework. The framework provides a consistent approach to strategic marketing and supports the decisions ESAs make about what markets and services to develop. ESAs have had tremendous success with revenue growth as they implement the strategies they learned in this training.

AESA leaders had a busy year with the federal advocacy program. The work being done by the AESA Advocacy and Policy Team is outstanding. The key issues that our members identified for the AESA Federal Advocacy Agenda are being addressed in Washington, D.C. To support our advocacy efforts, AESA took the bold step of funding research on state statutes related to ESAs and the impact those statutes have on the ability of ESAs to access different types of state and federal funding.

Our members value the ability to network with ESA colleagues from across the country. AESA expanded its networking opportunities in the AESA Online Community and added three new community of practice networks this year. Entrepreneurial ESAs, Small Staff ESAs, and the Women’s Leadership Network are the types of initiatives that demonstrate how courageous leaders work together to meet today’s challenges head on!

I am so proud of the work that you do to meet the needs of the students and educators that you serve. I know that ESAs are impacting the future of education. This year proved that ESAs in this country are a tenacious group, passionate about doing what’s right for all learners despite any circumstance we face. You are making a difference!
Next Generation of AESA: Bold Steps Toward Equity and Opportunity for All

VALUES
1. We believe that lifelong learning, rooted in evidence-based practices, leads to continuous improvement for all learners.
2. We believe that all students have a right to learn in an environment where diversity is celebrated, all students are included, and instruction is personalized to students' diverse needs.
3. We believe that authentic relationships and collaboration that includes diverse voices yield effective regional and national networks that produce results for the common good.

CHALLENGES
1. Competing priorities
2. Difficulty of getting information to penetrate and scale to practice level
3. Budgets

SUPPORTS
1. Willingness to learn
2. Council
3. A cadence of accountability

Next Generation of AESA

1. Develop a national campaign for the Whole Child so that every child can have a life well lived.
2. Establish a national, collective vision for education for ALL learners.
3. Initiate AESA governance reform to reflect diversity.
4. Implement the marketing plan for all members to fully engage with AESA.

Whole Child
- Life well lived
- Portrait of a graduate

Technical Assistance
- State ESA networks
- Individual ESAs

Research
- External studies
- Action research

Member Affinity Groups
- Issue & interest based
- Capture knowledge generated

New ESAs & State Networks
- Establish where not present

Professional Growth
- Leadership teams
- Individual agencies

National Advocacy
- Promote ESAs
- AESA policy platform
- Influence legislation & policy

Marketing & Branding
- ESAs as indispensable education partners
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Advocacy

At AESA, we believe that authentic relationships and collaboration include diverse voices. AESA’s effective regional and national networks produce results that improve education for all students. We provide unbiased leadership in Washington, D.C., for our members. In 2020, AESA continued to focus its advocacy work on ESAs and the schools they serve.

AESA held federal advocacy webinars to keep our members up-to-date on important federal policy issues. Noelle Ellerson Ng updates our members in the AESA Community platform, keeping them informed on current legislative topics. That is key to our success when advocating at the state and federal levels. The tenets of our legislative agenda are grounded in:

1. Ensuring there is equity in the education and educational opportunities for all students.
2. The federal government's appropriate role in supporting and strengthening public education.
3. Ensuring that high-quality public education is a viable option for all students in every community.

Develop a National Campaign for the Whole Child
2020 Policy Priorities

Mental Health: Policy must balance academic and non-academic factors in both the design and evaluation of its proposals. In addition to and including social, emotional, behavioral, and physical health, mental health is essential to the well-being and success of the whole child. Schools and school policy must acknowledge the importance of ensuring that schools, staff, and students can access mental health supports, services, and programs.

IDEA: IDEA defines the role of the federal government in K12 special education. The intention is to level the playing field for students with disabilities, a historically disadvantaged population, and ensure that students with disabilities have equitable access to high-quality educational opportunities. Advocacy around IDEA will relate to both the authorization of the underlying statute and the annual appropriations process.

Educator Shortages: ESAs and the schools they serve are constantly working to ensure they have effective employees. We are currently facing a nationwide educator shortage. AESA remains committed to the broader systemic conversation about educator shortages. We also support a review of educator retention patterns and pathways, both alternative and traditional, including analysis of high-needs schools and teacher diversity.

E-Rate/Education Technology: Education technology, including connectivity, equipment, and professional development for educators, is a critical component to AESA’s support of educational equity and opportunity. The E-Rate program single-handedly transformed technology’s role in classrooms and libraries across the country by supporting the expansion of internet connectivity. As modernized in 2014, the Lifeline program represents an opportunity for beneficiaries to access the Internet at home; thereby, helping to address and eliminate the homework gap. There is an ever-growing demand for connectivity and bandwidth. E-Rate and Lifeline remain critical components of federal support for ESAs, schools, and libraries, and the students they serve.

Secure Rural Schools (SRS): Secure Rural Schools provides funding for ESAs, schools, and communities that find a portion of their land unavailable for generating revenues or taxes, given the presence of federal lands. The presence of federal land means the community has reduced the ability to generate property taxes (a common source of funding for schools). SRS helps fill some of the void, funding that is especially critical in these rural communities, where a significant portion (sometimes nearing 90%!?) of their land is federally held and not subject to regular state and local taxation.

Appropriations: Public education represents one of our nation's earliest forms of public infrastructure and requires continued support and investment from the federal level. Public education works to ensure that our nation's students will become engaged community learners.

Career & Technical Education: ESAs work to ensure all students graduate college and career ready. CTE is the backbone of ESAs’ ability to prepare students for careers or additional career-specific training in the K12 setting.
ESSA (Every Student Succeeds Act): ESSA establishes a role for the federal government in K12 education. Designed to level the playing field for a historically disadvantaged population, students in poverty, ESSA was signed into law in 2015. It represents a significant return to the empowerment of state and local education agencies and education professionals related to education, program design, implementation, and students.

Early Childhood Education: Just as ESAs and the schools they serve must be ready for the students they enroll, so too must the students be ready (academically, emotionally, and socially) to learn.

Student Data & Privacy: Schools have always collected a wide range of data, detailing things from enrollment information and student performance to health and disciplinary records, to allow educators, school leaders, and the community to have a glimpse at how the schools and students are doing and to inform teaching and learning. While increased data use has the potential to transform education for the better, empowering students and teachers to expand learning in ways they couldn't before the evolution of digital technology, it also has the potential to put sensitive student information at risk. Effective policies can help curtail some of the risks that accompany student data collection and ensure that data is used ethically to support learning.
Establish a National, Collective Vision for ALL Learners

Mission
Our mission is to support and strengthen regional educational service agencies.

Who We Are
The Association of Educational Service Agencies is a professional organization serving educational service agencies (ESAs) throughout the United States. AESA reaches well over 80% of public school districts, over 83% of the private schools, over 80% of certified teachers, more than 80% of non-certified school employees, and over 80% of public and private school students.

Leadership
The 2020 theme continued to be “Equity and Opportunity for All.” AESA members believe that all students have a right to learn in an environment that celebrates diversity, includes all students, and makes personalized instruction available for every student.

We bring our members together within and across states to learn from one another. Through our national events, regional meetings, and online communities, we create opportunities for ESAs and their employees to innovate and collaborate. Our focus on “Equity and Opportunity for All” is a key strategy as we plan AESA events.
2020 Events

2020 Virtual Summer Leadership Conference – New Times Ahead: Reflect, Reset, Refresh

The 2020 Summer Leadership Conference was our first virtual event. It was evident that 2020 was a tough year for everyone. Attendees at this conference took time to reflect and discuss how to prepare for the unknown future and walked away refreshed and ready to take on new challenges. Sponsored by Classlink, we heard outstanding presentations on leadership by several ESAs from across the country. Region 10 (Texas) facilitated an unconference style of peer-to-peer discussions during the event. Each night featured musical entertainment, Nashville style (where our conference would have been held in this was a “normal year.”), that was enjoyed by all!

2020 Virtual Educators’ Call to Action Advocacy Conference

The annual Educators’ Call to Action Federal Advocacy Conference provides members with an opportunity to hear from experts on topics important to ESAs. Topics for this year's conference included state policy discussions on COVID-19 and the 2020 election. AESA members held virtual Capitol Hill visits with their congressional delegation and reported that the virtual visits were both productive and insightful. The conference’s final day was an update on the Supreme Court regulations by Hogan Lovells legal firm.

2020 Virtual Annual Conference – Leading Forward: A World View

The 2020 annual conference was also held virtually due to the ongoing pandemic. AESA members rose to the challenge! Our members recorded their presentations in advance of the conference allowing attendees to view the presentations while interacting with the presenters in real-time via chat boxes. It truly is not the same as being at an in-person event, but attendees had access to engaging content during the three-day conference. They could also access the presentations for the following three months!
Initiate AESA Governance Reform to Reflect Diversity

Leadership

Courageous leaders inspire bold solutions to current and future complex challenges. AESA members demonstrated their courageous leadership throughout the pandemic as they supported the school districts in their region in innovative ways like never before. Developing remote learning plans, delivering meals to families when school buildings were closed, and facilitating the organization of much-needed vaccinations are just a few of the ways ESA leaders stepped up when needed the most.

The AESA Executive Council and Leadership Team understand that a wide range of perspectives is critical to effective governance. Our boards cast a wide net to ensure representation from all corners of the country, be it gender, race, generational, educational experience, or accomplishments. The AESA Foundation Board of Trustees and the Perspectives Journal editor continue to implement these leadership initiatives. Initiating this bold step has resulted in increasing our members' representation on these important boards.
<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Details</th>
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<tbody>
<tr>
<td>Jon Sheldahl</td>
<td>President, Chief Administrator, Heartland AEA, Johnston, IA</td>
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<tr>
<td>Wanda Cook-Robinson</td>
<td>President-Elect, Superintendent, Oakland ISD, Waterford, MI</td>
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<td>Jill Broussard</td>
<td>Past President, Superintendent, Pinal County, Florence, AZ</td>
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<tr>
<td>Jeremy Biehl</td>
<td>Agency Administrator, CESA #5, Portage, WI</td>
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<tr>
<td>Craig Burford</td>
<td>Executive Director, Ohio Educational Service Center Assoc (OESCA), Columbus, OH</td>
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<td>Tom Danehy</td>
<td>Executive Director, ACES, North Haven, CT</td>
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<tr>
<td>Jeff Goldhorn</td>
<td>Executive Director, Region 20 ESC, San Antonio, TX</td>
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<tr>
<td>Jan Hanlon</td>
<td>Executive Director, Mountain State ESC, Huntington, WV</td>
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<tr>
<td>Maria Jaramillo</td>
<td>Executive Director, Central REC, Albuquerque, NM</td>
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<tr>
<td>Charles Khoury</td>
<td>District Superintendent, Ulster BOCES, New Paltz, NY</td>
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<tr>
<td>Laurie Newell</td>
<td>Superintendent, Essex County ESC, Fairfield, NJ</td>
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<tr>
<td>Leigh Ann Putman, Ed.D.</td>
<td>Executive Director, Metropolitan RESA, Smyrna, GA</td>
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<tr>
<td>Pat Sublette</td>
<td>Executive Director, Columbia Gorge ESD, The Dalles, OR</td>
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<td>John Welch</td>
<td>Superintendent, Puget Sound ESD, Renton, WA</td>
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<td>State</td>
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<tr>
<td>California</td>
<td>California County Superintendents Educational Services Association (CCSESA)</td>
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<td></td>
<td>Karen Stapf Walters Executive Director</td>
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<td>Colorado</td>
<td>Colorado BOCES Association</td>
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<td>Dale McCall Executive Director</td>
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<td>Iowa</td>
<td>Iowa’s Area Education Agencies</td>
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<td>Cindy Yelick Executive Director</td>
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<td>Massachusetts</td>
<td>Massachusetts Organization of Educational Collaboratives (MOEC)</td>
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<td>Joanne Haley Sullivan Executive Director</td>
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<td>Michigan</td>
<td>MI Assoc. of Intermediate School Administrators (MAISA)</td>
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<td>William Miller Executive Director</td>
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<td>Nebraska</td>
<td>NE Educational Service Units Coordinating Council</td>
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<td>Kraig Lofquist Executive Director</td>
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<td>New York</td>
<td>Boards of Cooperative Educational Services of New York State (BOCES of NY State)</td>
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<td>Jackie Starks Executive Director</td>
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<td>Ohio</td>
<td>Ohio Educational Service Center Association (OESCA)</td>
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<td>Craig Burford Executive Director</td>
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<td>Oregon</td>
<td>Oregon Association of Education Service Districts (OAESD)</td>
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<td>Gary Peterson Executive Director</td>
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<td>Pennsylvania</td>
<td>Pennsylvania Association of Intermediate Units (PAIU)</td>
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<td>John George Executive Director</td>
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<td>Washington</td>
<td>WA Association of Educational Service Agencies (AESD)</td>
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<td>Jessica Vavrus Executive Director</td>
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<td>Wisconsin</td>
<td>Wisconsin Cooperative Educational Service Agency Statewide Network (CSN)</td>
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<td>Gary Albrecht Executive Director</td>
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AESA Foundation Board of Trustees

Jerry Maze, Chair
Executive Director
Region XII ESC
Waco, TX

Wanda Cook-Robinson, AESA
President-Elect
Superintendent
Oakland Schools
Waterford, MI

Harold A. Coles
District Superintendent
Southern Westchester BOCES
Rye Brook, NY

Doreen Marvin
Consultant
Obelisk Consulting Services
Norwich, CT

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CRMG, LLC
Houston, TX

Mike Soules
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Thousand Oaks, CA

Jon Sheldahl, AESA President
Chief Administrator
Heartland AEA
Johnston, IA

Jill Broussard, AESA Past President
Superintendent
Pinal County
Florence, AZ

Mike Cook
Executive Director
ESSDACK
Hutchinson, KS

Laurie Newell, PhD
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Essex Regional ESC
Fairfield, NJ

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Retired
Phoenix, AZ

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Director of Community & Gov’t Relations
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Executive Director
SERRC-Alaska’s Ed. Resource Center
Juneau, AK

Rickey Williams
Deputy Executive Director
Region 10 ESC
Richardson, TX

AESA Perspectives Editorial Board

Paula Vincent, Editor
Retired
Iowa

Craig Burford
Executive Director
Ohio
Eastern Region

Jerry Maze
Executive Director
Texas
Southern Region

Chris Moddelmog
Executive Director
Kansas
Western Region

Joan Schuman
Retired
Massachusetts
Eastern Region
The Executives in Residence program is a yearlong, performance-based opportunity that:

- includes a strong mentor component by CEOs of the executive council and host organizations;
- provides access to a variety of leadership experiences;
- works in a cohort model providing national networking and communication.

The program commences in July of each year and prepares our next generation of CEOs with the necessary skills to lead a successful ESA.

The director of the AESA Executives in Residence Program is Cliff Carmody. Cliff is the executive director of the South West/West Central Service Cooperative in Marshall, Minnesota.

### 2019-20 Executives in Residence Program Participants:

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Organization</th>
<th>City, State</th>
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<tbody>
<tr>
<td>April Estrada</td>
<td>Director of Special Populations</td>
<td>Region 10 ESC</td>
<td>Richardson, TX</td>
</tr>
<tr>
<td>Valerie Fenn</td>
<td>Chief of ACES Institute</td>
<td>ACES</td>
<td>Hamden, CT</td>
</tr>
<tr>
<td>Lenny Greaney</td>
<td>Director of Special Education</td>
<td>Bucks County IU</td>
<td>Doylestown, PA</td>
</tr>
<tr>
<td>Kelly Ingram</td>
<td>Deputy Executive Director, Instructional Services</td>
<td>Region 4 ESC</td>
<td>Houston, TX</td>
</tr>
<tr>
<td>Dan Mayer</td>
<td>Executive Director</td>
<td>Region V BOCES</td>
<td>Wilson, WY</td>
</tr>
<tr>
<td>Robby McGowen</td>
<td>Deputy Executive Director, Support Services</td>
<td>Region 4 ESC</td>
<td>Houston, TX</td>
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<tr>
<td>Analicia Nicholson</td>
<td>Assistant Superintendent</td>
<td>Douglas ESD</td>
<td>Roseburg, OR</td>
</tr>
<tr>
<td>Megan Timme</td>
<td>Director of Administrative Services</td>
<td>Region 10 ESC</td>
<td>Richardson, TX</td>
</tr>
<tr>
<td>Kathy Whitlock</td>
<td>Executive Director, Student &amp; School Success</td>
<td>ESD 112</td>
<td>Vancouver, WA</td>
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</tbody>
</table>
Implement a Marketing Plan for All Members to Engage With AESA

Networking

AESA Communities support our members as they broaden their professional networks. These groups are open to any employee whose ESA is a member of AESA. Communities are formed around common interests or issues and provide AESA members with a place to discuss challenges and support each other. It is a space for ESA professionals to hone their skills and tap into an online network of peers to advise, share, and support each other's work. Participants don't have to travel, commit lots of time, or be limited to professionals in their state or region. Meetings occur electronically throughout the year.

AESA Communities

The AESA Community is our online portal, where groups meet to dialog about important issues that matter to them. There is an all-member section on the platform for AESA members to interact with each other. AESA Communities keep our members connected every day!

<table>
<thead>
<tr>
<th><strong>All-Member Community</strong></th>
<th>is open to all AESA members and business partners. It's the ideal place to post questions, problems of practice, and resources to reach a broad audience.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Administrative Support Professionals</strong></td>
<td>focuses on ESA administrative support professionals who support the organization's day-to-day operations by assisting with clerical and administrative processes. It is a platform to share information and resources to support and enhance the assistant's role, both personally and professionally.</td>
</tr>
<tr>
<td>Community</td>
<td>Description</td>
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<tr>
<td><strong>Business Office Officials</strong></td>
<td>focus on sharing best practices related to business office operations. The group explores several topics including budgeting, costing, contracts, staff management, data collection related to services, customer service feedback, and more.</td>
</tr>
<tr>
<td><strong>Communications/PR</strong></td>
<td>is a professional learning community supporting those individuals at ESAs around the country that have a job function, interest, or expertise related to marketing, branding, communications, social media, design, public relations, and the like! Members of this group post questions, suggestions, ideas, innovations, resources, links, and documents for everyone to access. Together, the group addresses common issues and shares how to communicate to members about ESA programs and services.</td>
</tr>
<tr>
<td><strong>Entrepreneurialism</strong></td>
<td>focuses on building stronger ESAs through entrepreneurship by exploring business models and service opportunities that generate and diversify revenue. Group members share best practices, strategies, and resources to design financially viable programs and services that bring value and innovative solutions to ESA members.</td>
</tr>
<tr>
<td><strong>ESA Foundations</strong></td>
<td>is for those who work with ESA foundations to ask questions and share ideas/resources related to fundraising, policies, and operations. There aren't many ESA foundations across the country, so this is a great opportunity to connect and learn from each other.</td>
</tr>
<tr>
<td><strong>Equity, Inclusion, and Social Justice</strong></td>
<td>is a place for members to share their work involving equity, inclusion, and social justice. This community is for AESA members interested in sharing resources, new learning, and successes around this topic.</td>
</tr>
<tr>
<td><strong>Innovative learning</strong></td>
<td>explores the changing instructional landscape as it moves from a traditional teacher-led model toward various student-centered models of blended and personalized learning. Participants share ideas and approaches about how ESAs can support this changing landscape, particularly around ESA services that support schools and promote the shift of instructional practice around these 21st-century pedagogies.</td>
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<tr>
<td><strong>Leadership</strong></td>
<td>explores the actions and activities of leadership from a personal, team, and organizational growth perspective. ESA leaders all face similar issues. By addressing these issues together, participants can utilize brainstorming and problem-solving skills to help each other find viable solutions! The topics are dynamic and ever-changing.</td>
</tr>
<tr>
<td><strong>New CEO</strong></td>
<td>supports new and fairly-new CEOs. This community’s aim is to connect new CEOs to network, benchmark, learn together, problem-solve, and discuss resource acquisition.</td>
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<tr>
<td><strong>Program Evaluation</strong> focuses on exploring ways of quantifying the impact of professional learning in educational settings. This community provides a network for practitioners committed to the ongoing improvement of professional learning and other offerings and collaborate to share proven successes and problems of practice.</td>
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<tr>
<td><strong>Special Education Service Providers Think Tank</strong> is for interested special education directors/coordinators to connect quarterly to share their successes, challenges, trends, and innovative ideas related to special education services delivery. Participation in this national forum offers ESA leaders insights related to the provision of cutting-edge special education services to anticipate and meet their clients' needs.</td>
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<tr>
<td><strong>Teaching &amp; Learning</strong> participants have access to other professionals that support or have a passion for curriculum and instruction. Members post questions, offer suggestions, share innovations, explore challenges, and provide resources. This online community helps develop outstanding teaching and learning practices in local educational service agencies.</td>
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## Communications Tools

AESA Online News is a weekly digital newsletter that is delivered directly to members' inboxes. It includes news from AESA about upcoming events and federal advocacy and spotlights our members' and business partners' work.

The Perspectives Journal publishes articles for an annual journal reflecting needs, policies, research, and other issues affecting ESAs. ESAs around the country benefit from the depth of experience and expertise of these leaders.
Social media continues to grow as an important communication tool for AESA members. Join on Twitter @AESANetwork, and be sure to like AESA on Facebook!

National Awards

2020 Peter C. Young Service Award
Dr. Mike Cook, ESSDACK (KS)

The Peter C. Young Service Award recognizes an individual for extensive leadership and service in the advancement of ESAs at the state, regional and national levels. This year's award recipient was Dr. Mike Cook. Mike has been a key member of the AESA family. He served as president of the AESA Executive Council and guided the council's work for nearly a decade. Mike has also served on the AESA Foundation Board for many years. Not only has Mike been a presence in the association, but he has also dedicated his time, talents, and his team to numerous AESA events. Mike puts his auctioneering skills to work at the annual AESA Foundation Auction during the annual conference. He makes things fun and has turned the live auction into the largest fundraiser for the foundation. In addition, Mike and his ESSDACK team stepped up to run the foundation’s silent auction. Always the innovator, Mike brought the idea of "6 in 60" and "ESA Talks" sessions to the annual conference. Not only did he come up with the ideas, but he also facilitated the sessions. There is much heavy lifting at the annual conference that is only possible with our members' support. Dr. Mike Cook is one of those members who steps up time and time again. We appreciate Mike's leadership.

2020 E. Robert Stephens Award
Dr. Sheldon Smith, San Luis Obispo County Office of Education (CA)

The E. Robert Stephens Award recognizes individuals whose research advances the understanding of educational service agencies at the regional, state, and/or national levels. This year’s recipient, Dr. Sheldon Smith, is the San Luis Obispo County Office of Education (COE) Assistant Superintendent, Business Services, and the Business Advisory Services Chair. He authored the "2019 Emergency Recovery Guide for California County Offices of Education". He played an integral role in the research, creation, and development of the guide with the intent to make the response/recovery distinction explicit to COE administrators, who then can convey these concepts to their respective school districts.
## Member Services

AESA provides several valuable services to member ESAs.

<table>
<thead>
<tr>
<th><strong>Service</strong></th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AESA Connect</strong></td>
<td>Provides a streamlined, user-friendly process for event registration that provides automated registration notifications, payment receipts, event reminders, and more. Users have easy access to event participation history. System administrators can track registrations and produce reports to aid in invoicing and other event management tasks.</td>
</tr>
<tr>
<td><strong>AESA Meeting Manager</strong></td>
<td>Allows users to go paperless with board meetings. This program includes the ability to: access information 24/7 from any computer, tablet, or smartphone; search current and archived information; manage calendars online; link directly to the user's public website; download, store, and print board packets and other information; upload and manage documents (handbooks, policies); create agendas from scratch or existing templates; link goals to specific board meeting agenda items; categorize meetings (regular, emergency, committee); instantly notify and alert board members when updates or the agenda is available; engage &quot;auto-pilot,&quot; for those who want to follow the main screen.</td>
</tr>
<tr>
<td><strong>Executive Searches</strong></td>
<td>Are designed especially for educational service agencies. Selecting the right CEO for an agency is the board's most important role. Finding a CEO who will achieve the ESA's vision and mission and serve the school districts in its region is an important decision that will impact school districts’ effectiveness, efficiency and improve student achievement in your region. AESA offers a highly-customized service with maximum flexibility in the decision-making process.</td>
</tr>
<tr>
<td><strong>Board Training and Support</strong></td>
<td>Provides customized training to equip ESA board members with the necessary knowledge, skills, and abilities to fulfill their board member responsibilities. AESA develops customized training programs that provide information on effective governance specifically designed for ESAs. AESA will provide additional training topics upon request.</td>
</tr>
<tr>
<td><strong>Communication Audits/Reviews</strong></td>
<td>Are conducted by highly-qualified communication consultants who audit internal and external communication by visiting on-site, using surveys, focus groups, interviews, and reviewing the communication processes and products currently developed by the agency. The consultant works with your designated staff to develop a preliminary communication plan. The final communication plan results from collaboration with agency staff, using local audit results, researched best practices, and consideration of the agency's goals and needs.</td>
</tr>
</tbody>
</table>
Member Services, cont.

| Retirement Program | Through our national business partnership with PlanMember Services, AESA members and their employees can now enjoy the AESA PlanMember Program's many benefits. This model 403(b) and 457(b) plan solution can help ESAs attract and retain quality employees while helping their employees achieve a financially secure future. Through our partnership, ESA employees also enjoy exclusive discount pricing brought by the combined purchasing power of ESAs nationwide. In addition to this AESE-endorsed retirement program, AESA members also have access to the PlanMember Workplace Savings Program that provides a valuable array of additional employee saving and benefit programs. |
| Site Visits | help ESAs that want to benchmark with another highly effective ESA. AESA advises on an ESA to benchmark with, explore their products and services, investigate evidence of success, and follow up with a retreat to share and implement outcomes with your leadership team members. When well planned and coordinated, site visits are powerful professional learning experiences that can make significant contributions to advancing your organization. |

Professional Learning

This framework is a powerful tool that will help your leaders assess new opportunities and evaluate existing services. The framework provides a consistent approach to strategic marketing or understanding what your organization's markets/services should be in and why. The framework sets your team on the right path to discovering game-changing insights about the services they offer by focusing on three specific areas with questions designed to encourage deeper thinking that will uncover previously unrecognized keys to success.

The three key areas investigated in all options include:
- Customers - how to create value;
- Competition - how to capture value;
- Partners - how to deliver value.

There are two workshop formats to choose from and enhanced opportunities as well!

Premiere Workshop with Dr. Duncan Simester, Economics & Marketing Professor, MIT Sloan School of Business Marketing

MIT Sloan School of Business Marketing Professor Duncan Simester leads you through this Business Strategy Framework workshop. Dr. Simester has taught this same framework to scores of Fortune 500 companies around the world. Companies such as Cisco, Fidelity, L'oreal, and others use this training to discover and develop new leaders within their organizations. Dr. Simester teaches this session, tailored for ESAs, in true MBA style using business cases and hands-on work with real-team projects to enhance the learning. This workshop is offered only once per year.
Practitioners-Level Workshop: Develop New Leaders in Your Organization

AESA business experts facilitate the Practitioners-Level Business Strategy Framework. AESA offers the same basic workshop as Dr. Simester's Premiere-Level Workshop, with the primary difference being this workshop features former ESA leaders trained by Dr. Simester. In this format, the presenters rely on several real-life ESA examples to illustrate concepts rather than utilizing the business case approach, just like in the Premiere-Level Workshop. This workshop also incorporates hands-on work with real-team projects to enhance the learning experience.

Customized Workshops for Your ESA!

2020 brought a lot of changes in the operations for ESAs. Pricing is challenging when things are "normal." AESA designed the Pricing with Confidence Workshop so our members can price their services with confidence in an environment that is constantly changing. AESA helps its members understand the underlying principles that create a firm foundation upon which to build. This series provides training in and practice applying fundamental principles to guide ESA leaders to price confidently in any environment.

ESA Women's Leadership Network 2.0 - Learning, Connections & Support

AESA believes that authentic and collaborative relationships across all facets of its multi-dimensional membership strengthens the impact of ESAs locally and nationally. The Women's Leadership Network inspires courageous leadership and builds collaborative relationships between women leaders from all roles within ESAs.

ESA Community of Practice: Entrepreneurial ESAs

The purpose of this network is to learn with other Entrepreneurial ESAs. Topics include entrepreneurial partnerships, sales and marketing, internal processes, new products/services, and artificial intelligence.

Small ESA Community of Practice

Network and learn with other ESAs that have a small staff in a community of practice. Sessions are held virtually six times during the year with 90-minute sessions.

Reading Leaders Book Club

As lifelong readers and leaders, we all know the importance of reading and literacy well beyond the pre-k12 classroom where it is often assigned. This book club is designed for AESA members, past and present, to share their love of reading.
## Financial Summary (Audited)

<table>
<thead>
<tr>
<th></th>
<th>June 30, 2018</th>
<th>June 30, 2019</th>
<th>June 30, 2020*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate Support</td>
<td>$424,542</td>
<td>$485,900</td>
<td>$477,902</td>
</tr>
<tr>
<td>Membership Dues</td>
<td>$274,376</td>
<td>$272,892</td>
<td>$280,140</td>
</tr>
<tr>
<td>Sponsored Dinners</td>
<td>$26,758</td>
<td>$20,000</td>
<td>$17,000</td>
</tr>
<tr>
<td>Other Income</td>
<td>$16,551</td>
<td>$201</td>
<td>$4,946</td>
</tr>
<tr>
<td>Interest Income</td>
<td>$7,159</td>
<td>$18,893</td>
<td>$19,884</td>
</tr>
<tr>
<td>Royalty Payment</td>
<td>$3,148</td>
<td>$1,712</td>
<td>$722</td>
</tr>
<tr>
<td>Event Net Proceeds</td>
<td>$225,696</td>
<td>$168,069</td>
<td>$175,530</td>
</tr>
<tr>
<td>Member Services</td>
<td>$0</td>
<td>$16,943</td>
<td>$27,525</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$978,230</strong></td>
<td><strong>$984,610</strong></td>
<td><strong>$1,003,649</strong></td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel Costs</td>
<td>$427,553</td>
<td>$503,667</td>
<td>$561,788</td>
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<tr>
<td>Contracted Services</td>
<td>$240,040</td>
<td>$256,377</td>
<td>$264,269</td>
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<tr>
<td>Furniture/Equipment/Supplies</td>
<td>$5,569</td>
<td>$6,243</td>
<td>$5,525</td>
</tr>
<tr>
<td>Meeting &amp; Travel Expenses</td>
<td>$115,104</td>
<td>$111,014</td>
<td>$69,994</td>
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<tr>
<td>Other Expenses</td>
<td>$18,170</td>
<td>$14,830</td>
<td>$71,368</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$806,436</strong></td>
<td><strong>$892,131</strong></td>
<td><strong>$972,944</strong></td>
</tr>
</tbody>
</table>

* Unaudited
# Attendance at AESA National Events

## 2019/2020 Event Comparisons:

<table>
<thead>
<tr>
<th>Event</th>
<th>Number of Attendees</th>
<th>Number Increase</th>
<th>% Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019 Summer Leadership Conference</td>
<td>116</td>
<td>8</td>
<td>7.4%</td>
</tr>
<tr>
<td>2020 Virtual Summer Leadership Conference</td>
<td>132</td>
<td>16</td>
<td>14%</td>
</tr>
<tr>
<td>2019 Educators' Call to Action</td>
<td>71</td>
<td>-7</td>
<td>-8.9%</td>
</tr>
<tr>
<td>2020 Virtual Educators' Call to Action</td>
<td>93</td>
<td>22</td>
<td>31%</td>
</tr>
<tr>
<td>2019 Annual Conference</td>
<td>879</td>
<td>-18</td>
<td>-2%</td>
</tr>
<tr>
<td>2020 Virtual Annual Conference</td>
<td>386</td>
<td>-493</td>
<td>-56%</td>
</tr>
</tbody>
</table>

## Annual Conference Attendance Details:

<table>
<thead>
<tr>
<th>Type</th>
<th>2019</th>
<th>2020 (Virtual)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Attendees</td>
<td>695</td>
<td>309</td>
</tr>
<tr>
<td>Business Partners</td>
<td>49</td>
<td>47</td>
</tr>
<tr>
<td>Exhibitors</td>
<td>135</td>
<td>30</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>879</strong></td>
<td><strong>386</strong></td>
</tr>
</tbody>
</table>
Appendix D

Leadership Team

Executive Team

Executive Director
Joan Wade, ED.D.
920-420-8822
jwade@aesa.us

Sr. Executive Accountant
Cole Cordell
806-418-0101
ccordell@aesa.us

AEPA Executive Director
George Wilson
270-996-8970
gewilson.aepa@outlook.com

Chief Operations Officer
John Bass
806-290-3092
jbass@aesa.us

Administrative Services Executive
Ann Fiene
715-966-1688
afiene@aesa.us

Consulting Team

Meetings Management Services
Dyanne Hughes
904-624-0940
dyannehughes@comcast.net

Communications Services
Dorreen Dembski
262-689-9891
dorreendembski@gmail.org

Business Services Director
Chris Rooney
732-768-6601
crooney@aesa.us

Assoc. Executive Director, Policy & Advocacy
Noelle Ellerson Ng
703-774-6935
nellerson@aasa.org
Consulting Team, cont.

Advocacy Director
Sasha Pudelski
703-774-6933
spudelski@aasa.org

Policy Analyst
Chris Rogers
703-203-3105
crogers@aasa.org

Senior Advisor
Susan Leddick, Ph.D.
512-431-2879
susan@pkrnet.com

Business Strategy Consultant
Doreen Marvin
860-861-3134
doreen@obeliskconsultingservices.com

Business Strategy Consultant
Andy Pechacek
713-554-0441
Andpec83@gmail.com
# AESA Membership

<table>
<thead>
<tr>
<th>ALASKA</th>
<th>CALIFORNIA, cont.</th>
<th>COLORADO, cont.</th>
</tr>
</thead>
<tbody>
<tr>
<td>SERRC-Alaska's Ed Resource Center</td>
<td>Marin County Office of Education</td>
<td>San Luis Valley BOCES</td>
</tr>
<tr>
<td>ARKANSAS</td>
<td>Mariposa County Office of Education</td>
<td>Santa Fe Trail BOCES</td>
</tr>
<tr>
<td>Arch Ford ESC</td>
<td>Mendocino COE</td>
<td>South Central BOCES</td>
</tr>
<tr>
<td>Arkansas River ESC</td>
<td>Merced County Office of Education</td>
<td>Southeastern BOCES</td>
</tr>
<tr>
<td>Crowley’s Ridge ESC</td>
<td>Modoc County Office of Education</td>
<td>Uncompahgre BOCES</td>
</tr>
<tr>
<td>Dawson ESC</td>
<td>Mono County Schools</td>
<td>Ute Pass BOCES</td>
</tr>
<tr>
<td>DeQueen-Mena ESC</td>
<td>Monterey COE</td>
<td></td>
</tr>
<tr>
<td>Great Rivers ESC</td>
<td>Napa County Office of Education</td>
<td></td>
</tr>
<tr>
<td>Guy Fenter Cooperative</td>
<td>Nevada County Office of Education</td>
<td></td>
</tr>
<tr>
<td>Northcentral Arkansas ESC</td>
<td>Orange County DOE</td>
<td></td>
</tr>
<tr>
<td>Northeast Arkansas ESC</td>
<td>Placer County Office of Education</td>
<td></td>
</tr>
<tr>
<td>Northwest Arkansas ESC</td>
<td>Plumas County Office of Education</td>
<td></td>
</tr>
<tr>
<td>Ozark's Unlimited Resources ESC</td>
<td>Riverside County Office of Education</td>
<td></td>
</tr>
<tr>
<td>South Central ESC</td>
<td>Sacramento COE</td>
<td></td>
</tr>
<tr>
<td>Southeast Arkansas ESC</td>
<td>San Benito COE</td>
<td></td>
</tr>
<tr>
<td>Southwest Arkansas ESC</td>
<td>San Bernardino Co Office of Ed</td>
<td></td>
</tr>
<tr>
<td>Wilbur D. Mills ESC</td>
<td>San Diego COE</td>
<td></td>
</tr>
<tr>
<td>ARIZONA</td>
<td>San Francisco City/County Office of Ed.</td>
<td>San Joaquin COE</td>
</tr>
<tr>
<td>Apache County</td>
<td>San Luis Obispo COE</td>
<td>San Miguel COE</td>
</tr>
<tr>
<td>Cochise County</td>
<td>San Mateo COE</td>
<td>San Quintin COE</td>
</tr>
<tr>
<td>Coconino County</td>
<td>Santa Barbara COE</td>
<td>San Rafael COE</td>
</tr>
<tr>
<td>Gila County ESA</td>
<td>Santa Clara County</td>
<td>San Rafael COE (Regional)</td>
</tr>
<tr>
<td>Graham County</td>
<td>Santa Cruz COE</td>
<td>San Luis COE</td>
</tr>
<tr>
<td>Greenlee County</td>
<td>Shasta County Office of Education</td>
<td>Santa Maria COE</td>
</tr>
<tr>
<td>La Paz County</td>
<td>Sierra Co Office of Education</td>
<td>Santa Maria Valley BOCES</td>
</tr>
<tr>
<td>Maricopa County Office of Education</td>
<td>Siskiyous County Office of Education</td>
<td>San Luis Valley BOCES</td>
</tr>
<tr>
<td>Mohave County</td>
<td>Solano County Office of Education</td>
<td>Santa Monica COE</td>
</tr>
<tr>
<td>Navajo County</td>
<td>Sonoma County Office of Education</td>
<td>Santa Monica Valley BOCES</td>
</tr>
</tbody>
</table>
| Pima County | Stanislaus COE | School Districts (Lakeshore)
| Pinal County | Sutter County Office of Education | School Districts (North) |
| Santa Cruz COE | Tehama County COE | School Districts (Santa Barbara) |
| Yavapai County ESA | Trinity County Office of Education | School Districts (Santa Monica) |
| Yuma County | Tulare County Office of Education | School Districts (West) |
| CALIFORNIA | Tulumne Cnty Supt of Schools Office | |
| Alameda County Office of Education | Ventura County Office of Education | |
| Alpine County Supt of Schools | Yolo County Office of Education | |
| Amador County Office of Education | Yuba County Office of Education | |
| Butte County Office of Education | | |
| Calaveras County Office of Education | | |
| California County SESA | | |
| Colusa County Office of Education | | |
| Contra Costa COE | | |
| Del Norte COE | | |
| El Dorado County Office of Education | | |
| Fresno County Office of Education | | |
| Glenn County Office of Education | | |
| Humboldt County Office of Education | | |
| Imperial County Office of Education | | |
| Inyo County Office of Education | | |
| Kern County Supt of Schools | | |
| Kings County Office of Education | | |
| Lake County Office of Education | | |
| Lassen County Office of Education | | |
| Los Angeles COE | | |
| Madera County Office of Education | | |
| | | |
| | | |
| | | |
| | | |
### AESA MEMBERSHIP, cont.

<table>
<thead>
<tr>
<th>State</th>
<th>Education Districts</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>KANSAS</strong></td>
<td>ESSDACK  Medicine Educational Service Center  Northwest Kansas ESC  South Kansas ESC  Northeast Kansas ESC  Northwest Plains ESC  <strong>KENTUCKY</strong>  Central Kentucky EC  Green River Regional Ed Co-Op Inc.  Kentucky Educational Dev Corp  Northern KY Coop for Ed. Services  <strong>MASSACHUSETTS</strong>  ACCEPT Education Collaborative  Assabet Valley Collaborative  Bi-County Educational Collaborative  CASE Education Collaborative  Central MA Collaborative (CMC)  Collaborative for Educ Services (CES)  CREST Collaborative  EDCO Collaborative  FLLAC Collaborative  Lower Pioneer Valley EC  MA Org of Educ Collaboratives (MOEC)  North River Collaborative  Northshore Education Consortium  READS Educational Collaborative  SE Massachusetts Educ Collaborative  SEEM Collaborative  Shore Educational Collaborative  South Coast Educational Collaborative  South Shore Educational Collaborative  Southern Worcester County EC  The Education Cooperative (TEC)  Valley Collaborative  <strong>MICHIGAN</strong>  Allegan Area Educational Service Agency  Alpena-Montmorency-Alcona ESD  Barry Intermediate School District  Bay-Arenac ISD  Berrien RESA  Branch Intermediate School District  COOR Intermediate School District  Calhoun ISD  Charlevoix-E Emmet ISD  Cheboygan-Otsego-Presque Isle ESD  Clare-Gladwin RESD  Clinton County RESA  Copper County ISD  Delta-Schoolcraft ISD  <strong>MICHIGAN, cont.</strong>  Dickinson-Iron ISD  Eastern Upper Peninsula ISD  Eaton Regional ESA  Genesee ISD  Gogebic-Ontonagon ISD  Gratiot-Isabella RESD  Hillsdale County ISD  Huron Intermediate School District  Ingham Intermediate School District  Ionia County ISD  IOSCO RESA  Jackson County ISD  Kalamazoo RESA  Kent Intermediate School District  Lapeer County ISD  Lenawee ISD  Lewis Cass ISD  Livingston ESA  Macomb ISD  MA/IS/A/MA  Manistee ISD  Marquette/Alger RESA  Mecosta-Osceola ISD  Menominee County ISD  Midland County ESA  Monroe County ISD  Montcalm Area ISD  Muskegon Area ISD  Newaygo County Regional ESA  Oakland ISD  Ottawa Area ISD  Saginaw ISD  Sanilac Intermediate School District  Shiawassee RESD  St. Clair RESA  St. Joseph County ISD  Traverse Bay Area ISD  Tuscola Intermediate School District  Van Buren ISD  Washtenaw ISD  Wayne County RESA  West Shore ESD  Wexford-Missaukee ISD  <strong>MINNESOTA</strong>  Intermediate District #917  Intermediate District #287  Lakes County Service Cooperative  Metro ECU  NE Metro Intermediate District #916  Northeast Service Cooperative  Northwest Service Cooperative  Resource Training and Solutions  Sourcewell  South Central Service Cooperative  Southeast Service Cooperative  <strong>MINNESOTA, cont.</strong>  Southwest Metro Intermediate District  SWWC Service Cooperative  <strong>MISSISSIPPI</strong>  Delta Area Assoc for Improvmt of Schools  East MS Center for Educ Dev  Gulf Coast Ed Initiative Consortium  N Mississippi Ed Consortium  S-RESA  SW Mississippi Education Consortium  <strong>MISSOURI</strong>  EducationPlus  <strong>MONTANA</strong>  School Services of Montana  Western Montana Prof Learning Collaborative  <strong>NEBRASKA</strong>  Educational Service Unit 01 (Wakefield)  Educational Service Unit 02 (Fremont)  Educational Service Unit 03 (Omaha)  Educational Service Unit 04 (Auburn)  Educational Service Unit 05 (Beatrice)  Educational Service Unit 06 (Milford)  Educational Service Unit 07 (Columbus)  Educational Service Unit 08 (Neligh)  Educational Service Unit 09 (Hastings)  Educational Service Unit 10 (Kearney)  Educational Service Unit 11 (Holdrege)  Educational Service Unit 13 (Scottsbluff)  Educational Service Unit 15 (Trenton)  Educational Service Unit 16 (Ogallala)  Educational Service Unit 17 (Ainsworth)  Educational Service Unit 18 (Lincoln)  Educational Service Unit 19 (Omaha)  NE ESU Coordinating Council  <strong>NEW JERSEY</strong>  The Educational Svs Commission of NJ  Essex County ESC  Hunterdon County ESC  Monmouth-Ocean ESC  Morris County ESC  Morris-Union Jointure Commission  Northern Region E SC (NRESC)  Somerset County  Sussex County ESC  <strong>NEW MEXICO</strong>  Central Region Education Cooperative  High Plains REC  NE Regional Education Cooperative  Northwest REC 2  Pecos Valley REC 8  Region 9 Education Cooperative  Regional Education Cooperative 1  Regional Education Cooperative 7  Regional Educational Center 6  Southwest REC</td>
</tr>
</tbody>
</table>
## AESA MEMBERSHIP, cont.

### NEW YORK
- BOCES of New York State
- Broome-Tioga BOCES
- Capital Region BOCES
- Cayuga-Onondaga BOCES
- Center for Instruction, Tech & Innov
- Champlain Valley Educ Services
- DCMO BOCES
- Dutchess BOCES
- Eastern Suffolk BOCES
- Erie #1 BOCES
- Erie 2-Chautauqua-Cattaraugus BOCES
- Franklin-Essex-Hamilton BOCES
- Genesee Valley BOCES
- GST BOCES
- Hamilton-Fulton-Montgomery BOCES
- Hkrmr-Fulton-Hmltn-Ortsego BOCES
- Madison-Oneida BOCES
- Monroe #1 BOCES
- Monroe 2-Orleans BOCES
- Nassau BOCES
- Oneida/Herkimer/Madison BOCES
- Onondaga-Cortland-Madison BOCES
- Orange-Ulster BOCES
- Orleans-Niagara BOCES
- Otsego-Northern Catskills BOCES
- Putnam/Northwest Westchester BOCES
- Questar III BOCES
- Rockland BOCES
- Southern Westchester BOCES
- St. Lawrence-Lewis BOCES
- Sullivan County & BOCES
- Tompkins-Seneca-Tioga BOCES
- Ulster BOCES
- WA-Saratoga-Wr-rn-Hmltn-Essex BOCES
- Wayne/Finger Lakes BOCES
- Western Suffolk BOCES

### NORTH CAROLINA
- Western NC Education Support Alliance

### NORTH DAKOTA
- Central Regional Educ Assoc
- Great Northwest Educ Cooperative
- NE Education Services Cooperative
- North Central Educ Cooperative
- Red River Valley Educ Cooperative
- Rough Rider Educ Services Program
- South East Education Cooperative

### OHIO
- Ashtabula County ESC
- Brown County ESC
- Butler County ESC
- Columbiana County ESC
- East Central Ohio ESC
- ESC of Central Ohio
- ESC of Lake Erie West
- OHIo, cont.
  - ESC of Lorain County
  - ESC of Medina County
  - ESC of Northeast Ohio
  - ESC of the Western Reserve
  - Fairfield County ESC
  - Gallia-Vinton ESC
  - Hamilton County ESC
  - Jefferson County ESC
  - Mahoning County ESC
  - Mercer County ESC
  - Mid-Ohio ESC
  - Montgomery County ESC
  - Muskingum Valley ESC
  - North Point ESC
  - NW Ohio Educ Service Center
  - OH Educ Service Center Assc
  - Pickaway County ESC
  - Stark County ESC
  - Summit County ESC
  - Tri-County ESC
  - Trumbull County ESC
  - Warren County ESC
  - Wood County ESC

### PENNSYLVANIA
- Chester County IU 24
- Colonial Intermediate Unit 20
- Delaware County IU 25
- Intermediate Unit 1
- Lancaster-Lebanon IU 13
- Lincoln Intermediate Unit 12
- Luzerne Intermediate Unit 18
- Midwestern Intermediate Unit 4
- Montgomery Co Intermediate Unit 23
- Northeastern Education IU 19
- Northwest Tri-County IU 5
- PAIU
- Pittsburgh Mount Oliver IU 2
- Riverview Intermediate Unit 6
- School District of Philadelphia
- Schuylkill Intermediate Unit 29
- Seneca Highlands IU 9
- Tuscara Intermediate Unit 11
- Westmoreland IU 7

### RHODE ISLAND
- East Bay Educational Collaborative
- Northern Rhode Island Collaborative
- West Bay Collaborative

### SOUTH CAROLINA
- Low Country Education Consortium

### TEXAS
- Region 01 ESC
- Region 02 ESC
- Region 03 ESC
- Region 04 ESC
- Region 05 ESC
- Region 06 ESC
- Region 07 ESC
- Region 08 ESC
- Region 09 ESC
- Region 10 ESC
- Region 11 ESC
- Region 12 ESC
- Region 13 ESC
- Region 14 ESC
- Region 15 ESC
- Region 16 ESC
- Region 17 ESC
- Region 18 ESC
- Region 19 ESC
- Region 20 ESC

### UTAH
- Central Utah Educational Services
- NE Utah Educational Services
- SE Education Service Center
- SW Education Development Center

### VERMONT
- Champlain Valley Educator Dev Ctr
- Vermont Learning Collaborative
<table>
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<tr>
<th><strong>WASHINGTON</strong></th>
<th><strong>WISCONSIN</strong></th>
<th><strong>WEST VIRGINIA</strong></th>
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<td>Capital Region ESD 113</td>
<td>CESA #01</td>
<td>Mountain State ESC</td>
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<td>Educational Service District 105</td>
<td>CESA #02</td>
<td><strong>WYOMING</strong></td>
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<td>Fremont County BOCES</td>
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