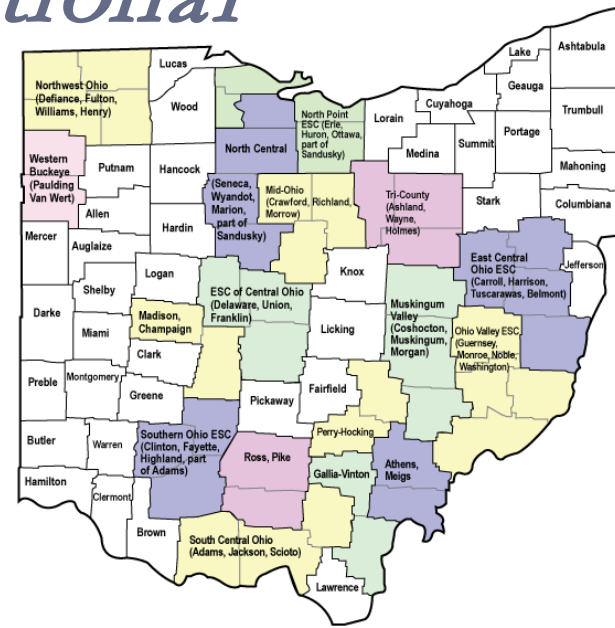


ESCs Making a Difference Every Day in Every Way

EDUCATIONAL SERVICE CENTERS:

*Reducing Costs and Improving
Outcomes through Instructional
and Operational Shared
Services.*



Traditional Delivery Models

There are several traditional service delivery models utilized by both public and private sector organizations to delivery programs, products and services to customers including:

- *Centralized Models*
- *Cooperative Models*
- *Outsourcing Models*
- *Insourcing Models*
- *Co-sourcing Models*

Shared Services

Shared Services is a hybridization of traditional service delivery models.

Shared Services is a *collaborative* strategy that is fundamentally about optimizing people, capital, time and other resources.

Shared Services

Typically, the activities or processes selected for deployment through shared services are non-strategic and outside the core competencies of the parent corporation or, in the case of public education, the school districts.

It is also the case that certain instructional services, such as low incidence special education, gifted coordination and other instructional services are outsourced to create greater economies of scale and reduce personnel and operational costs across multiple school districts.

The Promise of Shared Services

The potential benefits of shared services are numerous and include the following:

- Reduced Costs
- Improved Service
- Fewer Distractions from Core Competencies for Schools
- Increased Efficiencies
- Decreased Personnel Requirements
- Improved Economies of Scale

Many ESCs in Ohio are already working with school districts and other public entities to maximize efficiencies. But, more can be done.

The ABC's of Shared Educational Services: Shared Services Defined

The purpose of shared services is for school districts to take advantage of economies of scale through collaboration and to leverage the one-to-many business model to drive down operating costs and reallocate more dollars toward student instruction.

Sharing services creates the economies of scale and consistency of process and results that come with more centralized models but allows districts to maintain the benefits of decentralized administration to retain oversight of school operations while benefiting in the best of big and small.

There are 3 Broad Categories of Shared Services:

1. **Academic** (Instructional) (*Despite being a “core competency”*)
2. **Business** (Non-Instructional)
3. **Commodities** (Non-Instructional)

Ohio's ESCs currently employ a shared services model across multiple service areas.

Ohio ESC Shared Services

Ohio's 56 ESCs are engaged in a variety of shared service arrangements with Ohio School districts and other public entities including, but not limited to, the following:

Non-Instructional, Shared Support Services:

- Insurance Consortia (38)
- Group Purchasing Consortia (21)
- Bus Driver Certification & Physicals (52)
- Teacher Licensure (54)
- BCII/FBI Background Checks (52)
- Transportation (21)
- Juvenile Court Liaisons (33)
- Student Attendance Officers (40)

Specific examples & related cost savings are examined on the following slides.

Instructional Shared Services:

- Itinerant Special Education & Related Services Staff (55)
- Preschool Special Education (53)
- Shared Teachers (38)
- Ohio Improvement Process (52)
- Curriculum & Assessment (52)
- Alternative Schools (49)
- Head Start (14)
- Special Education Transition Coordinators (35)
- Public Preschool (39)
- After School Programs (27)
- Summer Enrichment (35)
- Home Schooling (52)

Shared Instructional Services:

ESCCO Example of Shared Academic (Instructional) Services

Dual Credit Enrollment

- Through leveraging of resources and ESC coordination, able to make \$225,000 grant worth \$3.66 million of tuition in 2008-2009 school year alone.
- ESCCO role:
 - Coordination and negotiation with colleges for reduced tuition
 - ESC trained high school staff to serve as adjunct faculty, allowing college courses to be offered in area high schools, so high-performing students didn't have to leave their buildings
- 924 students from 17 different Central Ohio high schools
- 44 courses; 6,018 credit hours earned
- Nine colleges participating, including The Ohio State University, Ohio University-Lancaster, Columbus State Community College and Kenyon College
- Two-year totals: 1,504 students; 10,095 credit hours; \$5.86 million worth of tuition

Shared Instructional Services:

ESCCO Example of Shared Academic (Instructional) Services

- An ESC recognizes similar needs in three member districts:
 - Local District A and Local District B need occasional Gifted and Talented Coordination
 - City District needs a part-time Assessment Specialist
- Through ESC's ability to coordinate shared services and leverage resources, and State Unit Funding:
 - All three districts meet their needs at level and quality they desired
 - Keep cost as low as possible to each district
 - Employee retains full-time status with health benefits through ESC

	Local 1	Local 2	City District
	50 days, Gifted	25 days, Gifted	120 days, Assessment
Cost	\$26,563	\$13,281	\$77,392
Cost to District	\$0	\$0	\$77,392

By leveraging in this agreement, City District is able to purchase only the level of service they need and work with a high-quality professional looking for full-time employment.

Shared Instructional Services:

Allen Co. ESC

- *Allen County Science Enhancement for Science Advancement (SESA)*
 - SESA is a Business/Industry/Education collaborative between four local chemical and oil refinery plants and ten Allen County school districts to bring local scientists into the classroom.
 - This academic program is coordinated by the Allen County ESC who also acts as the fiscal and administrative agent.
 - The program is funded largely by industry with contributions by all entities.
 - This internationally acclaimed program has impacted over **241,000 students** and **12,000 teachers**.

Allen County & Regional Collaboration/Community Partners

- ❑ Bittersweet at Betty's Farm
- ❑ Brain Injury Association of Ohio
- ❑ Children's Developmental Center
- ❑ Family & Children First
Family Representatives of
Northwest Ohio
- ❑ Healthy People 2010
- ❑ Help Me Grow of Allen
County
- ❑ LACCA
- ❑ Lima Memorial Hospital
- ❑ Mental Health & Recovery
Services Board of Allen, Auglaize
& Hardin Counties
- ❑ Northwest Ohio STARS
- ❑ Rehabilitative Services
Commission
- ❑ SAFY Behavioral Health Services
- ❑ YWCA Child Resource & Referral
- ❑ West Central Ohio Autism
Community

Allen County & Regional Collaboration/Community Partners

- Allen County Board of MR/DD
- Educational Regional Service System-Region 6
- Allen County Family & Children First Council
- Lima/Allen County Chamber of Commerce
- Allen County Board of Commissioners
- City of Lima
- United Way of Greater Lima
- The Ohio State University at Lima
- Rhodes State College
- Husky Energy (SESA)
- ISP (SESA)
- Ineos (SESA)
- Fort Amanda Specialties (SESA)
- Potash Corp. (SESA)
- Family Resource Centers
- Allen County Juvenile Court
- Opportunities for Parenting Teens
- Northwest Ohio Educational Technologies
- Allen 2020
- Girl Scouts of Appleseed Ridge
- Allen County Sheriff's Office
- Prevention for Violence Free Families
- Allen County Children Services Board
- Allen County Department of Jobs & Family Services
- Allen County Health Department
- Allen County Health Partners
- BABY Program

Shared Instructional Services: Butler Co. ESC

□ *Butler County Success Program*

- The Butler County Educational Service Center Success Program is targeted at Butler County children from kindergarten through sixth grade.
- Seven school districts participate, serving approximately 1,400 youths in 43 school buildings.
 - Most live in homes where the income is at or below the federal poverty level. They are served by 13 full-time and two part-time liaisons.

Shared Business Services: *Medina County ESC*

- The Medina schools (whose 5.9-mill levy failed Nov. 2) have joined with Brunswick school district to hire substitute teachers through the Medina County Educational Service Center.
 - The ESC averages 50 subs per day for each of the districts. Using a blended rate of pay for the members of the consortium, the ESC saves each district at least \$500/day on daily sub costs, and additional dollars on long term subs up to 60 consecutive days in the same position (on the 61st day the subs go on the district's pay scale and become their employee – State Law).
 - The \$1000/day savings after 60 days is \$60,000 so far this year.

Shared Business Services: *Medina County ESC*

- ❑ The Medina County ESC also employs 8 registered nurses and licensed practical nurses, and 11 part time health aides to 20 buildings in 4 participating districts. Certified staff members work collaboratively with students, parents, teachers, and other school and community professionals to remove health barriers to learning; to promote optimal health and wellness of the school population; and to maintain all state immunization, vision, and hearing requirements.
- ❑ The total charge to the four districts is \$270,085.00, which is only approximately 65% of what the districts would otherwise have to pay if these employees were on the districts' pay scales – a 35% cost savings.

Shared Business Services: *Stark County*

The Stark County ESC is the fiscal agent for the Stark County Schools' Council of Governments (SCSCOG), the Stark Portage Area Computer Consortium (SPARCC) and the Region 9 State Support Team (SST).

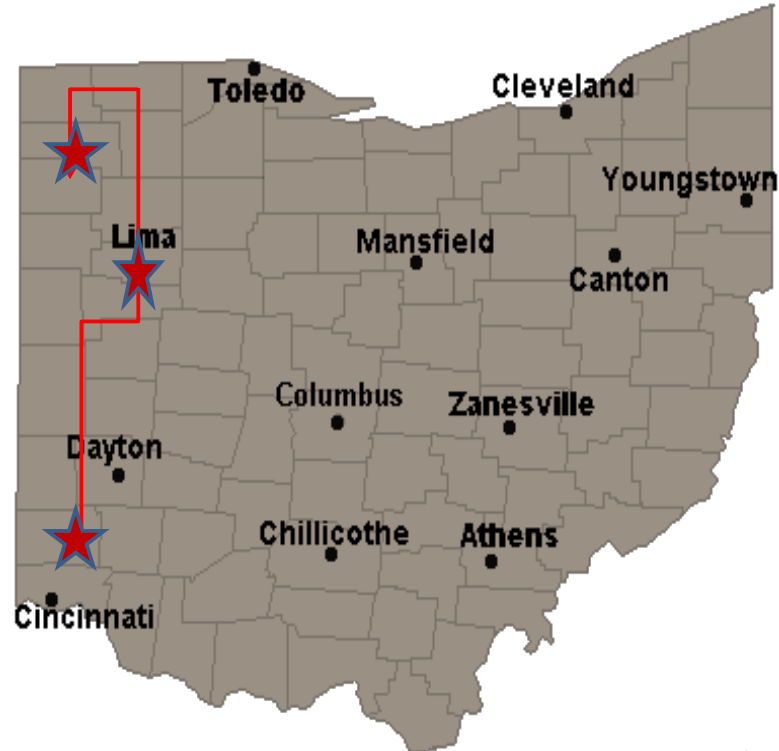
- The Stark County Schools' Council of Governments, which is housed at the Stark County ESC and is an extension of the ESC, provides cooperative purchasing services and a health insurance program to 45 public and private schools, four ESCs, four libraries, two MRDDs and 12 college and related agencies in eleven counties.
- Established in 1987, the Stark County Schools' Council of Governments has saved its members in excess of sixty-five million (\$65,000,000) dollars in health insurance costs alone over the past fifteen (15) years.

Shared Business Services: *Butler County*

ESC (Health Ins. Consortia)

O. H. I. Optimal Health Initiatives Co-Founders

- Northern Buckeye Educational Council
8,300 members
- Allen County Schools Health Plan
4,500 members
- Butler Health Plan
20,000 members



Shared Business Services:

Jefferson County ESC & OMERESA

- The Jefferson Co ESC/OMERESA Health Benefits Program, established in 1985, is a partially self-funded insurance program providing health, dental, vision, life, prescription drugs, and accidental death/dismemberment insurance.
 - 86 school districts and governments from 38 counties are members of the consortium. The Plan covers 12,656 employee lives. Annual premiums exceed \$130 million, and cash reserves total more than \$76 million.

Shared Business Services:

Jefferson County ESC & OMERESA

- The Jefferson Co/OMERESA Cooperative Purchasing Consortium was formed in 1977 so districts could combine buying power in purchasing supplies. The membership has expanded to 63 entities, including public school districts, MRDD districts, City/County governments, and parochial schools.
 - Members use an online catalog to order classroom and office supplies, health supplies, and maintenance supplies. In FY 07, cooperative purchases totaled more than \$1.3 million and average a 40% savings on items ordered.

Shared Business Services:

ESC of Central Ohio

- The ESC of Central Ohio, in partnership with the Fisher College of Business at OSU and a small subset of districts, plans to participate in an inter-district school transportation pilot for school year 2011-2012. The pilot will likely consist of four or five matched pairs (similar districts that can be studied to compare outcomes) and is estimated to result in savings of \$5-6 million. If these small samples hold up across multiple districts and multiple schools, the savings across the 16 districts in central Ohio could top \$40-50 million.

Shared Services: *National Examples*

- Alternative Certification
- Back Office Services
 - *Business Operations*
 - *Payroll*
 - *Purchasing*
 - *Management Services*
 - *Investment Services – Debt Services*
 - *Personnel Services*
- Charter Schools
 - *Authorization*
 - *Management*
- Insurance Trusts
- Interagency (Municipal/County) Cooperatives

Shared Services *(cont.)*:

- Cooperative Purchasing
 - *Just in Time/Warehousing*
 - *Electricity/Natural Gas/Other Petroleum Products*
- Efficiency Studies - Programmatic
 - *Transportation, Financial, IDEA*
- Energy Audits
- ESA Product Distribution
 - *Regionally, Statewide, Nationally*
- Research Services
- School Construction/Maintenance
- Summer Programs
- Regional Collective Bargaining Agreement

State's Return on Investment

- ❑ The state of Ohio invested approximately \$48 million in ESC operations during the 2007-2008 academic year. ESCs leveraged this investment to provide over \$630 million in educational programs and services through their general fund budgets (approx. \$1.2 billion all funds) to foster partnerships with districts and other community partners that lowered costs and built capacity to provide cost effective and efficient services that enhance district operations and academic outcomes.
- ❑ Over 520 ESC personnel have been trained in the Ohio Improvement Process.
- ❑ ESCs are building capacity to serve as a State System of Support.

Reports & Findings

Many are calling for more aggressive use of shared services

□ National:

- *Driving More Dollars to the Classroom*, Deloitte & Touche
- State-level Reports/Recommendations in Texas, Oregon, Vermont, New Jersey

□ State:

- *Restoring Ohio's Prosperity* (Greater Ohio), Ohio Society of CPA's, State and Local Government Reform Commission, Ohio Smart Schools Initiative (KWF), Ohio Chambers' *Redesigning Ohio*

Reports & Findings *(cont.)*

While many of these reports are on target conceptually as it relates to the potential of more aggressive shared services most fail to:

- Establish a baseline of information relative to existing shared services and identify areas of opportunity,
- Identify desired outcomes beyond fewer moving parts and potential cost savings such as improved student outcomes,
- Recognize the existing infrastructure, or
- Define performance metrics or accountability systems to determine success.

Current State Law

(Sections 3312.01(C)(1-5), 3313.841, 3313.842, 3313.843, 3313.844, 3313.845)

Several sections of the Ohio Revised Code provide the authority for school districts, educational service centers, joint vocational school districts and community schools to enter into cooperative, shared service arrangements through educational service centers.

Current statute provides the authority and infrastructure. However, it lacks the “policy levers” to incentivize or otherwise require district or local government participation in shared service arrangements.

Substitute HB 153

Educational Shared Service Model

HB 153 CALLS FOR THE INTEGRATION OF INFORMATION TECHNOLOGY CENTERS (ITCS), AREA MEDIA CENTERS (AMCS), EDUCATION TECHNOLOGY CENTERS, REGIONAL ADVISORY COUNCILS (RACS), THE EDUCATION REGIONAL SERVICE SYSTEM, THE STATE SYSTEM OF SUPPORT, STATE SUPPORT TEAMS (SSTS), ODE'S REGIONAL AREA COORDINATORS AND OTHER ODE TECHNICAL ASSISTANCE AND SUPPORT STAFF INTO THE EDUCATIONAL SERVICE CENTER SYSTEM BY JULY 1, 2012.

Substitute HB 153

Educational Shared Service Model

THE DIRECTOR OF THE GOVERNOR'S OFFICE OF 21ST CENTURY EDUCATION IS CHARGED WITH MAKING LEGISLATIVE RECOMMENDATIONS RELATED TO THIS SYSTEM INTEGRATION TO THE GOVERNOR AND GENERAL ASSEMBLY NO LATER THAN JANUARY 1, 2012.

Substitute HB 153

Educational Shared Service Model

EDUCATIONAL SERVICE CENTER CONTRACTS WITH LOCAL ENTITIES:

THE BILL AMENDS SECTIONS 307.86 AND 505.101, AND ENACTS SECTION 3313.846 OF THE REVISED CODE AND AUTHORIZES ESCS TO ENTER INTO SERVICE CONTRACTS WITH ANY OTHER POLITICAL SUBDIVISION OF THE STATE. IT SPECIFIES THAT ESCS MAY ENTER INTO CONTRACTS WITH A BOARD OF COUNTY COMMISSIONERS AND A BOARD OF TOWNSHIP TRUSTEES WITHOUT COMPETITIVELY BIDDING.

Substitute HB 153

Educational Shared Service Model

- REQUIRES EVERY SCHOOL DISTRICT WITH A STUDENT COUNT OF 16,000 OR LESS TO ENTER INTO AN AGREEMENT FOR SERVICES WITH AN ESC FOR WHICH IT MAY RECEIVE THE STATUTORY PER PUPIL PAYMENTS.
- PERMITS ALL SCHOOL DISTRICTS WITH STUDENT COUNTS GREATER THAN 16,000 TO ENTER INTO AGREEMENTS FOR SERVICES.
- PERMITS ANY DISTRICT TO TERMINATE ITS AGREEMENT WITH ITS CURRENT ESC BY NOTIFYING THE ESC GOVERNING BOARD BY JANUARY 1 OF THE YEAR OF THE TERMINATION. THE TERMINATION IS EFFECTIVE ON JUNE 30.

OESCA Policy Recommendations

Establish Baseline Information

No later than December 31, 2011, the Auditor of State, in coordination with the Office of Budget and Management, shall conduct a “shared services” survey of Ohio’s public, community, JVS and chartered, non-public school districts, educational service providers and other local political subdivisions to gather baseline data on the current status of shared services and to determine where opportunities for additional shared services exist.

OESCA Policy Recommendations

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OESCA Policy Recs. *(Cont.)*

Promote Shared Services

Require, and thus enable, any two or more local, city, exempted village, or joint vocational school district boards of education, community school governing boards, or the governing boards of an educational service center to, in writing, agree to establish shared service agreements between such boards of education or between such boards of education and the municipalities, townships or other local political subdivisions in which such boards of education are located.

OESCA Policy Recs. *(Cont.)*

Promote Shared Services *(cont.)*

Require school districts and other local political subdivisions, when competitively bidding contracts for products or services under section 9.312 of the Ohio Revised Code, to include a shared services option to determine if the product or service could be purchased or delivered more cost-effectively and/or with higher quality under a shared services arrangement.

OESCA Policy Recs. *(Cont.)*

Align All Districts with ESCs for Shared Services

Re-open city/exempted village school district contracts under section 3311.843 of the Ohio revised code and require all districts to align to an Educational Service Center. This would facilitate increased shared services.

OESCA Policy Recs. *(Cont.)*

Expanded Service Opportunities: *JVS, Charter, Non-Public & Community Schools*

Permit school districts, JVS and community schools to enter into management agreements (as part of a district service agreement) to provide any and all district management or service functions (supt, treasurer, special education, IT, HR, transportation, food service, maintenance, payroll, fiscal management, etc).

OESCA Policy Recs. *(Cont.)*

Expanded Service Opportunities: *JVS, Charter, Non-Public & Community Schools*

Permit chartered non-public schools to enter into agreements with educational service centers and request ODE to flow auxiliary service funds directly to ESCs for the purchase of services and/or participation in ESC cooperative purchasing and other shared service programs.

OESCA Policy Recs. *(Cont.)*

Expanded Service Opportunities: *JVS, Charter, Non-Public & Community Schools*

Amend Section 3313.841 to include Community Schools and chartered, non-public schools in the sharing on cooperative services of supervisory, special instruction, and special education teachers.

Amend Section 3313.841 to include the sharing on a cooperative basis of any instructional and non-instructional, business programs or services.

OESCA Policy Recs. *(Cont.)*

Expanded Service Opportunities: *JVS, Charter, Non-Public & Community Schools*

Amend Section 3313.841, or establish a new section of the Ohio Revised Code, allowing local political subdivisions to also participate in shared service arrangements through Educational Service Centers.

Amend Section 3313.842 to include Community Schools and chartered, non-public schools in the participation of joint educational programs.

OESCA Policy Recs. *(Cont.)*

Expanded Service Opportunities: *JVS, Charter, Non-Public & Community Schools*

Amend Section 3313.844 related to agreements for providing educational service center services to community schools to more clearly align to that related to city and exempted village school districts (3313.843).

Require, as deemed appropriate, school district performance audit recommendations to be implemented in a shared service arrangement.

OESCA Policy Recs. *(Cont.)*

Expanded Service Opportunities: *JVS, Charter, Non-Public & Community Schools*

Preclude services provide through an ESC under shared service arrangements from being deemed in violation of locally negotiated agreements under chapter 4117 of the Ohio Revised Code.

OESCA Policy Recs. *(Cont.)*

Expanded Service Opportunities: *JVS, Charter, Non-Public & Community Schools*

Funding considerations should include creating a mechanism by which the state either directly funds the provision of these services through a reallocation of existing resources or creates a deduct from the school district, JVS or community school “foundation” (or comparable) payments to cover additional costs related to the provision of the services outlined above.

OESCA Policy Recs. *(Cont.)*

Moving Services Closer to the Customer and Clarifying ODE Role

Clearly define roles and responsibilities of the Ohio Department of Education and Educational Service Centers. ODE's role should focus on establishing policy and ensuring oversight and compliance. ESCs shall be the technical support and assistance arm of ODE. The deployment of all state initiatives concerning standards, curriculum and professional development shall be provided by educational service centers.

OESCA Policy Recs. *(Cont.)*

Make ESCs Eligible for all Available Competitive State and Federal Grants.

The Ohio Departments of Education should make ESCs eligible for all federal and state grant opportunities reflective of their status in state and federal law as local education agencies (LEAs) and school districts. Utilizing ESCs to administer competitive grants provides for greater coordination and collaboration achieving efficiencies and economies of scale that may lead to cost savings at the local, regional and state levels.

OESCA Policy Recs. *(Cont.)*

Performance Audits: Evaluation/Determine Value Added

Require the Auditor of State, in coordination with OESCA to establish performance metrics for ESCs. Among other indicators, the performance metrics should include, at a minimum, indicators of cost savings, service quality, and customer satisfaction.

OESCA Policy Recs. *(Cont.)*

Performance Audits: Evaluation/Determine Value Added

Require the Auditor of State, in coordination with the Office of Budget and Management, to develop performance metrics for shared services and evaluate shared service arrangements (may include: identification of cost savings, analysis of gaps or overlaps in programs or services, analysis of performance data, identification of best practices, etc).

Other Potential Policy Levers –

Option 1: *Setting Performance Benchmarks*

- ❑ A targeted savings amount for school districts should be established by statute at no less than 10%, and annual increased costs should be monitored so as to assure savings from consolidated shared services.
- ❑ Establish a statutory minimum list of “shared services” that ESC’s must provide to component school districts.
- ❑ Shared services should include but not be limited to: business functions, transportation, human resources, information technology, selected special education services, and school improvement support.

Policy Levers – Option 2:

“Stick”

□ Provides target for savings:

- 10% targeted savings

- Penalty for not hitting target (up to 15% total cut).

- E.g., a 10% reduction results in no penalty.

- However, if only 8% reduction through shared services district may be cut an additional 7%.

Policy Levers – Option 2: “*Stick*” (cont.)

- State board submits an annual report to the state superintendent, the governor, and the general assembly concerning:
 - (1) *Consolidated purchasing* arrangements used by multiple school districts, through ESCs, and throughout the state.
 - (2) *Shared services* arrangements used by multiple school districts, through ESCs, and in the state as a whole.
 - (3) The *efforts of school districts* to explore cooperatives, common management, or consolidations.

Policy Lever – Option 3:

Create Pressure Systems

- Requirement of Annual Shared Service Plans.
 - *Demonstrate Shared Service Arrangements*
 - *Report Annual Cost Savings*
 - *Provides Transparency*
 - *Builds Pressure Systems*

Policy Levers – Option 4: “carrot”

- Provide an incentive for school districts that pool resources and save money by cutting administrative costs that divert much-needed funds from the classroom. *Participating districts could receive a grant from the state equaling 10 percent of their total savings.*
 - Texas proposal an example. In the 2008-09 school year, Texas school districts reported about \$13 billion in non-instructional expenditures. These districts would save an estimated **\$130 million** for every 1 percent reduction in non-instructional costs achieved through shared services.

Policy Options: *Other States to Review*

- ❑ Indiana
- ❑ Pennsylvania
- ❑ New Jersey
- ❑ Connecticut
- ❑ Washington
- ❑ Texas
- ❑ Michigan
- ❑ Oregon

Implementation Shared Services

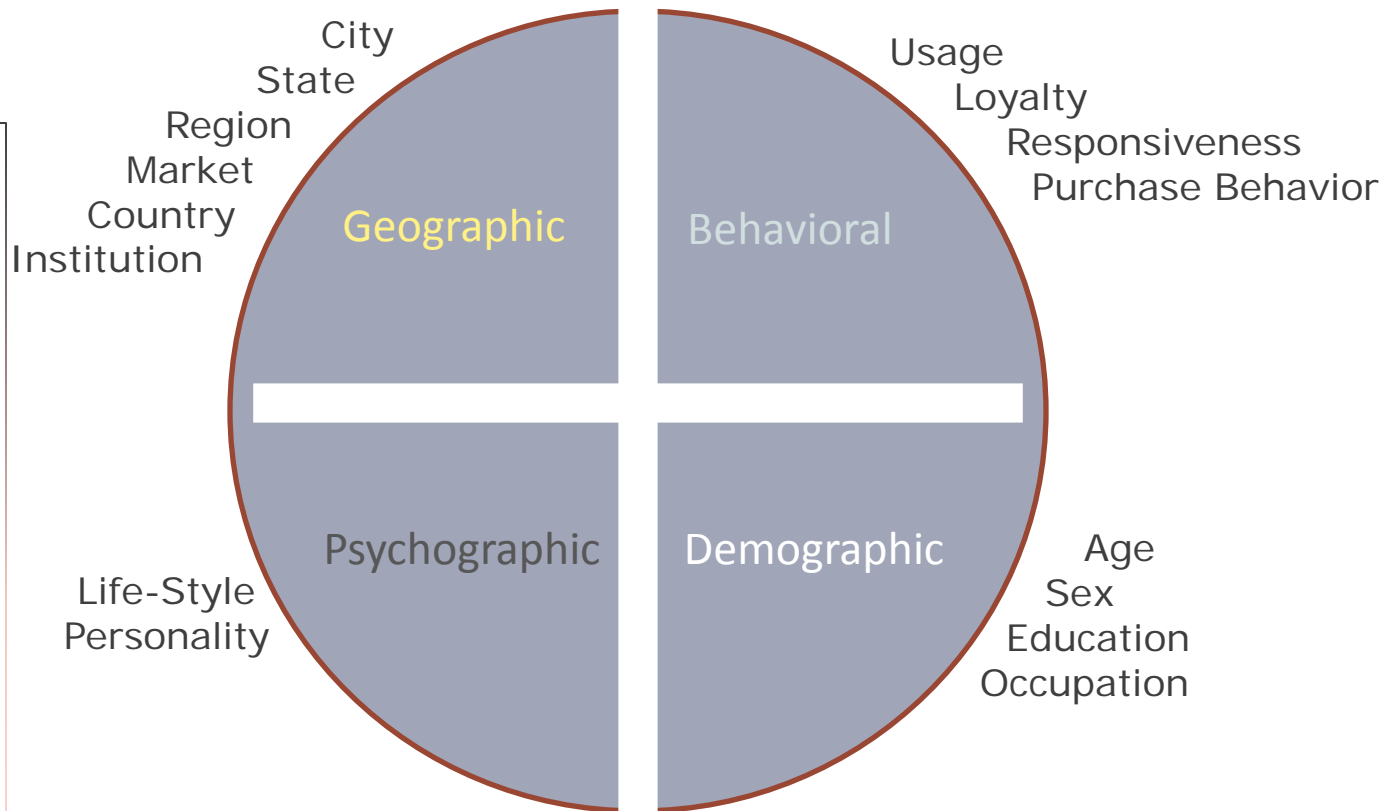
- A new way of thinking;
- A new way of doing business;
- A new way of evaluating success; and
- A new way of building district (& local government) fiscal, operational and human resource capacity

What challenges should we expect?

SHARED SERVICES: *Customer Segmentation*

Segmentation of Customers is useful in allocating limited resources and in marketing campaigns targeted at a specific subsets of customers.

Once customers have been segmented, the shared services unit should be able to decide how to allocate resources and enhance profitability.



Customer Segmentation will mean a new way of thinking and doing business for ESCs and other public education service providers

Shared Services Human Resources Challenge

- **Attracting New Staff**
- **Employees Must Be Trained**
- **Employees Need to Master New Interactive Styles**
- **Must do the dirty work of downsizing**
- **Original employee may be too small**
- **Potential for Employee Burnout**
- **Retaining Good Employees**
- **Understanding Shared Services**

Shared Services Employee Stressors

- **Culture Change**
- **Need for New Skill Set**
- **Greater Management Expectations**
- **Greater Uncertainty**
- **Higher Accountability**
- **Lowered Self-Esteem**
- **Pressure for Innovation and Efficiency**
- **New Management Style**
- **New Reporting Structure**
- **Personal Lifestyle Disruption**

Companies with Shared Services Initiatives

About one quarter of Fortune 500 Companies have shared service initiatives. The roster of companies includes:

AlliedSignal	AT&T	Glaxo SmithKline Beecham
American Express	Avon Products	Hewlett Packard
Amoco	Bristol Myers Squibb	IBM
Arco Oil and Gas	General Electric	ITT Industries
Johnson & Johnsons	Lucent Technologies	Texas Instruments

Although most companies that fail at implementing a shared services initiative don't advertise their experiences, the ones that do report annual savings in the 20 to 30 percent range. Results, of course, vary from one implementation to the next, as a function of the number of employees that can be downsized while maintaining output, the constraints imposed by organized labor, and the economic environment.

QUESTIONS

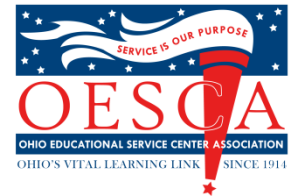
For more information on Ohio's ESCs and shared services check out

www.oesca.org

or

State Auditor's Shared Services "Idea Center"

<http://www.auditor.state.oh.us/sharedservices/default.htm>



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