

FY10 ITC Continuous Improvement Plan Narrative

Fiscal Services Goal Matrix – including accounting (cash basis with generally accepted accounting practice extensions), payroll/Personnel, and fixed asset accounting

# 1	<u>Goals *</u>	<u>Initiated Date</u>	<u>Status **</u>	<u>Comments</u>	<u>Measure of Meeting Goal</u>
2010.1.1	Create a series of Equipment Inventory Trainings similar to the Payroll 101 and Accounting 101 series.	July 1, 2009	In Progress		Agenda and participant list maintained in CA-USD; training materials maintained on site
2010.1.2	Survey our districts and coordinate training on power point, word, excel, and access.	July 1, 2009	In Progress	Training materials maintained on site ; Scheduled for October, 2009	Agenda and participant list tracked in CA-USD;
2010.1.3	Research the possibility of creating a template for districts to use when submitting help desk tickets. This should include the following: <ol style="list-style-type: none"> 1. Summary of problem 2. Detail description of problem 3. Employee name 4. District 	July 1, 2009	In Progress	Recommended template will be presented to Fiscal Advisory Committee for approval, after which the template will be used by fiscal users.	Approval by Fiscal Advisory Committee
2010.1.4	Create a quarterly one page newsletter/update to be emailed to users.	July 1, 2009	Not Started	Quarterly newsletters will be drafted by service team and emailed to users.	Archived copies will be available on website.
2009.1.01	Convert all districts to BeAR. BeAR has been designed to be a more secure, easier-to-	May, 2008	Complete	All districts currently access financial reports inside LACA network at: https://bear.laca.org/login.aspx	Each BeAR conversion was tracked through CA-USD.

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	manage replacement for SSDT's Fiscweb, making district reports available more securely and accessibility can be managed at the district level. BeAR also provides a district administrator with an easy-to-use interface to manage access to each report.			Each district administrator was trained. Documentation was created for administrators and users.	
2009.1.02	Implement TimeWare for one more District.	June, 2008	Complete	Increasing the use of TimeWare as a time-saving measure for district payroll staff that also improves accountability for staff. Improving accuracy of data regarding hours worked and improving the districts' ability to adhere to the new SERS reporting requirement that employers must report hours worked per pay period	Steps tracked through CA-USD and reported to Fiscal Advisory Committee
2009.1.03	Implement the Employee Kiosk Leave module for three additional districts.	August, 2008	Complete	Maysville, LCESC, Northridge and North Fork have implemented the Leave Module.	Each Leave Module implementation was tracked through CA-USD. Additional documentation was created for the leave module.
2009.1.04	Implement DASLFEE for at least two more districts.	August, 2008	Complete	Lakewood, Southwest Licking, Northridge, C-Tec and Licking Heights completed implementation of product.	Conversions will be tracked through CA-USD.
2009.1.05	Create a Tips and Tricks Web Page for all USPS and USAS. LACA and users should be able to post to these sites.	November, 2008	Complete	Pages were created for USPS, USAS and EIS.	Tips and tricks reviewed by service team, then posted at http://www.laca.org/Usergroups/Fiscal/
2009.1.06	Pilot IPDP module of the	Dependent	Completed	Two districts (Tri-Valley and LCESC)	

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	Kiosk with at least one district.	on SSDT		have been selected and pilot has started. Two meetings have been held. Districts are to start using the module during summer 2009	
2009.1.07	Test the DSL disaster recovery line internally and with at least one district.	December, 2008	In-Progress	Success will be measured by having each district payroll staff coming to LACA to perform one payroll.	All attempts will be tracked through CA-USD and reviewed by fiscal team.

Notes

* Goals that are complete can be removed from next year's CIP

** Status should be – not started, in progress, ongoing, cancelled, or complete

Student Records Management Goal Matrix – including provisions for student scheduling, grade reporting, attendance tracking, and tracking of special education needs:

# 2	<u>Goals *</u>	<u>Initiated Date</u>	<u>Status **</u>	<u>Comments</u>	<u>Measure of Meeting Goal</u>
2010.2.01	Student Services Staff Cross Training: Currently, each person in student services is supporting a defined set of software. The goal is that all student services support staff can support all student services applications, giving the service area more depth, which will improve	May, 2009	On-Going	This training will be accomplished by cross training meetings and role reversal. This will be measured by LACA surveys and the time constraints placed on other members becoming non-existent.	Cross-trainings will be tracked in SINC – a local PD tracking application

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	customer service and response time				
2010.2.02	Customer Service: Our goal is to provide consistency in the customer service aspect of student services.	June, 2009	In Process	Each team member will give a class on customer service (each member has received a different aspect of customer service to instruct). We would also like to invite a third party speaker to provide additional instruction. This will be measured by LACA Surveys. This consistency will increase customer satisfaction and loyalty	Workshops will be tracked through SINCC and materials will be available on line.
2010.2.03	Documentation: All cross-training tasks will be documented in a manner that each person in the student services area has an understanding on implementing the task	June, 2009	In Process	These documents will also be used in cross training meetings and during role reversal. A documentation retrieval system will also be created to organize the documents for easy retrieval. This will give the service area more depth and allow for better answer consistency based on knowledge coming from another reliable source – documentation.	Completed documentation will be available through the retrieval system described.
2010.2.04	Team Building: The goal is to increase team synergy. This will be accomplished by team building exercises and weekly meetings.	June, 2009	In Process	This will help provide trust, loyalty, and integrity between all team members. Once these factors are created between team members, they will become a positive force with our customers too.	Completion and results of team building activities will be discussed at staff meetings.
2010.2.05	Student Service Integration: provide and implement training on the integration of all areas of service (DASL/EMIS/PB, SSEM) in student services to our customers. .	June, 2009	In Process	Provide a plan to This will ensure that everyone in the districts will know how an action affects other areas. This will provide more accuracy in data reporting.	Completion of Integration will be confirmed with rotation of job responsibilities among all student services team members and notification to all LACA staff that all student services inquiries can go to any

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2010.2.06	D3A2: ensure timely scrubbing and loading of test data	July, 2009	On-going	Once received, scrub and load the Spring testing information – must be loaded prior to start of school.	All work is tracked through CA-USD
2010.2.07	D3A2: Re-Rostering Solution	June, 2009	In-Process	Research and develop a way to get re-rostering loads to run on a regular basis – re-rostering load needs to be completed right at start of school – we then need to decide the interval in which we will re-load the data – monthly, 9wks, etc..	Implementation of Solution will be tracked in CA-USD
2010.2.08	D3A2: Continue to research Active Directory integration with IdM.	June, 2009	In-Process	If it is not working by the start of school we are going to need to determine how account creation will be managed – Do we train Districts?, Who will be responsible for account creation in the District?, Do we handle it in-house?, Who will be responsible if handled in-house?	Decision to implement the IdM solution or delegate account renewal to district will indicate whether this is accomplished
2009.2.01	Improve reference file for each building by incorporating DASL integration and more specific set up information along with current data.	June, 2008	Complete	Electronic files will be maintained at: Y:\Progress Book\ FY09_MasterSetupChart.xls	
2009.2.02	Create more accessible library of training materials (documentation and video) for users including teacher, principal and clerk functionality.	July, 2008	Complete, On-Going	Video Material is already available through the ProgressBook log in, supporting documentation will be developed and posted on ProgressBook webpage	
2009.2.03	Create training scripts for each software training type of session and cross prepare so all staff could perform session if necessary.	July, 2008	Not Started	Training scripts will be reviewed by team members and posted at: Y:\Progress Book\08-09 Manuals\Training Outlines	Determined that fully training a broader support team (Goal 2010.2.01) is more effective solution.
2009.2.04	Cross train ProgressBook/SSEM support staff (Elizabeth, Meghan, and Jerry) on DASL	July, 2008	In-Progress	Certificates of Attendance will be provided to attendees and team may implement responsibility rotations	Rewritten as Goal 2010.2.01

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2009.2.05	Virtualize ProgressBook and SSEM SQL and web servers to allow for improved performance during peak work periods.	June, 2008	Complete	Virtualizations will be tracked through CA-USD	
2009.2.06	Post information on all school buildings Portal Page. The DASL Team will utilize the Headlines, Announcements, and Upcoming Events utilities in DASL to improve communications with DASL Users. Our goal is to improve customer service.	July, 2008	Complete, On-Going	All communique's be posted at: http://www.laca.org/Services/DASL/ Team members review information before posting and assist in district notifications	
2009.2.07	Provide individual DASL Module trainings. Shift focus of training to modules of DASL – attendance, discipline, grade cards, etc. Our goal is to increase the user's knowledge on each module.	November, 2008	Complete	Documentation to include: training schedule, agenda and list of attendees	
2009.2.08	Incorporate Public Web Module. DASL has a module that allows students to enter their own course request. The goal is to get many of our districts using this, because it saves them time and money.	January, 2008	Complete	On-Line Scheduling being used by 12 districts	
2009.2.09	DASL team cross train with Progress Book. DASL team will attend New User	July, 2008	In-Progress	Rewritten as Goal 2010.2.01	

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	Progress Book Classes to help support Progress Book.				
2009.2.10	On site visit per building for feedback – Set up uniform questions to use for all buildings. The goal here is to identify user needs so services can be improved.	December, 2008	Complete	Visited 8 schools and conducted workshop/discussions.	
2009.2.11	Convert MISC to Assessments. The goal is to move all PSAT, ACT, SAT and Plan test from MISC Groups in DASL to the Assessment Area of DASL. The goal is to have one point of entry for Assessments.	July, 2008	Complete	Confirmation by team that all Assessment items have been moved from MISC to Assessments	
2009.2.12	Create Custom Transcripts for all High Schools. Moving the PSAT, ACT, SAT, and PLAN forces us to customize Transcripts for all High Schools. This goal allows the districts to customize their own transcript.	July, 2008	Complete	Confirmed use of Custom Transcripts by schools, minutes from DASL Team Meeting that item has been completed	
2009.2.13	Rewrite SINC to incorporate the new asp.net framework to provide more flexibility on building and offering classes, upgraded SINC Reports to reflect multiple years, and more user information.	April, 2008	Complete	Completed work http://www.laca.org/Services/DASL/SINC/login.aspx	
2009.2.14	Convert SSEM to FY09 compliance, both EMIS	November, 2008	In-Progress	Track loading and testing of SSEM upgrade in CAUnicenter	

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	requirements and Special Education requirements.				
2009.2.15	Create SSEM training videos of basic SSEM functionality to distribute to local LACA users and ITCs.	December, 2008	Not Started	Presentation of draft for SSEM service team review, post final version on LACA SSEM website	LACA decided not to do this as Software Answers offered to do it.

Notes

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State-Mandated Data Reporting Goal Matrix – including access to the appropriate department and software applications (EMIS):

**** Please Note Goal 2010.3.01 – 2010.3.05 are same Goals as 2010.2.01 – 2010.2.05. The LACA EMIS support is now part of Student Services Support due to the integrated nature of the applications used for reporting EMIS data. ****

# 3	<u>Goals *</u>	<u>Initiated Date</u>	<u>Status **</u>	<u>Comments</u>	<u>Measure of Meeting Goal</u>
2010.3.01	Student Services Staff Cross Training: Currently, each person in student services is supporting a defined set of software. The goal is that all student services support staff can support all student services applications, giving the service area more depth, which will improve customer service and response time	May, 2009	On-Going	This training will be accomplished by cross training meetings and role reversal. This will be measured by LACA surveys and the time constraints placed on other members becoming non-existent.	Cross-trainings will be tracked in SINC – a local PD tracking application
2010.3.02	Customer Service: Our goal is to provide consistency in the customer service aspect of student services.	June, 2009	In Process	Each team member will give a class on customer service (each member has received a different aspect of customer service to instruct). We would	Workshops will be tracked through SINC and materials will be available on line.

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				also like to invite a third party speaker to provide additional instruction. This will be measured by LACA Surveys. This consistency will increase customer satisfaction and loyalty	
2010.3.03	Documentation: All cross-training tasks will be documented in a manner that each person in the student services area has an understanding on implementing the task	June, 2009	In Process	These documents will also be used in cross training meetings and during role reversal. A documentation retrieval system will also be created to organize the documents for easy retrieval. This will give the service area more depth and allow for better answer consistency based on knowledge coming from another reliable source – documentation.	Completed documentation will be available through the retrieval system described.
2010.3.04	Team Building: The goal is to increase team synergy. This will be accomplished by team building exercises and weekly meetings.	June, 2009	In Process	This will help provide trust, loyalty, and integrity between all team members. Once these factors are created between team members, they will become a positive force with our customers too.	Completion and results of team building activities will be discussed at staff meetings.
2010.3.05	Student Service Integration: provide and implement training on the integration of all areas of service (DASL/EMIS/PB, SSEM) in student services to our customers. .	June, 2009	In Process	Provide a plan to This will ensure that everyone in the districts will know how an action affects other areas. This will provide more accuracy in data reporting.	Completion of Integration will be confirmed with rotation of job responsibilities among all student services team members and notification to all LACA staff that all student services inquiries can go to any team member
2009.3.01	Integrate EMIS reporting in DASL	July, 2008	In-Progress	Progress based upon DASL	

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				development in response to EMIS rewrite. LACA integration would be evaluated by installing/testing of integration piece, which would be tracked in CAUnicenter	
2009.3.02	Develop a DASL EMIS training for building personnel in areas of: <ul style="list-style-type: none"> <input type="checkbox"/> Discipline <input type="checkbox"/> Courses <input type="checkbox"/> Memberships <input type="checkbox"/> Student Information <input type="checkbox"/> (carryover from FY08) 	October, 2008	Complete, On-going	Development of training for new module would be tracked in CAUnicenter. Draft training documentation would be presented to Student Services Team for review and Team would observe training preview. If training complete, submission of Training agenda, documentation, attendee list and training evaluation	
2009.3.03	SSEM/EMIS Implementation	October, 2008	Complete to degree possible	Pending releases from SSEM and DASL	
2009.3.04	Cross train DASL Support Staff on EMIS reporting in all areas that are in DASL	July, 2008	Complete, On-Going	Documentation of training provided to DASL Support Staff	
2009.3.05	Implement BeAR (Better Access to Reports) to retrieve reports from ODE	May, 2008	Complete	Documentation of complete transfer of all districts' reports off Fiscweb through CAUnicenter tickets	
2009.3.06	Implement use of the EMIS screen on USPSWeb for personnel users and EMIS Coordinators	July, 2008	Complete	Training provided at EMIS Staff Meetings for each reporting period; Meeting agenda, documentation and attendance list will be tracked.	Complete to extent USPS Web has been developed.

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2009.3.07	Keep up on the EMIS Redesign – hardware installation, pilot progress, training, etc.	ODE-determined	Complete, On-Going	Documentation of updates on EMIS redesign sent out to EMIS support team or through Student Services Support Team	Weekly updates are drafted and distributed to all student services staff
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Library Automation Goal Matrix – curricular resources and educational technology services to support academic content standards and effective instruction:

# 4	Goals *	Initiated Date	Status **	Comments	Measure of Meeting Goal
2010.4.01	Work closely with eLibrary OPAC committee to make sure user needs are met and once released, implement for all LACA/INFOhio districts.	June, 2009	In-Process	New Cat 2.0 features will be implemented after update form completed by library staff.	Committee work will be tracked through CA-USD
2010.4.02	Continue to investigate and utilize WEB2.0 applications, including Smartboard training and lesson plans for librarians. Conduct cataloging workshops on cataloging templates, ebooks and adding podcasts to the online catalog.	June, 2009	In-Process	INFOhio Staff conduct training and send regular updates to users on new Web 2.0 applications	Review of accumulated messages and training material will be used to confirm completion of goal

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2010.4.03	Conduct Literature Lounge book talks for LACA libraries in conjunction with itsco, Worthington Public Library, Upper Arlington Public Library and the Hilltop branch of Columbus Metropolitan Library.	August, 2009	In-Process		Video Connections for these talks will be tracked through DLOTs – LACA-developed video tracking application
2010.4.04	Provide assistance to vide team , if needed, for INFOhio IVDL sessions.	June, 2009	In-Process	LACA has agreed to lead the development/delivery of video-based ER classes for INFOhio	Video Connections for these sessions will be tracked through DLOTs – LACA-developed video tracking application
2009.4.01	Symphony upgrade to library automation software (summer 08) Looks just like JAVA but with new features For most schools, it will just look like an upgrade but for TV, NE, WM and Par, it will have a completely new look which will require one day of training for all.	August, 2008	Complete	Training Documentation, Agenda and Attendance list will be provided.	Work tracked through CA-USD
2009.4.02	Continue monthly SIRSI K-12 workshops	July, 2008	Complete, On-Going	Offering will be tracked through CAUnicenter	
2009.4.03	Upgrade to the new card catalog coming out, which replaces Big Cat	July, 2008	Complete, On-Going	Progress of conversion to be tracked through CAUnicenter tickets	
2009.4.04	DASL conversions and testing	September, 2008	Complete, On-Going	Testing will be tracked via CAUnicenter.	
2009.4.05	Promote and train on newly	September, 2008	Complete,	Training Documentation,	

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	announced electronic resources		On-Going	Agenda and Attendance list will be provided.	
2009.4.06	Offer IVDL INFOhio videoconferences	September, 2008	Complete, On-Going	Offerings and attendees will be tracked through DLOTs	
2009.4.07	Keep curriculum directors updated with distribution list	September, 2008	Complete, On-Going	Updates sent to distribution lists will be archived	
2009.4.08	Research other professional development opportunities for library staff, including but not limited to, Webquests, Library 2.0, Smartboard and online training.	September, 2008	Complete, On-Going	Offerings will be tracked either though DLOTs or CAUnicenter	
2009.4.09	D3A2 – continue implementations and provide necessary support	June, 2008	Complete	As resources permit and D3A2 development progresses, additional schools will be trained; all offerings, training documentation and attendance lists will be tracked through CAUnicenter	

Notes

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Internet Access and Networking Services Goal Matrix – including email and the support of data exchange within the Information Technology Center’s user entities and across different Information Technology Centers and their user entities:

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# 5	<u>Goals *</u>	<u>Initiated Date</u>	<u>Status **</u>	<u>Comments</u>	<u>Measure of Meeting Goal</u>
2010.5.01	Provide Email Archiving Service	May, 2009	In Progress		Successful implementation of districts tracked through CA-USD.
2010.5.02	Provide Filtering/Reporting services for Web Content Filtering (8e6)	May, 2009	In-Progress		Progress on research will be reported though Tech Advisory Committee, if successful, final work tracked through CA-USD
2010.5.03	Provide Additional Hosted Servers (beyond Moodle)	May, 2009	Completed, On-going		Successful hosted server implementations will be racked through CA-USD
2010.5.04	Provide Video Content Management	June, 2009	In Progress	Collaborate with eTech to develop an automated service that will capture video-based coursework, download it to LACA, render it in appropriate medium and make accessible through Moodle.	Implementation tracked through CA-USD
2010.5.05	Develop New LAMA version	July, 2009	In-Progress	LAMA – LACA Account Management Application is a web-based product that automates the user security form workflow	Implementation will be tracked through CA-USD; application available in LACA domain
2010.5.06	Develop at least 4 high school class offerings for LACA schools to be delivered over video.	June, 2009	In-Progress		Success will be confirmed by schools registering for courses in DLOTs
2010.5.07	Create classroom collaboration activities and partnerships by visiting member schools and involving non-member buildings of that district in order to generate district-wide video interest and support.	June, 2009	In-Progress		Success will be confirmed by schools registering for classes in DLOTs

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2010.5.08	Work closely with Licking County ESC in order to grow video conferencing for professional development from that arena.	May, 2009	In-Progress		Success will be confirmed by schools registering for PD Activities in DLOTs
2010.5.09	Integrate DLOTs into SINC so that users will use a single log in for multiple applications and be able to order classes with greater ease. We will also be able to better manage information for districts.	October, 2009	Not-Started		Implementation steps and follow up training will be tracked through CA-USD
2010.5.10	Cross train Network Team in video services plus High Definition. This will ensure seamless support for the language classes meeting daily and early by eliminating reliance on a single person.	August, 2009	In-Progress		Training will be tracked through CA-USD
2009.5.01	Based on interest, create a new service that places a LACA technician on-site at participating district for a yet-to-be-determined period of time per week.	July, 2008	Cancelled	Present service proposal to LACATech Committee for approval	Based upon LACATech Committee input it was determined that there was not sufficient interest to accomplish cost savings.
2009.5.02	Take Internet Safety/Network Security assistance to the next level, and assist schools with additional blocking, proxy filtering, and monitoring of network activity.	August, 2008	Complete, On-Going	Track advanced training offerings with Training Documentation, Agenda and Attendance list	Conducted Tech Coordinator training during regular meetings
2009.5.03	Follow up on the Ohio K-12 Network Security Assessment findings and resolve as many issues as time, funding, and policy will allow.	September, 2008	Complete	Present resolutions to LACATech Committee, follow through on necessary issues will be tracked through CAUnicenter tickets	

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2009.5.04	Research E-mail Archiving solutions.	September, 2008	Research is Complete	Minutes of E-Mail Guidelines Committee will track progress of research; findings, recommendations to be presented to LACATech, Fiscal Advisory and Governing Board for approval	Implementation is goal 2010.5.01
2009.5.05	Hold additional LACATech meetings, driven by district needs rather than LACA's own agenda. Meetings will be a forum where district technology coordinators can share ideas and assist each other with local issues, with input from LACA staff.	August, 2008	Complete, On-Going	Meeting offerings, agenda, documentation and attendance lists will be tracked through CAUnicenter	
2009.5.06	Achieve 80% server virtualization on VMWare ESX platform with only 20% of our servers remaining on physical servers	June, 2008	Complete	CAUnicenter tickets tracking migration of each server	
2009.5.07	Hold 12 network team cross-training sessions	June, 2008	Complete, On-Going	Training dates, agenda and documentation will be tracked in CAUnicenter	Several trainings were held, rewritten as new goal 2010.5.10
2009.5.08	Replace all PMDF functionality with alternate software	June, 2008	In-Progress	Replacement for PMDF (installation, etc...) will be tracked through CAUnicenter	
2009.5.09	Migrate our primary Internet connection to the K12 Network from OC-3 to Gigabit	May 24, 2008	Complete	Migration of OC-3 will be tracked through CAUnicenter	
2009.5.10	Investigate moving video services from non-using buildings to	October, 2008	In-Progress	Target building will have new lead teachers, or video equipment will be	

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	building that might use - increase value to students by increasing the number of educational interactions in video buildings			moved. New Lead Teachers will either attend video training or host video training session at local building; video equipment moves will be documented in CAUnicenter	
2009.5.11	Evaluate DLOTS, redesign webpage to provide teachers with easier access to educational opportunities and to eliminate double entry to data; increase timeliness of information	April, 2010	In-Progress	Confirmation of new website at: http://www.laca.org/Services/IVDL/ Currently design workflows that replace DLOTS.	Completed Website will be presented to Video Lead Teachers and made available on LACA website
2009.5.12	Train users on SINC - introduce to all LACA users to a more user-friendly, higher value website tailored to users' needs	April, 2009	Not Started	Training Agenda, documentation, and attendance sheet	Postponed due to delay in SINC re-write per goal 2010.5.09
2009.5.13	Develop and deliver collaborative video content on INFOhio resources	March, 2009	Not Started	Successful video class delivery tracked through DLOTS	Re-written as goal 2010.4.04

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Narrative Summary:

This narrative should answer the following questions for all core service areas

1. Explain the process that is used within your organization to identify changing customer needs and develop organizational goals to advance your organization as a service provider.

CIP goals are derived from direct contact with users, through the annual LACA Customer Service Survey, one-to-one phone conversations, email and advisory and roundtable discussions. Service Support Teams also provide input based upon issues that arise in ITC forums, statewide user groups meetings and communiqués. Each Service Support Team, based upon a particular service area – Progress Book, Fiscal Services, EMIS, Network Services, etc... - meets every four to eight weeks throughout the year. Based upon thorough discussion and research, we decide whether an issue should be addressed immediately or placed on the upcoming CIP. Many times, the team determines that the issue is best addressed through immediate action, in which case the item is added to the team meeting agenda and assigned a person to oversee execution. Through this cycle of direct feedback and review, end-users concerns are presented to the Service Support Team and acted upon.

Goals are usually broken down into identifiable, measureable steps by the executive director and team, then added to the Service Team meeting agenda for on-going follow up. Goals that require financial investment are then considered under additional financial review, too.

Developing goals that meet the changing needs of customers requires not only listening closely to customers, but also staying abreast of the most recent developments of the software we support. Teams also reflect upon what they need in order to serve customers, both internal and external, more effectively and efficiently. For example, it may mean that the state support should provide support differently so that ITC's can deliver high quality support to customers. State or federal legislation may also affect the need for goals. LACA has conducted a District Data Inventory to assist districts with the responsible execution and management of their RC-2's. We have also gone to the Licking County Prosecutor to get rulings on particular legislation so we can better advise districts. Other times, we must take the responsibility to know more than the schools – like with E-Mail Archiving – to assist districts in interpreting and aligning their procedures with legal requirements.

2. How do you plan for the ongoing and future financial and staffing needs of your organization to maintain its position as a viable service provider?

As mentioned above, LACA staff are engaged in the daily work of the districts and encourage open communication. We are regularly approached about potential services. After gaining a clear understanding of what is needed to deliver the service – we arrange a preliminary presentation for district representatives who may be interested. We use this presentation to determine the level of interest; we need a minimum of four districts to consider the development of a service. Factors that drive whether we purchase the service or internally (with LACA resources) provide the service include: staffing within a service area, necessary hardware and software – both initial and on-going, needed staff

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training, and a readily available alternative such as another ITC already providing the service. Since we typically see the growth and implementation of a service to many if not all members, we have to consider how the service will draw on staffing resources long term. We usually present back to a full advisory committee about estimated cost and resources needed to deliver the new service successfully. Based upon discussion of costs and commitments, the advisory committee decides if the service is a fit for LACA or something that we just let a district contract for individually and we support the 3rd party integration. We are observing that supporting 3rd party integration to our applications is becoming a bigger responsibility and a cost that is not-so-hidden.

3. CA-USD Questions: (The following questions must be addressed in the narrative.)

- i. How did you use the data derived from the helpdesk to assist you in making management decisions?

The main information derived from review the helpdesk reports was the varying levels of helpdesk implementation that we have between different service areas at LACA. A primary conclusion was that while state support sites may have varying methods of escalation, it is more important for all staff to approach helpdesk usage similarly. We need to have a common methodology for creating tickets, the use of statuses, and stored queries. Many staff support more than one service area, so using the helpdesk effectively and appropriately is a challenge. We are able to observe in some service areas a more consistent use of the helpdesk and have seen improved response/resolution times, while in other areas, we have determined that more direction is going to be needed.

- ii. What is the relevance and correlation between data reports from CA-USD and the measurement and development of your organization's goals?

One of the core values of LACA is providing high quality customer service. Reviewing the Customer Survey results, it can be concluded that we are succeeding. It can be a challenge to correlate CA-USD data to our goals without looking into tickets to see how an issue was resolved. A user may be highly satisfied because they were treated with understanding and respect, even though their request takes longer to respond. What might be helpful is sitting down with each service team to review the reports and determine if there are more meaningful reports that they could use. I also believe that ITC directors should discuss how they use the reports and what conclusions they draw from looking at them.

The helpdesk is used to track progress on CIP goals. I don't believe that tracking more user inquiries is a valid continuous improvement goal because if staff conduct more effective, relevant training, the volume of tickets should decrease. However, developing a more standardized approach to entering and tracking user inquiries can be reflected through the reports. We have observed a large increase in the number of tickets entered and a significant decrease in resolution time in most areas. We have identified one service team that does need to use the helpdesk more judiciously and consistently. That is something the team is working on.

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I believe that if properly and uniformly implemented, we could see a shift in tickets within a service area that as we provide more training (=increase in Training tickets), the number of support tickets decreases. Unfortunately, with staff turn-over and reductions at schools as well as hardware replenishment and other variables, I'm not sure if any correlations could be drawn. That aside, it is an excellent tool for tracking user requests and how they were resolved, as a knowledge base.

As far as the reports that break down tickets on the district-by-district basis, there may be potential benefits to looking at tickets in this way, it may also become a point of contention if a district perceives that an ITC views them as high-maintenance. A district technology coordinator may also perceive that the ITC staff are evaluating his/her performance which can impact a very important trust.

- iii. How is your organization beginning to utilize CA-USD to measure SLA compliance with services provided to schools by your organization?

In general, CA-USD reports indicate that all service areas (check) are meeting SLA compliance, except for one service area. We have determined that the greatest challenge to support staff is making sure the service requests are entered and properly classified – on hold, escalated, closed – so that metrics accurately represent progress on work. We are making a dedicated effort to bring a level of standardization to the helpdesk so that the reports more accurately reflect actual work being completed.