



Continuous Improvement Plan
FY08

Providing Technology Leadership to K – 12 Schools

LACA Mission:

The purpose of LACA is to develop, support and provide leadership for the administrative, educational, and network technology for the member boards of education while striving to surpass customer expectations.

LACA Vision:

The Licking Area Computer Association is the leader in building strong partnerships to create a highly personalized, resource rich educational network for the PK – 12 community.

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Fiscal Support Services

Fiscal Services, including accounting (cash basis with generally accepted accounting practice extensions), payroll/personnel, and fixed asset accounting:

Review of Past Goals and Services Status for 2006-2007

1. What were these goals?

The progress of each goal is noted in the chart below. The fiscal support team reviews the goals regularly during team meetings to assess progress or any needed assistance. On-going progress of goals as well as overall service delivery is tracked through team meeting minutes.

2. Were you able to meet your goals?

Of the five goals listed below, three were completed and one is in progress, due to delays in the delivery of the Human Resource software from SSDT. The final goal, which is postponed until next year, couldn't be accomplished on schedule because schools hadn't completely migrated to DASL – a requirement for integrating STUFEES.

3. How did (do) you measure the extent to which your organization has met your goals?

LACA uses a chart to track progress of CIP goals. For each service area, the corresponding support team develops a set of goals to improve the service delivered to customers. The goals derive from roundtable discussions, customer service surveys, feedback via email or training evaluations and through one-to-one discussions with customers. The goals are then submitted to the LACA Management Team for review and approval. The following chart lists each goal, the targeted due date, whether or not it was accomplished and a detailed description of the results of the goal.

2007 CIP Goal Review – Fiscal Services

Goal/Objectives	Due Date	Accomplished	Comments
Installation and implementation of TimeWare's PrimeTime time card software.	Dec 2006	Completed for Pilot	Licking Heights and Southwest Licking Pilots sites; local staff trained and clocking in/out; test database established; successfully tested test imports into payroll; at this point next step is live implementation, survey of pilot district staff and GB approval for new LACA service.

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Goal/Objectives	Due Date	Accomplished	Comments
Implementation and training on Human Resource software from SSDT	June 2007	In Progress	July 19,2007 Kick off meeting for all districts; C-Tec piloting Personnel Module
Integrate the use of the STUFEEES program with DASL for student billing	June 2007	Delayed	Delayed because pilot school has not converted to DASL. This goal will be moved to FY08.
Increase training on the web based programs as SSDT migrates from the green screen programs to web based programs.	On Going	Completed	USAS Web training going well and users are satisfied. Recorded statistics on # of trainings offered and # of attendees.
Expand and refine the Payroll 101 and Accounting 101 series of training.	June 2007	Completed	8 Districts completed training; mini presentation during Roundtable was well received.

Planned Goals by Core Service Area for 2007-2008

1. What changes (for each of the above core services areas), is your organization planning for implementation in the 2007-2008 fiscal year (if any)?

As mentioned above, we utilize charts to track the progress of each CIP goal. Aside from the fiscal team CIP goals, LACA will continue to pilot the HR Kiosk and its various modules as well as implement the electronic timecard application called TimeWare Prime Time. The integration of the DASLFees (DASL application module) will also play a growing role in customer support. Assisting districts with the integration of additional third-party applications is an-going goal.

2. How did your organization arrive at these new goals?

For each service area, the corresponding support team develops a set of goals to improve the service delivered to customers. The goals derive from roundtable discussions, customer service surveys, feedback via email or training evaluations and through one-to-one discussions with customers. The goals are then submitted to the LACA Management Team for review and approval. The following chart lists each goal, the targeted due date, whether or not it was accomplished and a detailed description of the results of the goal.

3. How are these goals designed to meet the changing needs of your member-customer school districts?

The intent of LACA's CIP goals is to deliver additional or modified services which fill the gap between the existing applications we support and the customer needs. These needs are sometimes driven by parents' input, legislative actions, changes in technology, or the demands of education. Several strategies are employed: increased and/or improved end-user training, documentation and tools, improving LACA support staff skills and tools, and increasing the LACA support staff for a particular application (which can be accomplished through cross training or adding additional staff).

Your organization was supplied with several reports from the CA-USD HelpDesk system for review (please refer to A01 and A06).

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1. In reviewing these reports, are there any surprises in how your services are being allocated by district, or how your staffing is distributed by service area?

Report A06: Several generalizations might be derived from a review of the district-by-district report: primarily that larger districts require more ITC support staff resources and the more services a district contracts for, the more resources they will require. However, one year of data is not sufficient to support such a conclusion. A number of factors that also impact these statistics are district hiring and retention practices, district finances (which inevitably impact the decision to release staff for professional development) as well as the skill level of staff they hire, potentially geographic location and the level of technology expertise at the local level. These all impact how well an ITC's services appear to customers. Several more years of collecting data are necessary before any conclusions can be reached. For fiscal services, LACA's support staff are in their second year of using the helpdesk, giving them more experience and a higher comfort-level, and their customers have also been introduced to the helpdesk.

Overall, LACA is putting greater efforts into making the helpdesk an important tool for all staff so it is not viewed as a mandate, but as a valuable resource well-integrated into our business processes. One concept being implemented is a standardized nomenclature that will be used in the helpdesk summary field so the tickets can be more easily searched. LACA staff use a 4-letter code for each school building served. i.e. LAHS: Lakewood High School or NREH: Northridge Elementary Hartford. These codes are included in the summary field, as well as a category of the problem that the user is experiencing. This makes it easy for all staff to search for multiple issues occurring within a single building that might be related. For example: NEHS – Record Lock or NFEN – Attendance.

One additional methodology being discussed is easy-to-understand request area sub-categories that reflect the nature of the service area.. The pre-define categories that were originally dictated are not applicable in some circumstances:

-DataMgmt
-Documentation
-SoftwareMgmt
-Support
-Training

We are considering, within the constraints of the ODE mandate, to apply more support-staff friendly categorization:

-bugs
-enhancement
-set up
-instruct
-other
-etc...

These categories would be more applicable for student services as so many applications are being implemented as development continues.

Report A01: One overall comment is that I believe LACA staff have done a great job of implementing the helpdesk into their support processes. The areas that do show the largest number of tickets are also the service areas that have been using the helpdesk for 2 + years. The number of tickets by

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service area will continue to grow both as staff and customers become more accustomed to the helpdesk interface, and as we put more thought into how the helpdesk application can be integrated into LACA's customer service.

2. How do you envision the data from the CA-USD HelpDesk system being able to assist your organization in improving services to your member-customer districts?

A concern exists that as more data is collected on a district-by-district basis, decision-makers could potentially start looking upon a particular district as "resource-intensive" or "expensive-to-support", or that a board member might start asking why a particular district requires a proportionally greater amount of time to support an application. These reports are public record and thought should be given to what conclusions one might derive from this information.

This concern aside, these statistics will give LACA management quantifiable data for assessing both the applications and the staffing required on a service area – by - service area basis. Again, if the request area categories were designed a little differently, more relevant data could be derived. We are working with the SSDT Unicenter support staff to devise a method of getting this information.

2008 CIP Goal Preview – Fiscal Services

Objective	Complete By	Evaluation Method
Develop half to full day beginners accounting training agenda.	December 31, 2007	Training Agenda, Material, and Attendance List
Develop an implementation packet for the Human Resource package.	July 13, 2007	Implementation Packet submission for Mgmt review
Develop an implementation packet for the TimeWare's Primetime software.	October, 2007	Implementation Packet submission for Mgmt review
Develop an on going project web page. Keep a running update of our current projects; time card, HR kiosk, ASEOP import.	October, 2007	Submission of Webpage link to Mgmt
Implementation of the helpdesk. Pilot the email notification with some of our power users.	December, 2007	Review of LACA.Fiscal Helpdesk requests at end of fiscal year
Installation and implementation of TimeWare's PrimeTime time card software. Assume the first line support for LH and SW and facilitate the next district that decides to implement the software.	December, 2007	Review of LACA.Timecard Helpdesk requests at end of fiscal year
Implementation and training on Human Resource software from SSDT. Bring Maysville on as pilot for leave tracking. Have kick off meeting, July 19, for all districts.	On-going	HR Kiosk Kick Off Agenda, Material and Attendance List; log of districts that sign up for Kiosk during the year
Integrate the use of the STUFEES program with DASL for student billing. This is to be piloted with C-Tec. They have not yet migrated to DASL. Lakewood has requested implementation. Would like to meet in June.	June 2008	Successful import of fees from DASL to USAS for pilot district(s).

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Student Administration Support Services

Student records management, including provisions for student scheduling, grade reporting, attendance tracking, and tracking of special education needs:

Review of Past Goals and Services Status for 2006-2007

1. What were these goals?

All student service goals have been included in the chart below and include the final status of each goal as well as additional comments. A majority of goals are in “on-going” status since they are conducted on the district-by-district basis as they convert to DASL .

2. Were you able to meet your goals?

All goals are completed or in a status of “on-going” based on integrating into LACA’s service model.

3. How did (do) you measure the extent to which your organization has met your goals?

Descriptions of how each goal was completed are included in the far right column.

2007 CIP Goal Review – Student Services

Goal/Objectives	Due Date	Accomplished	Comments
Monitor and help resolve SIS errors for SIS – DASL cleanup	On Going	On Going	Process is documented and in place to monitor .SEXT files.
Have 12 Districts Live on DASL	June 2007	On Going	All conversions completed by end of July 2007.
Create regular DASL Team Leader meetings	Dec 2006	Completed	Meeting Agenda, attendance list and material are all filed.
Incorporate On-Site visits (personal, hands-on training) to help end-users use DASL.	June 2007	On Going	Completed 30 plus site visits
Offer workshops to help school buildings clean up conversion issues between SIS and DASL. (SEXT report errors)	On Going	On Going As Needed	2 workshops were held and will continue to be scheduled until conversion is completed
Implement Modular Training - sessions that are geared to a more defined topic in DASL. For example attendance, Discipline, Fees etc.	July 2006	Completed	20 modular trainings completed.

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Goal/Objectives	Due Date	Accomplished	Comments
DAZZLE. Build a DASL Knowledge Base for all DASL Users. This also includes a more dynamic DASL website that can be maintained by all LACA employees.	July 2006	On Going	LACA DASL web site and DAZZLE KB are complete and regularly updated.
Implement CAUnicenter Helpdesk for managing issues/questions reported by SSEMCon (state ITC) users.	On Going	Completed	All issues, enhancement requests/votes, and training registrations submitted through CAU
Maintain a minimum of 90% uptime of ProgressBook/SSEM during weekends. (set up preventative pre-weekend routine maintenance)	On Going	Completed	2 Weekend Issues resulting from 2 SIM outages which LACA resolved
Continue ProgressBook/SSEM software information delivery to users by sending a minimum ten notices to users via distribution lists, equivalent to one per month.	June 2007	On Going	Pertinent notices posted on Progress Book Login Page
Implement integration between ProgressBook/SSEM and DASL as districts move to DASL as student information package.	June 2007	On Going Until Conversion is Completed	Successful conversion of 10 Go Live DASL Districts
Attend at least one training session for other team software applications.	June 2007	Completed	DASL, SIS, SSEM and Progress Book trainings were offered to all LACA student services support staff
Research and stay abreast of D3A2 project	On Going	On Going	2 LACA staff assigned to D3A2 Subcommittees; TV and SW are piloting D3A2 Application

Planned Goals by Core Service Area for 2007-2008

1. What changes is your organization planning for implementation in the 2007-2008 fiscal year?

The chart below provides an overview of each new strategy being planned to increase service to customers.

2. How did your organization arrive at these new goals?

For each service area, the corresponding support team develops a set of goals to improve the service delivered to customers. The goals derive from roundtable discussions, customer service surveys, feedback via email or training evaluations and through one-to-one discussions with customers. The goals are then submitted to the LACA Management Team for review and approval. The following chart lists each goal, the targeted due date, whether or not it was accomplished and a detailed description of the results of the goal.

3. How are these goals designed to meet the changing needs of your member-customer school districts?

The intent of LACA's CIP goals is to deliver additional or modified services which fill the gap between the existing applications we support and the customer needs. These needs are sometimes driven by parents' input, legislative actions, changes in technology, or the demands of education. Several strategies are employed: increased and/or improved end-user training, documentation and tools, improving LACA support staff skills and

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tools, and increasing the LACA support staff for a particular application (which can be accomplished through cross training or adding additional staff).

Your organization was supplied with several reports from the CA-USD HelpDesk system for review (please refer to A01 and A06).

1. In reviewing these reports, are there any surprises in how your services are being allocated by district, or how your staffing is distributed by service area?

Student Services had the greatest number of tickets among all service areas. Being that this service area supports five applications as well as their interface with third-party vendors, it is also the most heavily staffed service area. We are also in the process of migrating our schools from SIS to DASL, so we should see a volume of tickets.

2. How do you envision the data from the CA-USD HelpDesk system being able to assist your organization in improving services to your member-customer districts?

Particularly with in student services, we are considering re-designing request area categories to provide more value to both support staff and LACA management. This plan is more fully described on page 6 (above).

2008 CIP Goal Preview – Student Services

Objective	Complete By	Evaluation Method
Distribute monthly Tips & Tricks e-mail communications to users via progressbook_users and ssem_users distribution lists.	June 2008	Submit log of email communications
Establish reference file for each building & district for ProgressBook set up & procedure information easily accessible for entire team.	Sept 2007	Review of content located in physical binder
Build relationship with building administrators (principals & secretaries) through site visits during school year.	June 2008	Submit log of site visits and administrator contacts
Utilize CAUnicenter Helpdesk to track tickets escalated to Software Answers.	June 2008	Submit log of escalated tickets with CAUnicenter ticket reference information.
Develop PB login page as reference webpage with links to information, documentation, and training offerings. Reroute existing PB and SSEM service pages to the PB login page for information.	July 2007	Review of login page and website links
Develop separate test environments for PB and SSEM, identical to live environments, for release testing and troubleshooting. (\$\$)	Oct 2007	Review CAUnicenter ticket logging development of environments
Cross train DASL support staff (Jeff & Linda) on ProgressBook.	June 2008	Submit certificates of attendance for training sessions
Convert all schools live on DASL by July 2008 including successful integration with ProgressBook.	Ongoing	100% of districts successfully converted to DASL. Successful start of year for Aug 2008. Ability to shut down support for SIS.

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Objective	Complete By	Evaluation Method
Improve customer service skills; increase survey satisfaction results.	June 2008	Compare FY07 and FY08 survey results for improvement in scores; maintain same questions for survey control
Pilot one district on CAUnicenter for DASL support issues; allow users to call but not submit issues via email.	May 2008	Review of district-submitted tickets
Implement EMIS aspects of DASL training for building personnel.	May 2008	Successful EMIS reporting for Oct 07, Dec 07, Feb 08, June 08
Research report writer tool for extracting data from DASL and develop implementation plan for production.	Dec 2007	Submit recommendation and purchase report-writing tool if necessary
Develop statewide Special Education supplemental forms committee and implement a minimum of five (5) statewide supplemental forms.	June 2008	Submit committee meeting agendas and log of released forms.
Develop implementation plan for SSEM/EMIS integration.	Oct 2007	Submit finalized plan

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EMIS Support Services

State-mandated data reporting, including access to the appropriate department databases and software applications (EMIS):

Review of Past Goals and Services Status for 2006-2007

1. What were these goals?

As stated earlier, the EMIS CIP goals are included in the following chart.

2. Were you able to meet your goals?

All goals for the EMIS Support Team were reached, to a degree. The DASL EMIS implementation has been completed for schools that have converted to DASL. This will be an on-going goal as districts continue to convert. Alignment of training to customer needs has become an on-going process integrated into LACA services. The SSEM EMIS implementation is currently in test mode. Further progress of this goal is based upon the development of the DASL Import.

3. How did (do) you measure the extent to which your organization has met your goals?

Objective measures have been included in the chart to the extent that is possible.

2007 CIP Goal Review – EMIS Services

Goal/Objectives	Due Date	Accomplished	Comments
Implement DASL/EMIS	June 2007	On Going	10 districts converted
Align training to meet users needs per FY06 survey results Discipline Basic EMIS Safari/ODBC Testing	June 2007	On Going as needed	1 on 1 EMIS training for new Coordinators. Regular monthly EMIS Coordinator meetings
SSEM/EMIS Implementation	June 2007	In testing mode	DASL Import not available SSEM export in testing phase
Implement Helpdesk per the state guidelines	June 2007	On Going	LACA staff submitting requests into helpdesk; presented to customers a brief training on how to submit helpdesk requests to LACA support staff

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Planned Goals by Core Service Area for 2007-2008

1. What changes is your organization planning for implementation in the 2007-2008 fiscal year?

Please reference the chart below for a list of goals for FY08.

2. How did your organization arrive at these new goals?

For each service area, the corresponding support team develops a set of goals to improve the service delivered to customers. The goals derive from roundtable discussions, customer service surveys, feedback via email or training evaluations and through one-to-one discussions with customers. The goals are then submitted to the LACA Management Team for review and approval. The following chart lists each goal, the targeted due date, whether or not it was accomplished and a detailed description of the results of the goal.

3. How are these goals designed to meet the changing needs of your member-customer school districts?

The intent of LACA's CIP goals is to deliver additional or modified services which fill the gap between the existing applications we support and the customer needs. These needs are sometimes driven by parents' input, legislative actions, changes in technology, or the demands of education. Several strategies are employed: increased and/or improved end-user training, documentation and tools, improving LACA support staff skills and tools, and increasing the LACA support staff for a particular application (which can be accomplished through cross training or adding additional staff).

Your organization was supplied with several reports from the CA-USD HelpDesk system for review (please refer to A01 and A06).

1. In reviewing these reports, are there any surprises in how your services are being allocated by district, or how your staffing is distributed by service area?

EMIS support does not have as many tickets as other areas. Considering the number of school staff directly involved with EMIS, LACA's EMIS support staff is also proportionally distributed. As support staff become more comfortable with the Helpdesk, we anticipate an increase in the number of tickets.

2. How do you envision the data from the CA-USD HelpDesk system being able to assist your organization in improving services to your member-customer districts?

EMIS helpdesk may be of value as LACA staff offer feedback for the EMIS redesign.

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2008 CIP Goal Preview – EMIS Services

Objective	Complete By	Evaluation Method
Implement use of web applications to maintain EMIS data including EMISWeb and USPSWeb	June, 2008	Review Helpdesk tickets documenting successful installation and testing of EMISWeb and USPSWeb.
SSEM/EMIS Implementation	June, 2008	Review Helpdesk tickets documenting successful import of data from SSEM to DASL
Develop a DASL EMIS training for building personnel in the areas of Discipline Courses Memberships Student Information		Submission of Training agenda, documentation, attendee list and training evaluation
Develop New EMIS Coordinator's training	October, 2007	Submission of Training agenda, documentation, attendee list and training evaluation
Participate in ODE's EMIS Redesign	On-going	Assignment of staff to ODE's distribution lists, confirmed participation in ODE planning session (if offered/requested)

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Library Support Services

Library automation, curricular resources, and educational technology services to support academic content standards and effective instruction:

Review of Past Goals and Services Status 2006-2007

1. What were these goals?

All library services goals are in the chart below.

2. Were you able to meet your goals?

Library service goals have been included in the chart below, to the extent that it was possible. Schools opted not to implement the JAVA client until later when a newer version of the Sirsi software was available.

3. How did you measure the extent to which your organization has met your goals?

Explanations are included under the “Comments” heading in the chart below.

2007 CIP Goal Review – Library Services

Goal/Objectives	Due Date	Accomplished	Comments
Par Excellence conversion	Sept. 2006	Complete	Go Live was 5/15/2006 New Library staff trained in Nov 2006
Mt. Vernon Conversion/Go Live - Conduct new-user training for all Mt. Vernon library staff – tentatively scheduled for August 21 – 23, 2006	Aug. 2006	Complete	Go Live for district was 6/14/2006 All staff was trained August 21 – 23, 2006
Install and train users on new JAVA Client	Jan. 2007	Delayed - Won't begin JAVA until 2007/2008 school year	It will be district decision on whether to go live in 2007/2008. Sympony is coming in 2008.
GL3.1 Upgrade and Web2 Release – scheduled for end of July	Sept. 2006	Complete and Ongoing as patches are released	It was announced in March that there will be no GL3.2 because Unicorn is becoming Code-name “Symphony” to be released in 2008.

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Goal/Objectives	Due Date	Accomplished	Comments
Develop implementation plan for new SIRSI features: <ul style="list-style-type: none"> ○ New procedure for Barcode Production ○ Sirsi Pocket Circ ○ Demand Management (Holds) ○ Attendance Module ○ Digital Title/ER Support 	June 2007	Partially Complete: <ul style="list-style-type: none"> □ New barcode reports released in 2007 □ Pocket Circ, Demand Management and Attendance not used □ Digital titles added to Core list 	Barcode production no longer requires saving to hard drive and opens in Word. Pocket Circ requires the purchase of handheld equipment priced anywhere from \$725 to \$2400. Digital titles can't be used by all due to tech coordinator restrictions on PCs.
Start of Year Processing	Sept. 2006	Complete	Kick off Meetings were Sept 6 and 8 of 2006.
Coordinate District patron update changeovers with DASL team for DASL Go Lives. - Test DASLR & DUCK to determine if it will meet our needs for doing special extractions. – DALSR release scheduled for late June.	Dec. 2006	On-going	Checklist created for SIRSI schools going to DASL. Checklist is used to verify correct student/teacher information is being loaded. No need for DASLR & DUCK at this time.

Planned Goals by Core Service Area for 2007-2008

1. What changes, is your organization planning for implementation in the 2007-2008 fiscal year?

The chart below lists the planned goals for FY08.

2. How did your organization arrive at these new goals?

For each service area, the corresponding support team develops a set of goals to improve the service delivered to customers. The goals derive from roundtable discussions, customer service surveys, feedback via email or training evaluations and through one-to-one discussions with customers. The goals are then submitted to the LACA Management Team for review and approval. The following chart lists each goal, the targeted due date, whether or not it was accomplished and a detailed description of the results of the goal.

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1. In reviewing these reports, are there any surprises in how your services are being allocated by district, or how your staffing is distributed by service area?

INFOhio support has been using the HelpDesk for two years. LACA's support staff experience and comfort are demonstrated in the high number of tickets reported. INFOhio State Support's guidance in implementing the helpdesk has been valuable in assuring data in the helpdesk is valuable. Guidance from state support in all service areas would assist in making the helpdesk data more meaningful.

2. How do you envision the data from the CA-USD HelpDesk system being able to assist your organization in improving services to your member-customer districts?

Within the scope of INFOhio, the helpdesk is a repository of troubleshooting information that staff can access when INFOhio support staff are not available for assistance. This should provide users with more timely support.

2008 CIP Goal Preview – Library Services

Objective	Complete By	Evaluation Method
Implement end-user entry of Helpdesk tickets.	October, 2007	Confirmation of end-user submission of helpdesk tickets
D3A2 – Continued support for pilots and implementation and training of new Districts.	On-going	Review of Helpdesk Tickets tracking end-user support
Continued research of Symphony and open source products	On-going	Submission of recommendations to LACA Management
Serve on New Web2 Interface re-design State committee	On-going	Staff participation on committee; reporting of updates in team meeting minutes
Perform DASL patron update procedure conversions and verifications as Districts migrate from SIS to DASL	On-going	Review of Helpdesk Tickets on district-by-district basis
Library Conversions/Training 1. C-TEC (Winnebago) 2. Lakewood (Brodart) 3. Licking Valley Elementary (Winnebago & Brodart, pending LSTA Approval) 4. JAVA Implementation (so far all Districts besides TV, NE, and WM will be moving to JAVA next year.	June, 2008	Review of Helpdesk Tickets for each district

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Network Support Services

Internet access and networking services, 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:

Review of Past Goals and Services Status 2006-2007

1. What were these goals?

All FY07 Network CIP Goals have been included in the chart below.

2. Were you able to meet your goals?

All goals were either completed or in an on-going status. Those that are on-going are scheduled to be completed during FY08.

3. How did (do) you measure the extent to which your organization has met your goals?

The status of each goal is also outlined in the chart below.

2007 CIP Goal Review – Network Services

Goal/Objectives	Due Date	Accomplished	Comments
Conduct Outlook training for LACA staff to promote more efficient use of the software for task such as scheduling meetings, reserving rooms, and organizing messages	Aug. 2006	Completed	C-TEC presented training at LACA for LACA staff. All Staff attended.
Cross-train on StorServer tape backup system.	July 2006	Completed	Document created detailing the procedure; alternate staff training was completed in March, 2007
Implement a plan and incorporate Unicenter Helpdesk into our daily routine, creating a central repository for all work being conducted by the Network Team. Change control, storing operating procedures for troubleshooting LACA services in case primary staff are out, and tracking status of all ongoing projects can all be accomplished by this.	Aug. 2006	On Going	Tech Coordinators have been trained on helpdesk and have access.

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Goal/Objectives	Due Date	Accomplished	Comments
Research a centralized network monitoring tool that does the following: <ul style="list-style-type: none"> □ Monitors Network equipment for downtime (SNMP traps) □ Monitors TCP/IP services for downtime (SMTP, WWW, etc) □ Monitors Windows Services for downtime Possible choices are IPCheck by PRTG or ServersAlive, or some other yet-to-be-determined application. Product should also be able to send notifications during off-hours	Sept. 2006	Completed	IPCheck purchased and implemented Notices and Alerts sent automatically
Remove as much ATM from the network as possible (contingent upon bridging support at the state level) This will reduce maintenance costs and LACA Network team support time as the network complexity decreases	Sept. 2006	On Going	Helpdesk tickets track all completed conversions. NCHS & SF getting fiber
Convert all changes currently done through LACA Staff User Security Forms to LAMA, making the process of adds/removes/changes electronic from end-to-end, streamlining the process for both end-users and LACA staff who have to create accounts.	June 2007	On Going	Application completed. MV currently in pilot. All districts will be converted by end of August 2007.
Convert LACA internet connection from DS-3 to OC3	September 2006	Completed	3 rd Frontier Network (Ohio Super Computer Network)
Offer remote back up service of district owned servers	June 2007	Completed	4/17/07 – implemented remote back up service for Heath City Schools
Convert LACA School Districts from T-1 connectivity to Fiber	Nov. 2006	Completed	Helpdesk tickets track all completed conversions.

Planned Goals by Core Service Area for 2007-2008

1. What changes, is your organization planning for implementation in the 2007-2008 fiscal year?

Proposed goals for FY08 have been included in the chart below.

2. How did your organization arrive at these new goals?

For each service area, the corresponding support team develops a set of goals to improve the service delivered to customers. The goals derive from roundtable discussions, customer service surveys, feedback via email or training evaluations and through one-to-one discussions with customers. The goals are then submitted to the LACA Management Team for review and approval. The following chart lists each goal, the targeted due date, whether or not it was accomplished and a detailed description of the results of the goal.

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3. How are these goals designed to meet the changing needs of your member-customer school districts?

The intent of LACA's CIP goals is to deliver additional or modified services which fill the gap between the existing applications we support and the customer needs. These needs are sometimes driven by parents' input, legislative actions, changes in technology, or the demands of education. Several strategies are employed: increased and/or improved end-user training, documentation and tools, improving LACA support staff skills and tools, and increasing the LACA support staff for a particular application (which can be accomplished through cross training or adding additional staff).

Your organization was supplied with several reports from the CA-USD HelpDesk system for review (please refer to A01 and A06).

1. In reviewing these reports, are there any surprises in how your services are being allocated by district, or how your staffing is distributed by service area?

The network team has only been using the helpdesk for one year. It is anticipated that helpdesk usage will increase as staff gain a higher comfort level with the application and develop more clearly defined guidelines regarding the issues that are to be entered. Customers have also been trained on helpdesk usage, which should also increase usage.

2. How do you envision the data from the CA-USD HelpDesk system being able to assist your organization in improving services to your member-customer districts?

The greatest benefit to the Network Service Team is in bringing more organization and systematic procedures to the team. The helpdesk can be used as an organizational tool both to track progress on various projects and to communicate work in progress with team members. As the network team integrates the helpdesk into procedures, they should see improved communication and efficiency.

2008 CIP Goal Preview – Network Services

Objective	Complete By	Evaluation Method
100% LAMA implementation. Build in as much automation as possible for LACA staff to perform the actual changes	September 2007	Confirm elimination of all paper user security forms
Netflows reporting setup	October 2007	Submit traffic reports from the Netflows product to Mgmt Team
VMWare migration. Goal to get at least one production server running on VMWare	November 2007	Observe end-users using the VMWare-based server for daily processing
Messageware Suite upgrade	October 2007	Completion of successful upgrade and testing of the new features

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Objective	Complete By	Evaluation Method
8e6 monitoring tools research/setup/installation \$\$\$	December 2007	Generate report from 8e6 tools
Migrate from OC-3 to Gigabit Ethernet	eTech Determines	Review of Helpdesk Ticket 393808 – request sent to eTech to convert LACA from OC-3 – GigE
H323/VoIP/SIP prioritization research/setup to optimize the network, while adhering to state plans for H323/VoIP	June 2008	Verify quality of calls after implementation; review log of helpdesk tickets related to video QoS
Caching engine research / setup	December 2007	Submit reports of cache hit ratio, and observe traffic hitting the cache
Mandatory monthly cross-training between network team members. Define 12 topics based on priority and schedule training sessions for the whole year	September 2007	Executive director to review and approve topic list and scheduled dates
PMDF Replacement / Sharepoint research/setup. Find out what benefits can be for our districts and a potential for replacing PMDF completely	February 2008	Shut down PMDF on OpenVMS
LACA website rewrite - portal based, single sign-on to all applications (limited by technology), public/private site (time permitting)	June 2008	Verify new site is up and running
Create searchable tech knowledgebase? Redundant? Find freeware/open source web-based knowledgebase software?	June 2008	Verify knowledgebase site is up and running
Swap responsibilities for a month on areas (Storserver, 8e6, Exchange, etc)	June 2008	Create a chart of who has responsibilities and for what month, and sign off at the end of each month

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Video Distance Learning Support Services

Video Distance Learning is a separate service at LACA that is inter-related to other services. All staff and all service teams participate in the CIP process. The Video Support Team has compiled the following report of FY07 CIP goals as well as new goals for FY08.

2007 CIP Goal Review – Video Services

Goal/Objectives	Due Date	Accomplished	Comments
Convert V-Tel (ATM) systems to IP	Sept. 2006	In Progress	NCHS, SF, LACA done in July
Implement State IP Video Standards	Sept. 2006	On Going	LACA is up to date and waiting on state directive
Train users on making IP Video Calls	Sept. 2006	On Going as needed	Helpdesk assistance, Survey results
Increase Professional Development offerings through Video	On Going	Completed	Many districts participated in 24 professional development sessions. MV, TV, MA participating in Graduate Program through video
Follow up every video call with Class Evaluation	On Going	On Going	Users asked to submit evaluation
Implement a promotion strategy on building-to-building basis for promoting video integration	Oct. 2006	On Going as needed	Lakewood and Mt. Vernon presentations completed

2008 CIP Goal Preview – Video Services

Objective	Complete By	Evaluation Method
Design and Implement new Video Support Website	October, 2007	Submission of link to new website, Management Review of contents
Devise a hardware replacement plan for ATM video equipment	November, 2007	Presentation of Plan to LACATech; inclusion of plan presentation in LACATech Meeting minutes
Schedule and deliver one PD activity per video building	June, 2008	Review of scheduled PD events
Conduct one video introductory session per video building	February, 2008	Review of scheduled introductory sessions
Register all H.323 Video endpoints with eTech NOC	October, 2007	Review of Helpdesk Tickets tracking work
Conduct site-by-site assessment of each H.323 video endpoint to execute eTech's QoS standards	January, 2007	Review of Helpdesk Tickets tracking work

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Management

The Management Team consists of the Executive Director, Operations Director and Technology Director. This team's responsibility lie with policy creation/implementation/enforcement and organizational operations.

2007 CIP Goal Review -Management

Objective	Complete By	Evaluation Method
Increase effectiveness of communication among staff and users through meetings, email, website, helpdesk – better manage distribution lists, assess need for new user groups, re-assess staff meetings	On-going	Year-end user surveys. Support of DASL website/support policy for pilot year, regular review of all e-mail dist lists, recorded minutes for all user/staff/team meetings
Apply project management principles on new projects	On-going	On-going review of project progress
Develop and implement an efficient E-Rate Filing Process and Support System for Users	On-going	Documentation of process
Develop and implement process for monitoring service up-time outside of business hours	On-going	Documentation of process. IPCheck, CAUnicenter, local spreadsheet tracking
Implement management tools to enable more effective management of LACA staff and services	On-going	Year-end review of CAUnicenter use, Exchange use, Monthly team meetings

2008 CIP Goal Preview - Management

Objective	Complete By	Evaluation Method
Revise LACA's Disaster Recovery/Business Continuity Plan to include: <ul style="list-style-type: none"> <input type="checkbox"/> Recovery processes for all LACA's applications – long term <input type="checkbox"/> Contingency plan – short term <input type="checkbox"/> Participate in State Standardization/Hot-Site Implementation 	June, 2008	Approval by Governing Board to purchase/participate in state standardization plan. Governing Board approval of Disaster Recovery Plan
Define standards for and goals of helpdesk	March, 2008	Presentation of Helpdesk Standard Procedures to LACA Staff
Create LACA "Fish Team" to assist with the implementation of FISH business management principles	October, 2007	Review of Team Meeting Minutes
Develop and Implement efficient E-Rate Filing System	February, 2008	Review of E-Rate Filing Support Documentation
Revise LACA Constitution for Compliance with State Standards	June, 2008	Approval by Legal Counsel and Governing Board
Develop Data Retention Policy	June, 2008	Approval by Governing Board

**Guidelines and Recommended Procedures for
OECN Information Technology Centers (ITCs)**
(Based on Current Ohio Administrative Codes)

If the answer to any of the questions below is NO, an explanation is to be provided in the comments section.

3301-3-03 Information Technology Center and User Entity Permit Eligibility and Application.

1. Does the Information Technology Center (ITC) have an organizational governance document that is ratified by the governing body of each proposed participating information technology center member?
NO
2. Has it been reviewed by legal counsel for compliance with Chapter 167 or section 3313.92 of the Revised Code?
NO
3. Does the Information Technology Center (ITC) have a schedule of services and proposed agreements for execution between the ITC and providing the services and its user entity permit holders?
YES
4. Was the ITC in existence as of January 1, 2005 maintaining a minimum base of twelve permit holders, which are provided with core services, OR having a minimum aggregate ADM of twenty-thousand students?
YES
5. Does the ITC provide a minimum schedule of staffing, training, core services, resources and procedural operations as determined by the department and referenced as information technology center responsibilities in rule 3301-3-06 of the Administrative Code and performance requirements in rule 3301-3-07 of the Administrative Code?
YES

3301-3-06 Responsibilities of an Information Technology Center and a User Entity

Information technology center (ITC):

6. Does the ITC promote a cooperative, integrated system of information technology for its user entities as well as among other information technology centers?
YES
7. Does the ITC promote and administer the efficient and cost –effective implementation of information technology which supports the information technology strategies of the department and all user entities?
YES

8. Does the ITC coordinate innovative uses of information technology that support the goals of the department, information technology center, and all user entities?

YES

9. Does the ITC provide for electronic networking capabilities between and among user entities, the information technology center, and support connectivity to the department or its designee, and maintain a system of electronic contact information as specified by the department?

YES

10. Does the ITC make certain that all data acquired on behalf of user entities are held in trust for those entities? (Any transfer or release of any user entity's data shall require prior authorization from that specific entity.)

YES

11. Does the ITC offer core services to all user entities with permits?

YES

User entity:

12. Do the user entities utilize requested core services provided through the OECN and its component information technology centers?

YES

13. Do the user entities participate in the governance and financial support of the information technology center that serves the user entity and remain financially current?

YES

14. Do the user entities adhere to the governance documents of the information technology center?

YES

15. Do the user entities procure and utilize a data communications link to communicate electronically with department personnel via compatible equipment?

YES

16. Do the user entities provide required data to the appropriate information technology center in an electronic format as defined by the department? (Large district user entities may, at the discretion of the department, report required data directly to the department.)

YES

17. Do the user entities build the capacity of its staff through professional development that allows the user entity to meet specific obligations to the information technology center as per the contractual agreement between the information technology center and the user entity?

YES

3301-3-07 Performance Requirements

Governance-agreement/constitution

18. Is the agreement between user entities establishing an information technology center (ITC) ratified by all user entities?
AND
Is it in compliance with section 3313.92 of the Revised Code?
AND
Has it been reviewed by legal counsel for compliance with section 3313.92 of the Revised Code?
AND
Was it approved by the superintendent of public instruction? (Any site organized in accordance with Chapter 167 of the Revised Code must show compliance with the provisions of such chapter.)
NO
19. Does the agreement include provisions for a governing assembly, a board of directors, and executive committee, or a combination of these entities?
YES
20. Does the agreement include provisions for a systematic approach to encourage participation that is representative of all end users and governance that is representative of all user entities?
YES
21. Does the agreement define the responsibilities of each component of the organizational structure?
YES
22. Does the ITC governing authority rest with the board of directors or the governing assembly rather than the fiscal agent?
YES
23. Does the agreement set forth the process of change and define how organizational changes are to occur, such as, amending the agreement, changing the fiscal agent, adding and withdrawing membership, and changing officers?
YES
24. Does the ITC's governance document contain language that holds harmless the fiscal agent for any liabilities, obligations, claims, damages, penalties, causes of action, costs or expenses relating to the operation and activities of the consortium? (Amounts to be paid in the settlement of any such claims or damages, including attorneys' fees and costs and expenses, shall be apportioned among all consortium member districts to the extent permitted by law.)
YES
25. Are all governance policies and procedures, as well as daily site operations, in accordance with the ITC's current by-laws, agreement(s), or both?
YES

All ITCs must maintain fully executed contractual agreements wit their user entities.

26. Does the contractual agreement between the information technology center and its user entities specify at a minimum the quality implementation standards, as defined by the department, for all core services, as well as any additional fees to supplement state subsidy for the core services?

YES

Local fiscal operations requirements

The ITC shall evidence the appropriate appointment and utilization of a fiscal agent.

The fiscal agent treasurer is responsible for all financial transactions associated with the information technology center. Any information technology center organized in accordance with Chapter 167 of the Revised Code may employ its own treasurer to assume all financial responsibilities.

27. Are all financial transactions and accounting procedures associated with ITC operations performed in compliance with requirements of the Revised Code and the auditor of state?

YES

28. Are the financial accounting records of the ITC activities separately maintained and capable of being audited?

YES

29. Does the fiscal agent, on behalf of the members, or the council of governments (COG) hold title to all equipment owned by the information technology center?

YES

30. Are procedures for receipting, expending, and accounting for funds defined and followed?

YES

31. Do the appropriate governing bodies of the ITC approve all fee assessments, contracts, employee compensation and benefits, as well as initial and modified appropriations, as evidenced by official meeting minutes?

YES

The board of directors or the governing assembly shall be provided access to the following:

32. Does the ITC maintain detailed fiscal reports for each regular board of directors or governing assembly meeting?

YES

33. Does the ITC provide other reports upon request?

YES

Financial condition

34. Amortization periods for the retirement of indebtedness shall not exceed the recommended schedules for depreciation as established by the internal revenue service. Is the ITC in compliance?

YES

35. Does the ITC maintain a minimum cash balance equivalent to the higher of the following:
an average of thirty days' expenditures for the previous twelve-month period or anticipated expenditures for the next sixty days?

YES

Operating requirements

36. Does the ITC hold a valid permit and maintain compliance with the criteria established for that permit as identified in paragraph (A) of rule 3301-3-03 of the Administrative Code?

YES

37. Is the ITC in compliance with section 3301.075 of the Revised Code and with the OECN line item appropriation language contained in the most recent budget enacted by the Ohio general assembly?

YES

38. Is the ITC as organized in accordance with either Chapter 167 or section 3313.92 of the Revised Code provide a current copy of its organizational agreements(s) for review during the site review specified in paragraph (A)(2) of rule 3301-3-04 of the Administrative Code and upon request by the department and/or the public?

YES

Core services as defined in rule 3301-3-01 of the Administrative Code shall be implemented as follows:

39. Are the core services delivered based upon the quality implementation standards communicated by the department?

YES

40. Does all software and hardware, used by ITCs, enable efficient and effective end-user access to the core services?

YES

41. Is equipment for computer systems or support services shared among and between multiple ITCs in order to increase operational efficiencies, lower operating costs, and/or to improve service reliability?

YES

42. Are contractual agreements executed with user entities across all core service areas specifying the areas of service (e.g. software management, data management, training, problem resolution, documentation, communication and quality of service), responsibilities of the information technology center and the user entity for each area of service, and quality implementation standards for each area of service?

YES

Specific guidelines applying to internet access and networking services are as follows

43. Is the speed and reliability of the network commensurate with department standards and provide for optimal performance to end users?

YES

44. Are standards established by the state for connectivity maintained by the ITCs?

YES

45. Is the ITC responsible for any repairs or maintenance to the network and equipment for accessing the internet?

YES

46. Does the ITC coordinate and manage an integrated services network, which may include but not be limited to voice, video and data services? (Every educational entity desiring to be connected should have the option of access. The primary internet service provider(s) shall involve the network and provider(s) selected by the department.)

YES

Reports

47. Has the ITC filed a continuous improvement plan with the department, as defined by department guidelines and timeframes? (The report shall include the ITC's planned versus actual delivery of core services based upon quality implementation standards. The report shall inform the department-managed accountability system for the OECN. The ITC shall respond in writing to the department and/or make operational adjustments as directed by the department if deficiencies are noted in the department's review of the continuous improvement plan.)

YES

48. Does the ITC implement an automated system with quality implementation standards defined by the department in partnership with the OECN? (The system shall, at a minimum, facilitate communication and problem resolution among user entities and escalation to appropriate information technology center staff across the OECN, as well as with the department. The system shall enable the reporting of quality implementation metrics for the core services to the department and provide data for the department-managed accountability system for the OECN.)

YES

49. Are detailed financial records of the ITC for the current and previous fiscal year transactions made available for review during the site review referenced in paragraph (a) (2) of rule 3301-3-04 of the Administrative Code?

YES

50. Are financial records made available to the department within sixty days of the end of the fiscal year, in an electronic format as specified by the department?

YES

Business continuity, security, and other safeguards

51. Does the ITC have a written business continuity plan that is formulated, reviewed at regular intervals by the governing body of the data acquisition site, and on file at the department?

NO

52. Does the ITC have a written security policy that is implemented which includes the following?
It specifies the methods for obtaining, processing, reporting, and storing data.
It prohibits access to the computer systems and services by unauthorized personnel.

YES

53. Is the ITC staff bonded, at a level determined by the ITC's governing body, for the faithful performance of their duties?

YES

54. Does the ITC have insurance coverage for all fixed assets?

YES

55. Does the ITC have a data retention policy that is written, implemented and communicated to all user entities? (This policy shall specify how data are stored, how they can be restored and the method for disposal of these data.)

NO

56. Is the computer system reviewed at regular intervals in order to ensure sufficient system performance and data security?

YES

57. Does the ITC comply by not modifying in any respect software or associated data structures provided by the department without the prior written approval from the superintendent of public instruction, or his or her designee?

YES

58. Is the environment for the computer systems in compliance with the manufacturer's standards for installation, power, and maintenance?

YES

59. Does the physical security of the ITC prevent unauthorized access to the computer systems?

YES

Information technology center personnel

60. Are staffing levels sufficient to meet the service needs of the user as measured by end-user and staff satisfaction?

YES

61. Are personnel assignments made to ensure that user support needs are met and that all core services are successfully delivered?

YES

62. Do all staff members have training and/or experience necessary to perform the duties contained in their job descriptions?

YES

63. Are all ITC staff given the appropriate training for the task assigned?

YES

64. Are all ITC staff whose job assignments are related to the support of technology or technology services engaged in an ongoing program of in-service in the areas of assignment? (Each staff member shall earn a minimum of one and one-half CEU's per year, with a minimum of eight CEU's earned during any four-year period of employment. Other training in lieu of CEU's may be used if approved by the department or its designee. CEU requirements for part-time personnel shall be pro-rated.)

YES

FY08 ITC Continuous Improvement Plan Signature Page

The signatures below attest that the FY 08 CIP for Licking Area Computer Association ITC has been reviewed and is accurate, to the best of our knowledge. This also attests that the FY 08 CIP has been made available to the administrative personnel of all member school districts of our ITC.



ITC Governing Board Chair

8-9-07

Date



ITC Fiscal Officer

8/9/07

Date



ITC Director

8/9/07

Date