

Lake Geauga Computer Association Narrative for FY17 Continuous Improvement Plan

1. What is the status and progress of your continuous improvement plan for this past year? Provide an overview of your ITC's efforts towards completion of your plan and activities.

During the summer of 2015, LGCA conducted a strategic planning session made up of a diverse group of district staff, directors from other ITC's, staff of the MCOECN along with other stakeholders that provided input to create LGCA's Strategic Plan (see below for the plan). In October, the LGCA Executive Committee finalized the Strategic Plan that focused on the 4 key areas:

1. Financial Effectiveness
2. Organizational Efficiency
3. Quality Services
4. Innovation

A main objective was to review current services, look at ways that LGCA could expand services, look at possible alliances and look at cost savings. In mid-October the Executive Director scheduled a meeting with the northern/central ITC's to discuss ways ITC's could be proactive in delivering services to our customers in a collaborative way and discuss the changing landscape of mergers of 5 ITC's becoming META. The Executive Director also met with META, to discuss their model and their projected mergers with the 3 ITC's that were scheduled to occur January 2016. During Capital Conference LGCA's Governing Board Chairperson and Executive Director met with the CEO of META to hear more about their service offerings.

After those meetings, the CEO of META attended the November LGCA Executive Board meeting to discuss META. After the board listened to the lower fees and increase of services, the board voted to enter into an MOU with META to investigate the possibility of merger.

In December, at the General Assembly meeting, the members focus on the merger with a presentation by the CEO of META reviewing their services and their upcoming mergers. The membership wanted LGCA to do their due diligence prior any merger and asked the Executive Director send out a survey to poll the membership on their thoughts on the merger.

LGCA's Executive Director and Executive Committee identified areas that needed to be address prior to moving forward

- ✓ META Site Visit
- ✓ Meeting with META and LGCA Board Representatives
- ✓ Review LGCA/META Constitutions

- ✓ Review Financial
- ✓ Review Contracts/Services
- ✓ Review Staffing
 - (org charts, job descriptions, salaries, benefits, etc.)
- ✓ Hire Legal to review Merger Documents
- ✓ Meet with Non-Members doing service with LGCA
- ✓ Meet/Communication with Members review services
- ✓ Meeting with Infinite Campus Leadership
 - LGCA Territory, SEOVEC Territory, META merger impact
- ✓ Identify Committees

After several meetings during January through April, the following outstanding items needed to be complete prior to making a decision to move forward with the merger. LGCA needed META Financials, META Organizational Charts, review LGCA & META Contracts, and review staffing. META was experiencing some issues with their current mergers, so the decision was to stop the merger proceedings.

Even with the merger investigation, LGCA continued to operate and address our CIP goals. LGCA hired a Fiscal Support Staff who attended several training for state software. LGCA participated in the SSDT Advisory committee for state software. For the Student/EMIS Services LGCA hired an additional support staff. LGCA had 2 employees certified by Infinite Campus to become trainers that allowed them to certify new ITC Campus Support Staff. Four additional LGCA staff became certified to support Infinite Campus.

During FY16 LGCA converted 5 districts from Progress Book Suites to Infinite Campus. LGCA performed the whole conversion for the 5 districts versus having Infinite Campus provide that service. In order for LGCA to do the whole conversion, the LGCA staff needed to be trained and certified by Infinite Campus. By LGCA doing the conversions for the districts, LGCA saved the 5 districts ~ \$225,000.

During the summer of 2016, LGCA oversaw a major project installing a fiber network to the LGCA districts. This provided a 1gb circuit to each district with the ability to expand to 10gb.

LGCA also collaborated with TCCSA and NCOCC for secondary internet. Each ITC received 2gb of secondary internet that could combined as a shared 6gb of secondary internet in case there were issues with the primary internet service.

LGCA implemented a new bandwidth-reporting tool for customers to view usage so they could expand their bandwidth as needed. LGCA participated in the ODE Grant for Denial of Service Attack to protect the internet services to our customers.

LGCA Strategic Plan

FINANCIAL EFFECTIVENESS

Goal 1: Capitalize on the power of the consortium model to provide affordable services in an efficient, cost effective, and transparent manner.
Objective 1.1: On an ongoing basis, work to identify the best products and most cost effective services and develop agreements that will enable clients to access them at affordable rates.
Strategy 1.1.1: Use the management council (MCOECN) to identify products for the consortium clients.
Strategy 1.1.2: Collaborate with district staff to establish a process for ongoing review of resources and products that drive efficiencies for all clients.
Objective 1.2 Develop a model for financial sustainability.
Strategy 1.2.1: Develop a process for evaluating/reviewing and modifying service fees that ensure adequate financial sustainability.
Strategy 1.2.2: Identify scalable services.
Strategy 1.2.3: Develop a survey for members identifying their needs and expectations.
Objective 1.3: Ensure timely and accurate billing.
Strategy 1.3.1: Explore other billing models.
Objective 1.4: Provide the most affordable cost efficient services.
Strategy 1.4.1: Identify potential partners.
Strategy 1.4.2: Evaluate the impact of consolidation/merger/strategic alliances on providing cost effective services.

ORGANIZATIONAL EFFICIENCY

Goal 2: Leverage the consortium model to provide services in the most efficient way possible.
Objective 2.1: Communicate with clients to ensure that services, fees, and expectations are clear.
Strategy 2.1.1: Establish a communications plan.
Strategy 2.1.2: Identify who needs to know what when and develop plan for providing the information.
Strategy 2.1.3: Develop process for sharing information from the consortium members.
Strategy 2.1.4: Ensure information provided is consistent and current.
Strategy 2.1.5: Provide a mechanism for disseminating EMIS protocols.
Objective 2.2 Increase capacity to deliver services.
Strategy 2.2.1: Determine how to increase revenue to support additional staffing.
Strategy 2.2.2: Identify opportunities to partner with districts to share training expertise.
Strategy 2.2.3: Develop a tool for evaluating expansion opportunities (revenue, training demands, etc.).
Strategy 2.2.4: Inventory current services and prioritize opportunities for growth.
Strategy 2.2.5 Develop a succession plan.
Objective 2.3: Provide clients with appropriate professional development related to areas of expertise.
Strategy 2.3.1: Assess consortium members' professional development needs. <i>(NOTE: When we are assessing, be sure to consider both future and current needs.)</i>
Strategy 2.3.2: Create a framework for offering professional development.
Strategy 2.3.3: Offer professional development opportunities.
Strategy 2.3.4: Evaluate and modify professional development opportunities as needed.

QUALITY SERVICES

Goal 3: Ensure that high quality, client-focused services are provided to all stakeholders.
Objective 3.1: Ensure that LGCA has the right personnel to support its products and services, both in terms of qualifications and in terms of number of staff.
Strategy 3.1.1: Annually review job descriptions to ensure they align with service needs.
Strategy 3.1.2: Annually review deployment of personnel (resource allocation).
Strategy 3.1.3: Use customer feedback to make adjustments to personnel deployment.
Strategy 3.1.4: Develop an employment strategy.
Objective 3.2: Promote the professional development of LGCA staff.
Strategy 3.2.1: Review individual professional development plans.
Strategy 3.2.2: Determine appropriate level of resource allocation for training of staff.
Strategy 3.2.3: Analyze emerging trends and develop strategies to address training needs in response to trends.
Strategy 3.2.4: Develop plans for cross training.
Objective 3.3: Develop protocols that ensure clients receive clear and consistent information and support.
Strategy 3.3.1: Review how and in what modalities communication happens with customers.
Strategy 3.3.2: Identify delivery method preferences of customers.
Strategy 3.3.3: Develop a communications plan.
Objective 3.4: Develop a process to address customer service.
Strategy 3.4.1: Review what is currently being done.
Strategy 3.4.2: Develop protocols to address customer service issues (complaint process).
Strategy 3.4.3: Establish process to review service level agreements.

INNOVATION

Goal 4: Secure and promote the use of the latest and most cutting-edge technology solutions.
Objective 4.1: On an ongoing basis, work to identify the emerging needs of clients – their common needs as well as those that are specific to individual organizations.
Strategy 4.1.1: Develop survey to ask consortium clients about their emerging needs.
Strategy 4.1.2: Explore idea/develop work groups advisory committees for specific topics and issues.
Strategy 4.1.3: Develop protocols and processes to address emerging needs.
Objective 4.2: Monitor developments in the field and proactively identify products and services that will effectively serve the clients' needs
Objective 4.3: Find ways to procure, and make available, cutting-edge products and services
Strategy 4.3.1: Formalize groups convened by LGCA to identify needs and develop strategies for procuring new products.
Strategy 4.3.2: Assess standing groups that are meeting.
Strategy 4.3.3: Formalize process for identifying needs and communicating this information up and down.

2. What are the key areas of improvement you plan to address this coming year? Why were these key areas included?

Provide an overview of the activities and professional development planned to address these key areas and describe what you hope to accomplish this year with those activities.

For FY17 LGCA will continue to focus on our strategic plan. The first goal is to hire additional staff for Fiscal Services, Student/EMIS Services, Technology Services and a new position for Curriculum and Technology Integration Coordinator. The Curriculum and Technology Integration Coordinator position was created based on customer feedback.

What LGCA learned from the investigation of the merger with META is that the member districts like LGCA Services and they want to be involved in the decision making, and having the support local to them. At the June 2016 General Assembly meeting, the Executive Director reviewed that ‘LGCA is their consortium’ and that the success of LGCA’s support and services lies in the communication and involvement with our members.

For many years, LGCA has had active User Groups for each of our core areas. To increase participation from all districts, the superintendent from each district this year shall assign a liaison to each user group (with exception of treasurers’ user group). Each district may have at least one (1) representative on each user group.

User Groups defined

Student Services will focus on EMIS, scheduling, GPA, attendance and other functions related to student records.

Educational Services will provide input on testing, curriculum issues and other functions related to educational resources.

Business Services will review food service package, transportation, fixed assets (if applicable), maintenance programs and other functions related to operation of non-academic affairs.

Technology Services will review Internet, data security, wiring, technology standards and other functions related to technology.

Treasurer Services will provide feedback on personnel packages, fixed assets (if applicable), payroll, accounting and other functions related to the financial operation of the school district.

Our next goal is to implement a Student Support hierarchy for Infinite Campus support. Our goal is to insure that every district has key support staff in the district and school levels. With targeted training to key district staff, this structure will emanate success in understanding and support for all the features/modules of the

student software. We want to insure that all district departments are proficient on how the student software interacts with EMIS and utilize all features available.

LGCA / Infinite Campus Support Plan

Roles & Responsibilities

School Coach

School Coaches are the first level of support for his/her building. This person will be trained to be familiar with all building level functionality.

Teacher Coach

Teacher Coaches are the first line of support for teachers. These individuals will not only provide teacher support, but they are also used for training other teachers (Train the Trainer Model).

Primary/Secondary & Technical District Support Contacts

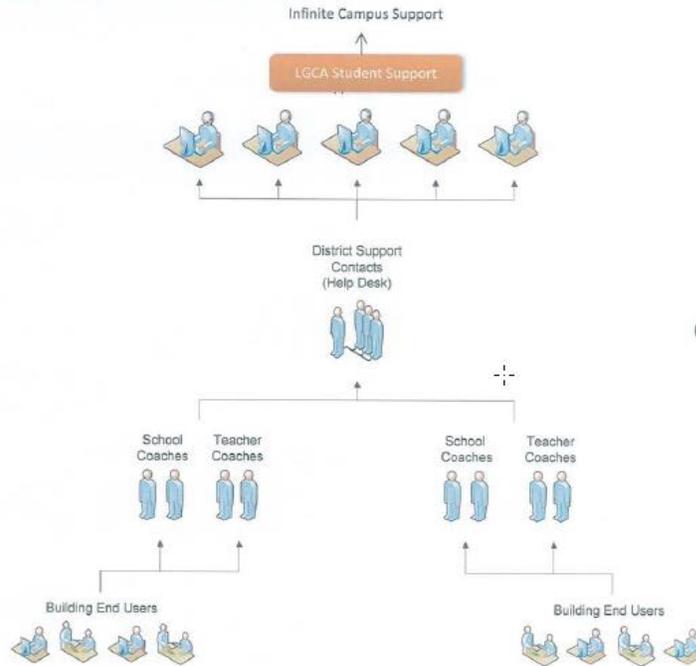
The Primary & Secondary & Technical Support Contacts will be the only three persons that will have access to the Campus Community to enter support cases for their district.

LGCA Student Support

LGCA should be contacted for any

Client Executives

The Client Executive's role is to maintain and preserve a healthy relationship with their assigned districts. This includes but is not limited to escalating issues that are submitted by the district and may not have been resolved in a timely matter. The Client Executive may also work with the training department to scheduled additional training if needed.



The Student/EMIS Support Staff will be attending the state EMIS trainings and conferences. The new staff will go through the training and certification for Infinite Campus Software. More of our districts are participating in Infinite Campus's premium modules. The LGCA staff will be certified to support the premium modules. By providing this support, our districts can benefit in additional discounts on Infinite Campus fees.

Fiscal Services Support Staff will continue to attend SSDT training offerings. The LGCA Fiscal Support Staff will also participate in the SunGard training and conversion, along with the districts that make the decision to convert to SunGard. LGCA will use the MCOECN Cloud service to implement the SunGard solution. Depending on the wave our districts choose, will determine when LGCA will be involved with the SunGard training. LGCA will continue to participate on the State Software Advisory Committee.

The INFOhio Services LGCA will continue to attend INFOhio state meetings and continue to promote and train on electronic resources available to all schools.

The role of the Curriculum and Technology Integration Coordinator will be multifaceted. They will be trained to become the ICoach for INFOhio, go through the Infinite Campus certification training, become the Ohio EdTech liaison, and LGCA Higher Ed liaison. This person will meet with all schools and begin to lay out a strategy to integrate technology and curriculum. They will utilize the LGCA Video

Conferencing services for meetings and training. By working closely with the districts, this may identify new services that LGCA can offer the districts.

The Technical Support Team will migrate our existing virtual server environment to a Hyper converged solution that will improve our ability to manage our virtual environment and provide cost effective hosting to districts for their server environments. During this migration, LGCA will upgrade our existing VMware environment to the latest available version and implement Windows Server 2016. This solution will provide the ability to eliminate the need for a physical server to be required on customer premises and establishing redundant levels for core required services (DNS, DHCP, AD)

LGCA continues to investigate ways to improve our network environment. LGCA will increase the licensing for Denial of Service Attacks, due to the growth in usage of the internet. We are looking to implement a more redundant Domain Naming Service solution to improve internet resolution services, implement redundant BGP edge routers for our Internet Service and investigate local filtering appliances to facilitate better filtering and bandwidth management functionality to the local district.

3. How do you obtain input from customers, governing board, and staff in identifying the key areas identified in question#2?

LGCA Executive Committee will continue to review the progress on the LGCA strategic planning session. LGCA will continue to meet with customers, conduct surveys, and through the superintendent appointed user groups will help guide us to meet our customer needs.

4. Highlight examples of collaboration with other entities contribute. Do you anticipate these efforts will directly contribute to your ITC's service improvement? If so explain.

LGCA is collaborating with the SSTR4 for Special Ed services, TCCSA and NCOCC for secondary internet, LACA for RAM software, continue to explore opportunities with Northeast Ohio Service Agencies, and attending state meetings. The SunGard migration project will create a collaborative environment for all participating ITC's along with the MCOECN. Through these efforts, LGCA and other entities can find ways to collaborate and strengthen our support and services to Ohio districts.