

# **TECHNOLOGY SERVICES**

## **Five Year Plan**

### **2021-2026**

Submitted July 1, 2021  
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## Overview of Technology Services

The Technology Services department plans, develops, implements, and supports a wide variety of technology solutions throughout SSD to support student learning. The department provides network connectivity in the SSD schools and central office and filters internet traffic for appropriate content as mandated by federal CIPA<sup>1</sup> guidelines. The department also maintains server infrastructure to support SSD databases, e-mail, and data storage requirements. One of the most important databases the department supports is the Phoenix database for special education which stores student level Individual Education Plan (IEP) data and facilitates compliance with state and federal guidelines. Technology services provides technical support to users throughout SSD using a tiered model of problem solving.

The Technology Services department is expected to design and establish a technology infrastructure that provides reliable network access to required data and to the internet. The department is also expected to collaborate with key stakeholders to design and implement data collection, storage and reporting to support district instructional and operational functions. Finally, the department is expected to resolve technical problems in a timely manner.

The Technology Services department provides services that can be grouped into three main categories:

1. Develop and maintain the infrastructure of networks and servers to provide access to data for instructional and operational functions of SSD. This service includes managing access to the internet, protection from antivirus and hacking attacks, as well providing e-mail services.
2. Develop, implement, and maintain technology solutions. Manage large-scale technology projects. Manage and deliver data to stakeholders through reporting and integrations.
3. Develop and maintain a systematic process for technical support.
4. Internally the department gathers data on district needs and resources to develop a prioritized list of projects that maximizes impact on SSD processes in a cost-efficient manner.

### What customers/stakeholders expect:

- Reliable network access
- Safe and flexible internet filtering
- Data delivery, reporting, & integrations
- Strategic approach to problem solving and collaboration on technology solutions for district processes

## Organization Mission

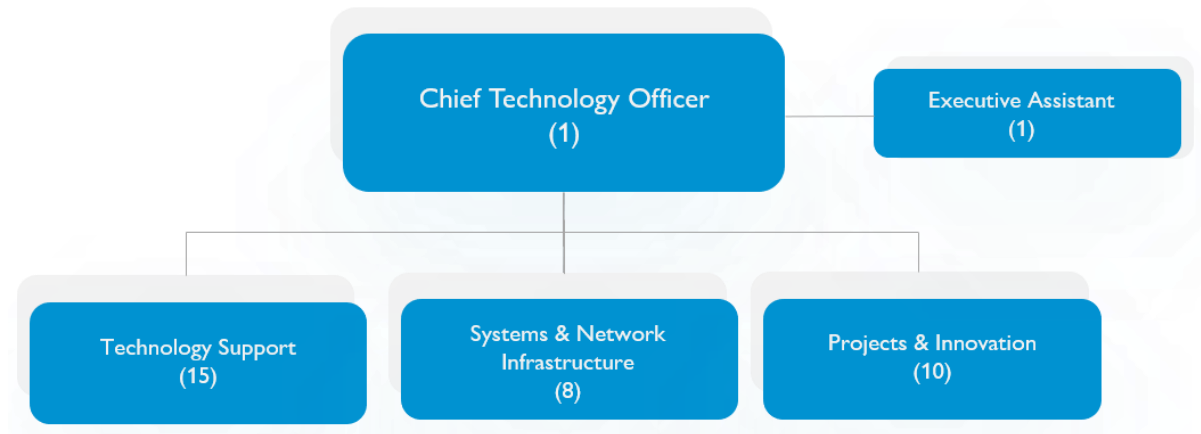
The mission of the Technology Services department is to support and facilitate SSD efforts to achieve student success by developing and implementing technology solutions that meet district needs.

## Organization Description

The Technology Services department started as management information systems and was part of Business and Finance and initially provided services to support the business and finance departments and did not include instructional technology through mid-range system with terminal clients. Over time, the department evolved to provide support to over 6000 user-computing endpoints in addition to printers, fax machines, and other networked devices for operational and instructional support. Technology Services supports approximately 6000 staff across all SSD departments. The Technology Services department consists of three primary business

units combined to provide Operations, Infrastructure, Project Management, Application Development, and Desktop Support services. The Technology Services department employs a total of thirty-five (35) employees.

Organizational Structure: 35 Staff



**Technology Support Team**

The Technology Support Team consists of two Service Desk Technicians, nine Desktop Support Technicians, a Mobile Device Facilitator, a Service Desk Manager, and a Desktop Support Manager working within an Information Technology Infrastructure Library (ITIL) framework under the direction of the Director of Technical Support. The Technology Support Team provide Service Desk coverage along with level one and level two technical support. Technical support service delivery is either over the phone, at desk side or via remote desktop with at least two resources staffing the Service Desk phone always between the hours of 7AM and 4PM, Monday through Friday.

The Technology Support Team provisions new computer systems under the Technology Refresh program, which replaces computing devices on a four-year cycle.

**Systems & Network Infrastructure Team**

The Systems & Network Infrastructure Team consists of two Network Engineers, two System Engineers, a Senior System Engineer, and a Telecommunications Manager working within an Information Technology Infrastructure Library (ITIL) framework under the direction of the Director of Infrastructure.

The Systems & Network Infrastructure Team, divided into two functional teams, provides support of the communications, server, and storage systems used within SSD. All members of the Infrastructure Team provide level three technical support to SSD staff.

The Systems & Network Infrastructure Team will provision new hardware on a rolling multi-year plan to ensure compliance to federal and state mandated information systems requirements. The equipment manufacturer’s commitment to continue supporting the asset through each fiscal year determines the set of equipment to update.

**Projects and Innovation Team**

The Projects and Innovation, Applications Development, and Special Education Information team consists of four Programmer/Database Analysts, two Special Education Facilitators, an Enterprise Application Analyst, On-

line Professional Learning Specialist, and an Application Manager working within an Agile model under the direction of the Director of Projects and Innovation. The team provides in-house support of system integration points, application enhancements, and traditional development activity as well as project management.

## Technology Planning Committee (TPC):

The Technology Planning Committee is comprised of representatives from each major operational and instructional area in the District including participation from both students and parents. The team is responsible for assessing the current state of technology, identify areas of improvement, and prioritize initiatives. The Technology Planning committee develops SSD five-year strategic technology plan with key actions and milestones. The TPC is broken down into six major focus areas with champions for each area.

The sub-committees of the TPC team are comprised of the following:

Focus Area	Sub-Committee Chair
Business Operational Efficiency	Shantell Ziegel
Student Technology	Charles Keller
Teacher Preparation	Will Chattin
Tech Services Operational Efficiency	Heather Murch
District-Wide Technology	Tony Spina

### Business Operational Efficiency Subcommittee

The business operational efficiency sub-committee is responsible for assessing the operational staff technology needs within the district. This included Business and Finance, Technology, Communications, Superintendent's Office, Human Resources, Facilities and Transportation. The main goal of this sub-committee is to review existing technology; identify gaps and determine areas that are inefficient and overlapping. This committee began by assessing the current state of Technology within the operational departments. This was done by conducting a survey and meeting with the different stakeholders.

#### Current State of Technology Questionnaire

1. What are the core software solutions and/or devices that you are currently using?
2. How well do you feel you clearly understand the features, functionality, and value of existing technology?
3. Is the team fully utilizing the existing technologies? If not, what is hindering the team (i.e. lack of training, process inefficiencies, inadequate support)?
4. What opportunities are there to better integrate processes through technology?
5. What gaps in technology are currently affecting performance? For example, is the lack of automation solutions hindering our effectiveness and efficiency in daily operations?
6. How are redundancies within our technology solutions and processes leading to inefficiencies?
7. How are you engaged in the decision process for new technology solutions? Is it adequate?
8. How could operations and technology work more closely together to improve the value of technology investments?
9. What can be done better to keep up with innovations in technology products and services?
10. Please tell us one thing that is going well related to technology.

As a result of the information gathering sessions, it was determined that there were several processes that were manual, software applications that were redundant, other applications that were not used to their fullest potential, and overall lack of training. The committee created three main goals:

**Goal 1:** Reduce Operational Redundancies by 10% in YR1, 25% YR2 with Overall Cost Reduction of 5%

**Goal 2:** Establish support lifecycle and equitable distribution of technology hardware and software to operational and instructional groups to reduce financial and labor cost.

**Goal 3:** Reduction in Technology Services Tickets and Labor efforts from user error by 3% in FY1, 5% in FY3 and 10% in FY5.

The subcommittee reviewed all the different software applications used in the operations of SSD and identified applications that were not used effectively and/or had similar functionality. We reviewed the current Enterprise Application System (ERP) to identify gaps in its ability to meet the needs of the district. The committee met with all the stakeholders to identify what they needed in a solution with the goal of finding a single system that would meet those requirements. A Request for Proposal was developed, and a new ERP system was selected and is currently in the process of being implemented. The new solution eliminates several current independent applications and will reduce the overall expenditures and manual labor associated with duplication of effort and inefficient manual processes. The overall software cost reduction at of the new system is estimated to be an annual savings of \$175,000 or 3.5% and will eliminate several applications.

In addition, the committee determined that we currently do not have an efficient method of tracking and maintaining a central repository of our current software applications licenses and contracts district wide. This results in over usage, under usage, and limits our ability to negotiate effectively with our vendors for purchases using volume discounts. A secondary goal in reducing operational redundancy and inefficiency is to better understand and track the applications that are used. The committee is currently reviewing a solution to better track this information from a financial and compliance perspective. The Software Asset and Contract Management Solution with provide the District with accurate documentation of licensed software, usage and overages allowing us to better assess the software needs of the district and prevent license creep and potential compliance litigations.

**Technology Plan Committee Goals**

Subcommittee: Business Operational Efficiency

Subcommittee Chair(s): Shantell Ziegel

Subcommittee Members: Mark Howell

**Committee Charter/Impact Statement:** Promote efficiency and integration using Technology to reduce operational redundancies.

**Smart Goal 1:** Reduce Operational Redundancies by 10% in YR1, 25% YR2 with Overall Cost Reduction of 5%

**Key Measure:** Eliminate Operational Redundancies and Overall Costs Reduction

Action Steps/Milestones	Start Date	Achievement Date	Status Update	Report Update
Documentation of Technology Usage (Hardware/ Software) per Operational Function Area	August, 2019	August, 2019	Completed	
Analysis of existing solutions and identify similarities and discrepancies amongst them. <ul style="list-style-type: none"> <li>Reporting Capabilities</li> <li>Integration with other systems</li> <li>Ease of Use/Complexity</li> <li>Duplication of Effort</li> <li>Functionality</li> </ul>	November, 2019	May, 2020	Completed	
Understand existing Solutions capabilities. <ul style="list-style-type: none"> <li>What do the solutions offer?</li> <li>What do the solutions lack that are requirements?</li> </ul>	April, 2020	May, 2020	Completed	

Research and Provide Recommendations to fill in gap areas.	June, 2020	July, 2020	Completed	
Work with Purchasing on developing RFP for recommended Solution	June, 2020	August, 2020	Completed	
Select New Solution	June, 2020	January 2021	Completed	
Implementation and Training on New Solution	February, 2021		On-going	We are currently in the implementation stage of the new ERP system.

**Technology Plan Committee Goals**

Subcommittee: Business Operational Efficiency

Subcommittee Chair(s): Shantell Ziegel

Subcommittee Members: Mark Howell, Doug Austin, Jeff Haug

**Committee Charter/Impact Statement:** Promote efficiency and integration using Technology to reduce operational redundancies.

**Smart Goal 2:** Establish support lifecycle and equitable distribution of technology hardware and software resources to operational and instructional groups to reduce financial and labor costs. Establish a Centralized Purchasing Process for Technology District-wide.

**Key Measure:** All staff and students will have equitable access to systems and devices. Consistency in technology refresh cycle and/or replenishment. Establish a baseline of equipment assigned by building and age of equipment with a 4-year refresh cycle.

Action Steps/Milestones	Start Date	Achievement Date	Status Update	Report Update
<ul style="list-style-type: none"> <li>Create centralized purchasing management process for technology hardware.</li> </ul>	March, 2021	June, 2021	In-Progress	<p>March 2021 Update - Committee is established to work on this process.</p> <p>Meeting was held with all the Partner Districts Technology Directors, and key SSD stakeholders.</p>
<ul style="list-style-type: none"> <li>Create centralized purchasing management process for software and contracts.</li> </ul>	March, 2019		Ongoing	Currently evaluating SAM Solution
<ul style="list-style-type: none"> <li>Create classroom and operational standards for hardware.</li> </ul>	March, 2021	May, 2021	Pending	
<ul style="list-style-type: none"> <li>Create support lifecycle for hardware.</li> </ul>	March, 2021	March, 2021	Pending	
<ul style="list-style-type: none"> <li>Create computerized inventory of hardware and software.</li> </ul>	March, 2019	April, 2022	Ongoing	All the school's technology hardware is currently being inventoried.
<ul style="list-style-type: none"> <li>Identify opportunities to purchase software and subscriptions in bulk.</li> </ul>	TBD		Pending	
<ul style="list-style-type: none"> <li>Eliminate unsupported and unnecessary hardware and software.</li> </ul>	TBD		Pending	

**Technology Plan Committee Goals**

Subcommittee: Business Operational Efficiency  
Subcommittee Chair(s): Shantell Ziegel  
Subcommittee Members: Mark Howell and Jerry Kendrick

**Committee Charter/Impact Statement:** Promote efficiency and integration using Technology to reduce operational redundancies.

**Smart Goal 3:** Increase user confidence by implementing a robust technology training plan.

**Key Measure:** Reduction in Technology Services Tickets and Labor efforts from user error by 3% in FY1, 5% in FY3 and 10% in FY5.

Action Steps/Milestones	Start Date	Achievement Date	Status Update	Report Update
Identify gaps in Training. <ul style="list-style-type: none"> <li>How do we improve awareness of existing solutions capabilities?</li> <li>Identify or create SME-Subject Matter Expert in Solutions</li> </ul>	June, 2020		In-Progress	We conducted a survey asking for input from operational staff about their comfortability with current technology usages and understanding.
Assess and document necessary Learning Requirements.	June, 2020		In-Progress	
Work with Planning & Development to Develop Training Plan	January 2021		In-Progress	
Implement Training Plan				

**Student Technology Subcommittee**

**Technology Plan Committee Goals**

Subcommittee: Student Technology  
Subcommittee Chair(s): Charles Keller  
Subcommittee Members: Will Chattin, Rashell Mehring, John Marshall

**Committee Charter/Impact Statement:** Provide effective and equitable access to technology for all students in order to improve education outcomes.

**Smart Goal 1:** After determining a baseline, this committee will strive to recommend actions that will cause technology to be accessible to at least 90% of our students and parents in compliance with their curriculum needs.

**Key Measure:** Student, staff, and parent satisfaction surveys and District inventory records.

Action Steps/Milestones	Start Date	Achievement Date	Status Update	Report Update
Complete Brightbytes student, parent, and staff surveys <ul style="list-style-type: none"> <li>Partnering with Brightbytes to collect data related to student technology engagement and effectiveness.</li> <li>Leverage results from similar surveys in Partner Districts</li> </ul>	September, 2021		March, 2021	Pending Scheduling Post-COVID-19
Distribute Chromebooks to students to achieve a 1:1 ratio for student access to technology. <ul style="list-style-type: none"> <li>Accelerated schedule due to COVID-19.</li> </ul>	July, 2020	Ongoing	March, 2021	Initial rollouts complete – ongoing refresh and purchase needs



<ul style="list-style-type: none"> <li>Ongoing need to purchase new devices to match student population.</li> <li>Periodic need to refresh devices to maintain warranty, support, etc.</li> </ul>				
Issue mobile hotspots to students without Internet access outside their schools <ul style="list-style-type: none"> <li>Accelerated schedule due to COVID-19.</li> <li>Ongoing need to purchase new devices to match student population.</li> <li>Periods need to refresh devices to maintain warranty, support, etc.</li> </ul>	July, 2020	Ongoing	March, 2021	Initial rollouts complete – ongoing refresh and purchase needs
Investigate District-purchased landline Internet access for students unable to access wireless Internet resources.	August, 2021	Ongoing	March, 2021	Need to secure contract and evaluate concerns and liabilities.
Create family technology support line for District technology and education needs.	August, 2020	Evaluate if this need to be permanent.	March, 2021	Need to leverage Brightbytes survey to determine effectiveness and explore long-term support arrangement.

**Technology Plan Committee Goals**

Subcommittee: Student Technology

Subcommittee Chair(s): Charles Keller

Subcommittee Members: Will Chattin, Rashell Mehring, John Marshall

**Committee Charter/Impact Statement:** Provide effective and equitable access to technology for all students to improve education outcomes.

**Smart Goal 2:** We will ensure that students are utilizing and have access to operating systems/platforms that are appropriate for the students’ success and enrichment as measured by a matrix we will create.

**Key Measure:** Deployment of OS and platforms as displayed through tools such as Asset Tiger

Action Steps/Milestones	Start Date	Achievement Date	Status Update	Report Update
Rollout an email communications platform for students <ul style="list-style-type: none"> <li>Appropriate age-related restrictions in place</li> <li>Safeguards against inappropriate language in place</li> <li>Ability for students to apply for jobs and other opportunities.</li> </ul>	March, 2020	April, 2020	Completed (Early due to COVID-19)	March, 2021
Create a matrix to help measure success of a student using a specific platform.	July, 2020		New	
Virtual Desktop platforms to leverage more robust cloud-based computing resources on student Chromebooks.	October, 2021			
Investigate cameras that would allow teachers to educate students remotely while students can view experiments or lesson material.	November, 2020	January, 2021	Completed – Continuing to evaluate solutions based on teacher feedback.	Was accelerated during covid, web and document cameras have been deployed to the classrooms

## Teacher Preparation Subcommittee

The teacher preparation subcommittee analyzes technology support request data and customer feedback to identify the tools and resources needed to support classroom instruction. The data collected is shared with stakeholder groups to create a plan of support. We recommend adjustments to current methods, advocate for equitable technology distribution and uncover professional development opportunities.

### Technology Plan Committee Goals

Subcommittee: Teacher Preparation

Subcommittee Chair(s): Will Chattin

Subcommittee Members: Rashell Mehring, Heidi Binggeli, Julie Osherow, Madison Richardson, Angie Beirne, Tricia Diebold

**Committee Charter/Impact Statement:** Support instructional staff's learning opportunities that are available training opportunities by identifying tools that will aid in online training and delivering instruction to the staff.

**Smart Goal 1:** We will increase the availability of online learning as measured by our staff feedback (Kickup/Jira), survey/assessment (our own/professional learning) by 2% – 5% each year.

**Key Measure:** Training that's offered and the feedback and attendance of that training.  
Baseline started with 0 virtual trainings offered in 2019 –2020 (4).  
2019 – 2020 - Trainings  
2020 – 2021 – Due to Covid-19 all trainings were held online  
2021 – 2022 – 11 Trainings Planned

Action Steps/Milestones	Start Date	Achievement Date	Status Update	Report Update
Evaluate the use and effectiveness of current online learning tools/modules available to the staff. <ul style="list-style-type: none"> <li>Identify the tool.</li> <li>Where is the tool (How does a user get to it)?</li> <li>What is that tool's usage data?</li> <li>EFFECTIVENESS</li> </ul>	March, 2019	May, 2019	Completed	9/16/19 -Surveyed staff and documented results. We will use that data to address what direction we want to investigate next.
Improving Self-Help Resources such as Confluence <ul style="list-style-type: none"> <li>Up to date and accurate articles in the Staff Resource Kit</li> <li>Include visual supports to each article in the Staff Resource Kit</li> <li>Are pages produced that are directed towards Instructional Staff to use in their practice?</li> <li>Prune duplicate pages.</li> <li>Reorganize Self Help/Confluence to improve the ability to search and find articles.</li> </ul>	August, 2019	August, 2020	9/16/19 In-progress  1/27/20 Delayed  3/1/2021 In-Progress	9/16/19 - Evaluated the current self-help resources and pages for accuracy and quality.  1/27/20 - Narrowed our focus on the pages that are utilized the most.  Identify key issues that users are having and making sure that the Staff Resource Kit is up to date to reflect current Jira data.  Once we have updated the Staff Resource Kit we will take a sample of data and

				<p>begin updating the pages to match current Governance. We will then continue to sample the data.</p> <p>3/1/21- Focused heavily on pages that provided the most value for our staff and keep those up to date with aggressive checks.</p> <p>Confluence will go through a full relativity check during the upcoming quarter.</p> <p>Implemented a system for our Service Desk agents to tag changes and make recommendations that provided quicker updates and filled knowledge gaps.</p>
<p>Communicating the availability of Learning Opportunities and Confluence</p> <ul style="list-style-type: none"> <li>• Including the Kickup Links to upcoming classes to ticket responses when applicable</li> <li>• Including the links of self-help articles in Confluence</li> <li>• Including information about classes and Confluence to Canned Responses to reach a wide audience with consistent messaging.</li> <li>• Promoting our resources by having cross department meetings (Example. PD and Eval or AT)</li> </ul>	<p>January, 2019</p>	<p>August, 2020</p>	<p>In Progress</p> <p>3/1/2021</p> <p>Evaluating</p>	<p>9/16/19 - Technology Services Tier 1 includes Confluence Help Articles with tickets to help users learn and understand the answers to their problems.</p> <p>Service Desk Agents (TS Tier 1) have standup meetings with their supervisor to discuss the need for improvement or creation of self-help resources based on their feedback from users.</p> <p>TS communicate across departments with staff who support other areas so we can better serve all stakeholders when they contact TS Service Desk.</p> <p>Meet with other department staff to prepare training of tools, response to support needs and offer guidance when requested.</p>

				<p>1/27/20 - Schedule next year's PD and then create a booklet that has this training. We will communicate throughout the District, AC's Staff Resource Kit and print out at Service Desk.</p> <p>3/1/21 - Trainings are scheduled in Kickup that is advertised by PD</p> <p>We are evaluating these changes to see if the increase in training consumption and will have that data in June of 2021.</p>
<p>Increasing Online Learning Opportunities</p> <ul style="list-style-type: none"> <li>Stream Current and Future Training for Instructional Staff</li> <li>Evaluate the effectiveness of the online training.</li> </ul>	September 2019	September 2020	In- Progress	<p>9/16/19 - Evaluating what tool to use to stream and capture training done by the Tech Facilitator.</p> <p>Planning to stream/record the Google trainings</p> <p>1/27/20 - Utilizing Zoom to offer online training for those who cannot make it.</p> <p>3/1/2021- We are continuing to increase online offerings and due to Covid 19 this goal had to take an increased focus.</p>
Assess if learning opportunities are being utilized and if they are relevant to our classroom staff's needs	October, 2021			

**Technology Plan Committee Goals**

Subcommittee: Teacher Preparation

Subcommittee Chair(s): Will Chattin

Subcommittee Members: Rashell Mehring, Heidi Binggeli, Julie Osherow, Madison Richardson, Angie Beirne, Tricia Diebold

**Committee Charter/Impact Statement:** Assess the needs of paraprofessionals and implement training opportunities for them.

**Smart Goal 1:** We will support our paraprofessional's needs for hardware, software and training as measured by a survey that we create specific to their technology needs. We want 100% of paras to have access to the hardware they need to complete their job tasks.

**Key Measure:** Hardware Assigned (Asset Tiger), Attended trainings (Kickup)

Action Steps/Milestones	Start Date	Achievement Date	Status Update	Report Update
Develop Needs Assessment for Paraprofessionals	August, 2019	August, 2019	Created as survey and sent it to communications for distribution	
Send out the Needs Assessment.	August, 2019	October, 2019	Everything was sent out via communications	
Communicate with AC's about Para Survey to expand response rate.	August, 2019	October, 2019		
Tech Ambassador communication to include at least one Para member.	August, 2019	October, 2019		
Coordinate with PD and Eval to get some training time on set PD days	August, 2019	Completed	Discussion with PD and Eval	9/19/19 – Began having conversations about the challenges faced with training the Para’s. We are going to meet and discuss the results of the survey to define some paths that each of us can take.  3/1/21 - PD is now providing training to paraprofessionals that complements our own.
Test Webinar/Distance Learning Technology for modern training path	September 2019	Completed	Testing Zoom, BeyondTrust, YouTube Streaming	Testing and creating documentation and research for all three technologies.  3/1/21- Due to Covid 19 there was a major focus with Zoom and Google Meet being used frequently.
Compile Survey results into a “readable format” for distribution	October 2019	Completed		The survey was completed, and data was sent to our CTO and other stake holders.  3/1/21- PD and TS collaborated on a survey that PD is sending out to gather updated data.
<ul style="list-style-type: none"> <li>Share results with Teacher Prep Committee for next steps.</li> <li>Share results with Doug and Tech Services Leadership</li> <li>Meet and discuss results with Tina M (PD and Eval)</li> </ul>	November 2019	Completed		

Develop Training	December 2019	Completed		<p>3/1/2021 -Throughout the remainder of the 2019 – 2020 school year we developed training that was designed to meet the needs being expressed by the paraprofessionals.</p> <p>Due to Covid 19 there was a major investment in hardware that was allocated to para’s and our focus for upcoming steps in this goal will be to make sure the paraprofessionals have an understanding of how to use the hardware provided to meet the needs of the classrooms and students they are working with.</p>
Hardware Needs Assessment	February, 2021		Completed	<p>Investigating</p> <p>After the allocation of a major amount of hardware we will need to understand how we can best train and provide support to our paraprofessionals to increase the use and efficiency of these devices.</p>
<p>Reassessment in collaboration with professional learning.</p> <ul style="list-style-type: none"> <li>• Do para’s have the hardware they need</li> <li>• Is there training available to utilizing that hardware</li> <li>• Are we meeting the needs of our students’ through this action?</li> <li>• Are we supporting Professional Learning’s Para Facilitator through this goal</li> </ul>	October, 2021			

### Tech Services Operational Efficiency Subcommittee

**Technology Plan Committee Goals**

Subcommittee: Tech Services Operational Efficiency

Subcommittee Chair(s): Heather Murch, Will Chattin

Subcommittee Members: Will Chattin, Rashell Mehring, Bill Johnson, Marcus Shane, Brian Johnson, Heather Murch

**Committee Charter/Impact Statement:** Improve ticket categorization and consistency to provide clean data for analysis.

**Smart Goal 1:** All components will accurately and consistently select the correct location for support tickets. This will help improve the categorization and reporting of tickets and offer a clearer view of what locations need support.

**Key Measure:** Location consistency in the TSD project

Action Steps/Milestones	Start Date	Achievement Date	Status Update	Report Update
Define how staff should be determining 'Location' field on Service Desk ticket.	May, 2019	July 2019	Original Action Step Completed July 2019	5/2019 - Training and discussion with Service Desk took place to help clear up any confusion about what location should be added to a support ticket.  7/2019 - Continue to quality check location selections in TSD tickets.  2020 – 2021 - Due to Covid 19 location data is skewed to CO, LC and District Wide during the period that classes were virtual.  3/2021 - Location data should normalize, and standard quality checks can continue.
Present information to staff.	May, 2019	August, 2019	Completed	Shared information about this goal with staff during the August department meeting.
Determine proper representation of each building.	May, 2019	March, 2021	Completed  Updates of resource is On Going	Used confluence to document who would be the support rep for each location. This document is updated when staff move locations or new staff join us.
Obtain baseline.	May, 2019	On Going	Projected Date 2022	Location data changes drastically as the SSD locations and resources change.  With programs like SNAP, Homebound, AT (CAF and Aug Comm), the IRC and distribution of hardware all taking place at CO the location baseline will
Subcommittee reviews data for accuracy	May, 2019	Requires previous milestone.	2022	

**Technology Plan Committee Goals**

Subcommittee: Tech Services Operational Efficiency

Subcommittee Chair(s): Heather Murch, Will Chattin

Subcommittee Members: Will Chattin, Rashell Mehring, Bill Johnson, Marcus Shane, Brian Johnson, Heather Murch

**Committee Charter/Impact Statement:** Use data to improve technology services efficiency by implementing solutions to identified problems significantly impacting all stakeholders.

**Smart Goal 1:** We will identify the largest support needs of our users as measured by data collected from Jira. We will then work towards providing a modern solution to help mitigate the support issue our staff faces once identified.

**Key Measure:** Total support requests and time associated to those requests in Jira

Action Steps/Milestones	Start Date	Achievement Date	Status Update	Report Update
Develop dashboard of time to completion by customer request type	May, 2019	In Progress	March, 2021	The Dashboard to satisfy this milestone is a work in progress. During the development of the dashboard we were able to pull data from Jira and perform data gathering and find the TSD tickets that were consuming the most time from our employees. During the time that the data was gathered we found the following:  1) Password Resets 2) Setup New Printer 3) Software Incident  We began to focus on our top issue.
Review of dashboard to determine issue significantly impacting the technology services dept.	May, 2019		April, 2021	We found that password resets were consuming 20 – 30% of the recorded time of the service desk agents. This request was also the most requested service in Jira.
Brainstorm and decide on solution to address issue.	May, 2019		April, 2021	When brainstorming what we could do to help mitigate password issues we began work on the Microsoft Self Service Password Reset portal.  This portal is online, which allows users to reset their passwords or unlock their accounts and integrates with our current MFA setup.



Implement solution.	May, 2019		April, 2021	Implementation is in its early stages. We are gathering information into Confluence to give a reference on how to use the SSPR and Service Desk Agents are walking users through how to use it. The pilot for this has been positive so far.
Measure the effectiveness of solution and determine any needed course corrections.	March, 2022			

**Technology Plan Committee Goals**

Subcommittee: Tech Services Operational Efficiency

Subcommittee Chair(s): Heather Murch, Will Chattin

Subcommittee Members: Will Chattin, Rashell Mehring, Bill Johnson, Marcus Shane, Brian Johnson, Heather Murch

**Committee Charter/Impact Statement:** Use data to improve technology services efficiency by understanding how staff are spending their time.

**Smart Goal 1:** We will track 5 hours of productivity per employee each day as measured by the work log collection in Jira to help us identify what areas of support, projects and tasks are consuming the most productivity and help us plan innovation and projects in the future.

**Key Measure:** Time tracked in Jira

Action Steps/Milestones	Start Date	Achievement Date	Status Update	Report Update
Develop dashboard of time clocked. Time to be pulled by department, work groups, and individuals.	March, 2021	In Progress	March, 2021	The POC of this dashboard is completed.
Review expectations with technology services staff.	January, 2021	In Progress	June, 2021	Technology Services is working on the time tracking standards we are following to make sure the right support tasks, projects and goals are being credited with the right amount of time.
Review as a management team to determine progress with documenting time and looking for trends.				
Identify possible areas for improvement for more efficient processes.				
Identify one key area for improvement.				This key area identified would then become part of the tech plan.

**District-Wide Technology Subcommittee**

The District Wide Technology sub-committee was responsible for assessing the District- technology needs within the district. This included Business and Finance, Technology, Facilities and Transportation. The main

goal of this sub-committee was to review existing technology, identify gaps, and determine future needs of the district.

**Technology Plan Committee Goals**

Subcommittee: District-Wide Technology  
Subcommittee Chair(s): Tony Spina  
Subcommittee Members: Doug Austin, Marcus Shane

**Committee Charter/Impact Statement:** Promote equity, continuity, and efficiency throughout the district to ensure student and staff success.

**Smart Goal 1:** Reduce downtime of critical system infrastructure by 2% YR1 and a further 1% YR2.  
**Key Measure:** Reduce the downtime during production hours.

Action Steps/Milestones	Start Date	Achievement Date	Status Update	Report Update
Plan scheduled maintenance windows for infrastructure updates and outages	December, 2020		In Progress	
Add more hosts and redundancy to current environment to increase continuity in the event of hardware failure.	December 2021	February 2021	Complete	
Implement protection for Internet connection DDOS attacks.	June 2021		Not Started	
Ransomware mitigation	December 2019		In Progress	

**Technology Plan Committee Goals**

Subcommittee: District-Wide Technology  
Subcommittee Chair(s): Tony Spina  
Subcommittee Members: Doug Austin, Marcus Shane

**Committee Charter/Impact Statement:** Promote equity, continuity, and efficiency throughout the district to ensure student and staff success.

**Smart Goal 2:** Decrease Time-to-recovery in the event of datacenter disaster/failure by 10%  
**Key Measure:** Time to recovery of critical services and business applications

Action Steps/Milestones	Start Date	Achievement Date	Status Update	Report Update
Develop disaster recovery plan	March 2021		In Progress	
Establish expected service level agreements with key stakeholders	April 2021		Not Started	
Disaster recovery site with redundant essential systems	May 2020		In Progress	
Maintain system backups and backup synchronization to multiple recovery locations	March 2020		In Progress	
Network redesign to accommodate disaster recovery contingencies	January 2021		In Progress	

**Technology Plan Committee Goals**

Subcommittee: District-Wide Technology

Subcommittee Chair(s): Tony Spina

Subcommittee Members: Doug Austin, Marcus Shane

**Smart Goal 3:** Increase staff awareness of cyber threats and in place controls

**Key Measure:** Staff training on current and emerging threats and process for reporting issues

Action Steps/Milestones	Start Date	Achievement Date	Status Update	Report Update
Utilize Proofpoint Security Awareness module subscription to provide staff training to identify phishing scams in email.	7/2021		Not Started	
Add "report suspicious email" button to outlook to make reporting easier and prevent spread of malicious emails or attachments.	1/2021	1/2021	Completed	
Increase visibility of environment to sys admins to prevent threats before they happen using tools/systems purchased.	7/2020		In Progress	
Add dedicated Cyber security analyst to Infrastructure team.	7/2022		Not Started	