

SWOCA CIP Narrative FY 25

1. Status and Progress*

What is the status and progress of your continuous improvement plan for this past year? Briefly describe your goals, current status, and an overview of your ITC's efforts towards completion of your plan and activities.

All Southwest Ohio Computer Association (SWOCA) team goals are developed by each team and submitted to our local Staff Leadership Team (SLT) for alignment and inclusion in the annual CIP update. The SLT was expanded during FY22 to include the new associate director and associate fiscal director.

SWOCA maintains a CIP grid format, for ease of use and tracking. The CIP goals and updates are for only the five CORE service areas required of all ITCs, as defined by ODE. These service areas include Fiscal Services; Student Records Management; State-Mandated Reporting (EMIS); Library Automation; and Internet Access & Networking Services.

Although we complete the CIP for core services, SWOCA also has in place a broader, strategic plan, shared with the SWOCA Executive Committee, which guides organizational goals and is aligned with the CIP for core services.

Summary of strategic plan:

<i>Our Vision</i>	Ohio's Premier Technology Solutions Partner	
<i>Our Mission</i>	We provide trusted IT solutions for government and education	
<i>Our Focus</i>	<u>Communication</u>	We keep our internal and external Stakeholders informed
	<u>Accountability</u>	We keep our strategic plan front and center
	<u>Motivation</u>	We keep our stakeholders actively involved in our planning
	<u>Progress</u>	We report regularly on progress toward our goals

Our Core Values

We are guided in our decision-making by our core values

Integrity Innovation Empowerment Trusted Dependable Customer-Focused

Strategic Priorities for 2024-2027

<i>Staffing</i>	Customer needs should drive staffing
<i>Communications</i>	Improve internal and external communications
<i>District Training</i>	Empower users to help themselves
<i>Staff Training</i>	Improve initial and on-going education of staff
<i>Facility</i>	Our facility should enhance operations and inspire creativity
<i>Operations</i>	All operations should reflect mission and core values
<i>Business Development</i>	Key to long-term success and viability

All goals on the CIP grid will show the status and progress of each of the five core service areas, as well as our efforts toward completion (see attachments). All SWOCA goals are developed by the individual support teams, not management. This keeps the progress and ownership of achieving the goals within each SWOCA team. Progress is reported annually to the SWOCA management team.

We continue to make steady progress in all of our targeted areas/goals of the SWOCA strategic plan:

1. Customer needs should drive staffing

- a. We have increased the number of K-12 school districts being served.
- b. We have expanded our service offerings to the following agencies, outside of K-12:
 - Mental Health Recovery Services - County Agency
 - Townships
 - Municipalities
 - Purchasing Consortium

- c. We have set a strategic goal of expanding into the nonK-12 market.

With growth comes an increased workload for current staff. We have placed an emphasis on making sure that we continue to provide the high quality of service and support that current customers expect and deserve. However, we also need to recognize when the need to hire additional staff becomes necessary to continue such support. Operating in a difficult time to find qualified staff requires us to become creative in attracting and keeping people.

2. Improve internal and external communications

- a. SWOCA's current website was updated in FY22.
- b. Regular newsletters are sent by all software services departments to end-users.
- c. Quarterly newsletters scheduled to begin for all non-K12 clients and potential clients.
- d. SWOCA maintains a presence on social media via Facebook.
- e. In addition to site training, we continue to use Zoom to deliver real-time and recorded training.
- f. Regular user group meetings with various stakeholder groups, including users of the Fiscal, Student, Library, EMIS and Technical groups.
- g. Established internal district teams to meet with each customer.

During FY24, we developed a stipend position to serve as public relations coordinator. Responsibilities include keeping our social media current and working with staff on external communications. In addition, extra efforts have been placed on providing information to all staff regarding projects and operations. Leadership meetings have been opened to all staff. Additional stipends being considered for FY25 include: cybersecurity, human resources, and customer satisfaction.

3. Empower users to help themselves

- a. We train our customers to become independent users.
- b. We want our customers to have access to the same resources we use to support them.
- c. We want our customers to support each other.

Our training model is to provide our customers with the knowledge and skills they need to operate independent of SWOCA and to assist each other when called upon. We want all of our customers to be self-sufficient.

4. Improve initial and on-going education of staff

- a. We support professional development for all staff members.
- b. Two senior staff members attended the Women in Leadership seminar sponsored by BASA.
- c. Several members of our team attended and presented at the OECN United conference.
- d. During FY24, we utilized our revised tuition reimbursement policy to include certification attainment and renewal.

We have improved the on-going education for our staff by providing short, weekly professional development sessions. We will continue to provide regular training to ensure that our staff is up-to-date on the latest technologies, software, and best practices. We will also continue to invest in leadership development programs to help our staff grow and advance in their careers.

5. Our facility should enhance operations and inspire creativity

- a. A strategic planning process, completed in January of FY23, revealed that our facility was not viewed favorably by staff and considered uninspiring to the creative process.
- b. Several team meetings were conducted to gauge what was needed or missing from our facilities to better match the 21st century worker.
- c. A design team was employed to offer renovation ideas for our facility and some of the renovations have been completed. Others are scheduled for FY25.

Although our facility is only 9 years old, the interior was boring and missing components that communicated a “technology center” of the 21st century. Our workforce is becoming more diverse between veteran staff and new staff. As we hire more staff, our current facility is not meeting the needs of a new generation of employees. We are taking steps to correct that and use our facility as a recruitment tool.

6. All operations should reflect mission and vision

- a. As we grow and develop, every decision should reflect the mission, vision, and/or core values we have set for our organization.
- b. Mission, vision, and core values should be reflected in the discussions that we have, both internally and externally.
- c. Mission, vision, and core values should appear in our social media posts.

All of our operations should reflect our mission and core values. We will review our operations regularly to ensure that they are aligned with our mission and values. We will also seek feedback from our customers to identify areas for improvement. We will use this feedback to make continuous improvements to our organization.

7. Business development is the key to long-term success and viability

- a. Keeping abreast of current technologies is a key to providing the best service to customers.
- b. Expanding our services into the nonK-12 market is essential to growth.
- c. Intentional focus on business development needs to become a part of our operations.
- d. Exploration of new partnerships should open opportunities for SWOCA.
- e. We have developed a position for business development team lead.

Business development is key to our long-term success and viability. We will invest in business development programs that will help us to identify new markets and opportunities. We will also build partnerships with other organizations to expand our reach and capabilities.

2. What are the key areas of improvement you plan to address this coming year? Why were these key areas included? Were any needs identified in your ITC’s results from the common customer satisfaction survey or your local survey? 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.

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

#	Goals *	Initiated	Status **	Comments	Goal Status
2009.5.02	Commitment to increasing our attendance at professional development opportunities (i.e., regional classes, meetings, State committees).	July 2008	Ongoing	Attendance and opportunities are both increasing. Using feedback from events to better target needs. Expanding training opportunities state-wide where appropriate.	Completion of this goal can be measured by CEU forms, meeting agendas, and user feedback on surveys with regard to service and knowledge of staff.
2009.5.03	Commitment to improving communication internally and externally.	July 2008	Ongoing	(i.e., implementing weekly team meetings; entering Cherwell tickets for internal and external issues)	Completion of this goal can be measured by meeting agendas and Help Desk tickets, as well as internal staff feedback, and

				Consider moving from newsletter to blog format to measure and manage actual readership.	measuring increased readership of newsletters.
2013.5.02	Market and sell managed services	Aug 2012	Ongoing	Continued growth in non-traditional ITC customers building on earlier successes. Continue to expand service footprint to member districts.	Measured growth of services utilized.
2014.5.05	Improve integration with District / School Technical Teams	Aug 2013	Ongoing	Training opportunities and managed services growth. User group meeting offerings added in 2019.	Increased Inclusion into district technical decision/discussion.
2019.05.01	Expand Technical Training options for members	Aug 2018	Ongoing	Districts vary in their internal technical abilities to deploy and manage technology. Cybersecurity offerings added in 2019.	Measured increase in technical training opportunities and attendance.
2020.05.02	Expand Dark Fiber Assets	Jan 2019	Ongoing	The district's bandwidth consumption has continued to grow. Dark Fiber has proven to be a cost-effective method of supporting this growth.	Measured increase in the number of districts being served at multi-Gig connections and with Dark Fiber Assets.
2020.05.03	Extend Visibility into Network and Systems environments	July 2019	In Progress	Increased dependence on hosted applications, and their increasing infrastructure needs requires better monitoring and management tools to detect and more quickly resolve performance Issues.	Decreased in response time to performance issues, reduction in measured performance impacting events.
2020.05.04	Enhance ITC and member Cybersecurity posture	July 2019	Ongoing	Evolving threat landscape required proactive detection and prevention of Security Incidents.	SIEM system deployed and operational. Measured Decrease detection and resolution time of Incidents for both ITC and its members.

2021.05.01	Evaluate and expand consortia purchasing opportunities	July 2020	Ongoing	Evolving district needs open possible savings opportunities in areas previously not served by SWOCA.	Additional Products and services available to our members.
2022.05.02	Expand security policy more deeply into organization by getting full, documented compliance of P1 and P2 NIST 800-53 control families.	April 2020	In Progress	More in depth compliance with 800-53 standards will help strengthen the cybersecurity resilience of the organization. P1 Controls have been met. 75% of P2 Control shave been met.	Documentation of compliance of P3 control families, with SPP.
2023.05.01	Expand IDS/IPS Capacity	September 2020	Ongoing	IDS protections proved insufficient to meet member's needs as school reopened.	Fully Deployed solution without service impact.
2023.05.02	Upgrade Bandwidth capacity and core infrastructure	December 2020	Complete	Bandwidth growth and ITC expansion have led to an increased need in bandwidth capacity internally and externally.	Upgraded link to OARnet to 100 GB, Deployed 100gb internal infrastructure. Final 100 GB link.
2023.05.03	Expanded Member visibility to real time Security threats	February 2021	Ongoing	To further support 2022.05.02, the current Firewall solution limits our ability to show members their current threat posture.	Realtime threat intelligence deployed and visible to members via DHS security scans and Agile Blue
2023.05.04	Expanded Member Security Audits	March 2023	In Progress	To further support 2022.05.02, expand current annual security audits to include an affirmative confirmation from account managers and sponsors within the member.	Annual evidence of audit report and written confirmation from member of all accounts and access policies are valid, and all identified vulnerabilities have been reviewed and addressed.

2024.05.01	Streamline Customer and Staff Onboarding	January 2023	In Process	To better support our members, we need to streamline the following: 1: New ITC Staff 2: New Customers 3: New Staff at Locations	Documented processes for each of the three, with annual review of effectiveness.
2024.05.02	Investigate and deploy automation to within the ITC, including Patch management, licensing, documentation	January 2023	Complete	The scope of ITC services continues to expand, increasing the demand for limited human capital and capability. Additional capacity could drive a new service for members.	Patch Management solution deployed April 2024
2024.05.03	Expand SWOCA DR Site with “Warm” standby operations to speed Recovery time for critical applications	April 2023	In Process	The current DR site has some limited capacity for being a Warm Standby site. This should be leveraged for key applications.	Key applications available at DR Site with short term failover (less than 4 hours).
2025.05.01	Streamlining Identity and Access Management (IAM)	October 2023	In Process	MFA options for current core products are insufficient to protect PII	Deploy a centralized identity and access management (IAM) solution with MFA for key applications
2025.05.02	Conduct a comprehensive review of third-party vendor security controls.	January 2024	Not Started	To better comply with NIST Policies, third party vendor agreements need to be reviewed for compliance.	Assess security controls of all third-party vendors and address identified gaps within six months.
2025.05.03	CRM and Business Development Process Automation	February 2024	In process	In support of 2024.05.02. Ensure data needed by SWOCA Staff is readily accessible, streamline product procurement	Add automation to CRM solution

Notes

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

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

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

#	Goals *	Initiated	Status **	Comments	Goal Status
2017.1.01	Increase our awareness of our customers’ needs and increase our own knowledge by seeking training and attending all meetings provided to State ITC staff.	Aug-17	Ongoing	This is a goal that will never be removed from our CIP, as we will continue to seek the best possible training for ourselves, to better support and empower our end users. This goal also aligns with our strategic plan and organizational effectiveness.	Completion of this goal will be measured by staff CEU forms and customer evaluations regarding the quality of training, service, and knowledge provided to our customers.
2018.1.01	Focus on customer service to enhance user experience.	Sept 17	Ongoing	Use the strategic plan as a guide to improve our customer service. Team members will attend customer service training and assist each other with communicating with our users.	Completion of this goal will be measured by the annual survey results and satisfied customers. We should constantly strive to provide quality customer service and exceed customer expectations.
2019.01.02	Create short Zoom videos of common processes in all software (USAS, USPS, eFinancePLUS, Kiosk, etc.) Update – create Redesign videos as well.	August 2018	Ongoing	Create short videos (15 minutes or less) of common procedures to provide supplements to the training documentation.	Completion of this goal will be measured by the number of videos created and posted on our website. Some videos have been completed and are posted.

2019.01.03	Create a mentor program to help new users in their first year.	August 2018	In Progress	This program would guide new users through the software as well as assistance with reporting requirements and tools to balance payroll.	Completion of this goal will be measured by documentation of scheduled calls with the new user.
2024.01.01	Create new procedures for training SWOCA Fiscal Staff.	May 2023	In Progress	Design a better method of onboarding new SWOCA Fiscal staff members. Create checklists of processes in each software application and track progress. Create detailed step by step instructions for all applications. Create a spreadsheet of applications and descriptions.	Completion of this goal will be measured by the documentation and completed checklists.
2024.01.02	Create best practices documentation for districts.	July 2024	Not Started	Design a list of best practices for districts to help them navigate Redesign software.	Completion of this goal will be measured by the list of documents.

2024.01.03	Create a catalog of standard responses to tickets.	July 2024	Not Started	Create a catalog of items we can use as standard responses to helpdesk tickets for recurring items (for example, creating new users or quarterly submissions of ODIFS files).	Completion of this goal will be measured by the creation of the catalog (excel spreadsheet or other type of document).
2024.01.04	Create a report library website to share with districts.	July 2024	In Progress	Create a report repository for districts so they can import custom reports created by SWOCA and other districts. Currently, they have to contact us for these reports.	Completion of this goal will be measured by the ability of districts to access the website page.

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

#	Goals *	Initiated	Status **	Comments	Goal Status
2009.2.06	Explore professional development opportunities to develop better time management, training, and other related skills	August, 2008	Complete	We are still researching quality and affordable professional development opportunities; this will continue.	Completion of this goal will be measured by the CEU forms of individual staff members, which will list related and relevant training; it will also be measured by direct and documented staff feedback
2019.2.02	Cross Train Student Services Staff to support all applications in the ProgressBook Suite of products.	August, 2018	Complete	We continue to cross train PB Suite Staff.	Completion of this goal will be measured by scheduled training sessions and review of the helpdesk.
2020.2.03	Perform a Security Audit of the SWOCA roles in the PB Suite and clean up duplicates, update access as needed. Provide districts with a Security Role document that details each role and the level of access each role provides.	September, 2019	Complete	SWOCA Roles have been audited and a document has been created that districts can use to determine what access each role provides to their staff.	Completion of this goal will be measured by the completed Security Role Document.
2020.2.04	Create and roll-out a SWOCA Certificate program for specific modules in the PB Suite (Security, Scheduling, Special Services, etc.) This would require a minimum level of training sessions attended as well as possible minimal testing to earn certification.	October, 2019	Cancelled	Still working on the framework of this program.	Completion of this goal will be measured by the number of certificate programs we create as well as the number of people who earn the certificates.

2021.2.01	Learn and implement districts transition to Accelify	November, 2020	Cancelled	Accelify has been rebranded to SPM. We are currently participating in the Partner and ITC Panel offered by FL to provide feedback and suggestions to make this a better product. We do not have any districts scheduled to transition to this software at this time. The timeline for transition to this product is now on hold.	Completion of this goal will be measured by the number of districts using Accelify by the start of the 21/22 school year.
2022.2.02	Transition secondary scheduling knowledge to all ProgressBook Support Staff.	June, 2021	Complete	aSc training is going on now. Support/training is being provided to team members throughout the entire process.	Staff members training/supporting aSc software and also working with districts to assist/review the SI Batch Scheduler Parameters and Statistics.
2022.2.03	Determine a better method for disseminating GradeBook information to Teachers and District Staff. This will enable us to make sure that the correct people are reminded of necessary updates and tasks in GradeBook.	July, 2021	Complete	Short webinars targeted to specific job functions have been done. Creating SMORE's and email notices targeting specific tasks that need to be completed. Still working on the best method to designate GB contacts in each district.	Districts naming a GradeBook Administrator and/or Support staff in order for us to create/update listserv to communicate deadlines and tasks to.

2024.2.01	Create a GradeBook session syllabus to provide to districts to assist them with knowing what training SWOCA offers and how it applies to their position.	July, 2023	On-going	The syllabus has been started, new webinars and agendas are being created and added.	Completion of this goal will be measured by the GradeBook software syllabus document being created.
2024.2.02	Convert Little Miami, Warren County ESC, Edgewood, and Norwood to SameGoal.	May, 2023	Complete	All SWOCA districts now use SameGoal for Special Services.	Successful conversion of SpS Refresh and SpS Classic to SameGoal including transferring archived documents to SameGoal. All user accounts are functional with the correct access levels in the new software.
2024.2.03	Provide connection training to districts to bridge the gap between SI and EMIS, SI and GradeBook, SI and SameGoal.	May, 2023	On-going	Several sessions have been created, several more need to be created.	Completion of this goal will be measured by the 'connection' trainings offered to our districts and the feedback received from our districts.
2025.4.2.01	Design and implement a comprehensive training module titled 'The Places You Can Go' for EMIS Apprentice/SIS Boot Camp, integrating interactive learning activities, assessments, and certification criteria, aimed at equipping participants with essential skills and knowledge to navigate diverse pathways.	June, 2024	Not started		Completion of this goal will be measured by the framework document that outlines the plan.
2025.4.2.02	Provide SameGoal training for districts on tasks in SameGoal.	July, 2024	Not started		Completion of this goal will be measured by the SameGoal trainings offered to our districts and the feedback received from them.
2025.4.2.03	Work with the TSS team to implement/convert either Passport or SSO functionality into the PB Suite	June, 2024	Not started		Completion of this goal will be measured by the account transition to one of these options.

Notes

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EMIS Goal Matrix – including access to the appropriate department and software applications:

#	Goals *	Initiated	Status **	Comments	Goal Status
2020.3.04	Create a new training series to help further knowledge of EMIS Coordinators on specific record types, collections, or reports to be “SWOCA Certified.”	August 2019	Canceled	Still working on framework.	Training presentations, testing and certificates earned by individuals participating in the training series.
2021.3.01	Continue to expand the New EMIS Coordinator training program via online trainings, one on one sessions, create a list of SWOCA trainings they should take, and create a checklist of access that is needed for new coordinators for district and SWOCA personnel.	August 2020	Canceled	Check list completed – other areas work in progress.	Scheduled online training sessions, posted access checklist for SWOCA personnel to use and send out to districts and certificates new users earned participating in training.
2022.3.03	Update and have focus trainings on the EMIS Resource Guide.	August 2021	Cancelled	Will introduce in New EMIS Coordinator Training in March and come up with a plan for introduction to entire EMIS group.	Completion of goal will be measured by agendas from various trainings and posted documentation.

2023.3.03	Creating Short-Take videos to empower EMIS Coordinators.	August 2022	Cancelled	Working on the framework of video ideas.	Completion of this goal will be measured by posted of videos to SWOCA Website, helpdesk tickets, Newsletters, and presentations.
2024.3.01	Marketing and onboarding districts for the CrossCheck software program for SWOCA districts.	April 2023	Completed	Webinars and Short-Takes have been created for most CrossCheck errors.	Completion of this goal is software demo, email notifications of pricing of software, signed contracts, and scheduled training sessions.
2024.3.02	Creating a syllabus of EMIS Trainings with links to presentations and webinar recordings.	July 2023	Cancelled		Completion of this goal is the posting of the EMIS Syllabus on SWOCA's website and EMIS Resource Guide.
2025.3.01	Design and implement a comprehensive training module titled 'The Places You Can Go' for EMIS Apprentice/SIS Boot Camp, integrating interactive learning activities, assessments, and certification criteria, aimed at equipping participants with essential skills and knowledge to navigate diverse pathways.	June, 2024	Not started		Completion of this goal will be measured by the framework document that outlines the plan.
2025.3.02	Revitalize EMIS training initiatives for our districts by modernizing and diversifying delivery methods to better suit their needs and preferences.	May, 2024	Not Started		Completion of goal will be measured by agendas from various trainings and posted documentation, i.e. EMIS Round Tables, New EMIS Coordinator training, Focused sessions (CTE, PreSchool, etc.), Checklist trainings, etc.

	Enhance accessibility and engagement through updated delivery options, ensuring comprehensive coverage and effective knowledge transfer.				
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Library Automation Goal Matrix – We will enhance SWOCA’s organizational development and effectiveness by providing timely, relevant communication and will diversify SWOCA’s service portfolio by offering synchronous and asynchronous training to support current and new services available via the SirsiDynix and Enterprise Library Services Platforms (LSP)

#	Goals *	Initiated	Status **	Comments	Goal Status
2024.3.01	Send bi-monthly newsletters to library staff and library volunteers.	August 2022	Ongoing	Hoping to broaden the range of topics covered in the newsletter for FY25: <ul style="list-style-type: none"> • Help Guides for common support questions • Updates regarding new content on the INFOhio website • Introduction to useful reports and the steps to create a template and run independently 	Completion of this goal will be measured by evidence of a newsletter at least twice per month and data on the # of clicks to access the document and links online.

2024.3.02	Lead bi-annual INFOhio User Group Meetings	August 2022	Ongoing	Based on discussions with library staff, I will set the fall user group meeting for the November election day, as most schools are closed, and staff have a PD day. I had excellent attendance for the SWOCAmeet conference, so I am hopeful this opportunity will continue. I will count this PD day as my spring user group meeting.	Completion of this goal will be measured by evidence of planning documents, meeting agendas, and sign-in sheets.
2024.4.01	Attend training retreats, work-shops, and webinars offered by INFOhio or other state and national library-focused organizations to support all SWOCA clients in the management of their school libraries: <ul style="list-style-type: none"> • Achieve competency using all needed modules of Symphony LSP • Explore INFOhio resources that may 	August 2022	Ongoing	I would be extremely interested in offering a collaborative workshop for licensed school librarians interested in creating Collection Development and Materials Challenge policies.	Completion of this goal will be measured by evidence of a Certificate of Attendance or a meeting agenda if a certificate is not provided.

	be useful for instruction				
2024.4.02	Offer New Librarian Orientation, an introduction to effective school library management for library staff or volunteers.	August 2022	Complete	New Librarian Orientation training session was created and implemented for FY24.	Completion of this goal will be measured by documentation of training modules, scheduled training sessions, and evaluation forms.

2024.4.05	Offer new online training sessions Via Zoom (webinar or blended) and asynchronous options for clients who cannot leave their building during the school day.	August 2022	Ongoing	<p>Current Offerings:</p> <ul style="list-style-type: none"> • New Librarian Orientation • Introduction to Cataloging • Introduction to Library Reports • Completing Your First Inventory • End of Year Tasks <p>New for FY25</p> <ul style="list-style-type: none"> • Cataloging Strategies for Genreification and Dewey Lite • Collection Development policy • Materials Challenge policy 	Completion of this goal will be measured by evidence of scheduled training sessions, increased user attendance at sessions, and evaluations.
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3. How do you obtain input from customers, governing board, and staff in identifying the key areas identified in question #2? Did you do anything new or different in developing your new plan?

We obtain input from all stakeholders via face-to-face meetings, an annual survey, as well as specific surveys related to projects, applications, and training

- Every 5 years the SWOCA ITC is required to undergo a peer site review. A review team visits SWOCA and meets with SWOCA stakeholders/staff over a two-day period. A full written report of stakeholder feedback is provided to ODE, the SWOCA Executive Director, and the SWOCA Executive Committee. The data from the site review is used to assess and improve services for all stakeholders.
- Another practice at SWOCA is for our staff to send, at the end of all training sessions, an electronic evaluation form to all training attendees. These completed evaluation forms help us to make immediate improvements on any indicated or perceived weaknesses. Our goal is always to evaluate the quality of training and relevance of the event to job responsibilities.
- We have implemented internal teams that will meet with our customers throughout the year to gather feedback.

In FY24 SWOCA hosted numerous training sessions for our members. During FY23, SWOCA partnered with WOCO to provide software support and training for those districts. That partnership has been very successful.

All SWOCA customer surveys are read by the department team members and administrative staff, to assess any needed improvements. Action will be taken by staff, if improvements are indicated and changes are considered positive for all SWOCA staff/stakeholders.

Through meetings during the year with superintendents and treasurers, who serve on the SWOCA Executive, Planning, and Finance Committees, we can hear directly from district leadership as to the needs, desires and quality of services provided to our members. Our members have been supportive of our efforts toward improvement and do provide us with constructive input. We evaluate all input received for any needed improvements.

Internally, the Staff Leadership Team (SLT) meets each Wednesday. Members each contribute to developing the agenda. Discussions range from planning for services and operations, to updates on project and other initiatives. Team members are responsible for keeping their teams informed related to the outcomes of these meetings and needed changes.

Additionally, we have staff meetings weekly, every Wednesday. All SWOCA staff are required to attend meetings, and the team leads report in for each department. These meetings are for discussion of any real or perceived problems/issues, needs, or updates. These meetings have proven to be a great vehicle for keeping our staff informed and being in front of any issues facing our districts or those internal to our staff. We also provide short professional development sessions during this time.

We did not change our process in developing our new plan. SWOCA staff will continue to utilize proven and reliable processes and methods, which includes feedback from all internal/external stakeholders.

4. Highlight examples of new or recent collaboration with other entities, or new products or services where collaboration could be valuable. Do you anticipate these efforts will directly contribute to your ITC's service improvement? If so, explain.

- Collaboration efforts include our partnership with the OECN and MCOECN, which includes the following joint efforts:
 - Standardized pricing of services
 - Support relationships
 - Shared services
 - The exploration of fiber and/or other projects, where there are mutual interests, and projects are predicated upon positive outcomes for all stakeholders
- Broadband projects/partnerships
 - Partnering with local municipalities to plan for and build fiber infrastructure (project management and oversight included)
 - Partnering with local townships to plan for and build fiber infrastructure, leveraging available funding
- BAO (Broadband Access Ohio)
 - Working in partnership with entities across the State to enhance fiber infrastructure and partnering on existing infrastructure, when there is an opportunity
- Ohio Distance Learning Association
- Ohio Education Job Site (SchoolSpring)
 - This is a partnership with the MCOECN/ODE to provide a “jobs board” to all ITCs and their districts

- RiskSource/Seminars
 - This partnership allows SWOCA to partner with our insurance carrier to bring education and additional risk management capabilities to our member districts

- WOCO
 - This partnership provides software support and training for our five eFinance school districts

Any collaboration with another entity, to improve the quality of services or to share expense or other, is core to SWOCA's business values. SWOCA's goal is to be on the path of continuous improvement and expansion of services and cost-sharing, to better support the stakeholders we serve. Our philosophy remains, when it makes sense, provides a better service for our members and dollars will be saved, sharing services for the benefit of all stakeholders will be a consideration.

SWOCA's goal and expectation are always that the services we share/provide meet the standard of quality SWOCA demands for its' stakeholders.