



OME-RESA ITC COG Strategic Plan 2018-2023

Approved by OME-RESA Board of Directors: September 13, 2018

<p>Our Vision</p>	<p>OME-RESA partnerships provide resources to enhance student learning and operations.</p>																								
<p>Our Mission</p>	<p>Support Stakeholders through the Delivery of Innovative Services.</p>																								
<p>Our Values</p>	<p>Loyalty, Integrity, Respect, Quality, Reliability, Commitment, Teamwork</p>																								
<p style="text-align: center;">62,981 Students in 55 Appalachian Districts Served</p> <table border="1"> <caption>Student Distribution by District Size</caption> <thead> <tr> <th>District Size</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1-700 Students</td> <td>30.91%</td> </tr> <tr> <td>701-1400 Students</td> <td>30.91%</td> </tr> <tr> <td>1401-2100 Students</td> <td>21.82%</td> </tr> <tr> <td>2101-2800 Students</td> <td>12.73%</td> </tr> <tr> <td>3801-3500 Students</td> <td>3.64%</td> </tr> </tbody> </table>	District Size	Percentage	1-700 Students	30.91%	701-1400 Students	30.91%	1401-2100 Students	21.82%	2101-2800 Students	12.73%	3801-3500 Students	3.64%	<p style="text-align: center;">General Fund Revenue By Sources</p> <table border="1"> <caption>General Fund Revenue by Source</caption> <thead> <tr> <th>Source</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Rental</td> <td>53.50%</td> </tr> <tr> <td>Interest</td> <td>37.79%</td> </tr> <tr> <td>Service Fees</td> <td>6.50%</td> </tr> <tr> <td>State</td> <td>2.62%</td> </tr> <tr> <td>Federal</td> <td>0.03%</td> </tr> </tbody> </table>	Source	Percentage	Rental	53.50%	Interest	37.79%	Service Fees	6.50%	State	2.62%	Federal	0.03%
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<p>Our Programs and Services</p>	<p>EMIS Reporting – Internet Service Provider – Fiscal Services– Library Automation– Electronic Resources – Student Services - Professional Development and In-services – Cooperative Purchasing – Legal and Tax Services – Managed Internal Broadband – Virtual Server and Disaster Recovery – Voice over IP – Integration Services</p>																								
<p>Our Focus Goals: 2018-2023</p>	<ul style="list-style-type: none"> • Find solutions to enhance flexibility to meet the diverse needs of districts • Foster communication in alignment with Agency Vision, Mission and Values • Adopt Information Security controls based on the NIST SP 800-53 Revision 4 framework for a Federal Information Protection Standard (FIPS 200) moderate risk-rated organization. (Added November 14th, 2019) 																								



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Introductory Statement

The Board of Directors and Executive Director of the OME-RESA ITC COG developed this strategic plan to provide the OME-RESA ITC COG with a five-year roadmap for support services and organization development. The Board of Directors and Executive Director will review progress at regular Board of Directors meetings and will review and update the plan annually as needed.

The Strategic Plan introductory meeting included 8 Board Members, the Fiscal Officer, Missy Valkosky, and the Executive Director, Angela Underwood. The represented board members were:

- T.C. Chappellear – Jefferson County Representative
- John Haswell – Belmont County Representative (Board Chairperson)
- Roxane Harding – At-Large Treasurer Representative
- Sharon McDermott – Muskingum County Representative
- Adam Pittis – Guernsey County Representative
- Rich Schoene – JVS Representative (Vice Chairperson)
- Ira Wentworth – Tuscarawas County Representative

The Leadership team of OME-RESA met three times to reflect on the mission, vision, core value and assumptions underlying the organization's approach to services and support. These meetings set the stage for the introductory meeting of the full board, during which the organization's strategic direction was defined and Strategic Plan development began.

The introductory meeting will assist in an organizational assessment of OME-RESA ITC COG to identify both the challenges and opportunities the Agency may face over the next five years and set the context for the choices reflected in this Strategic Plan.

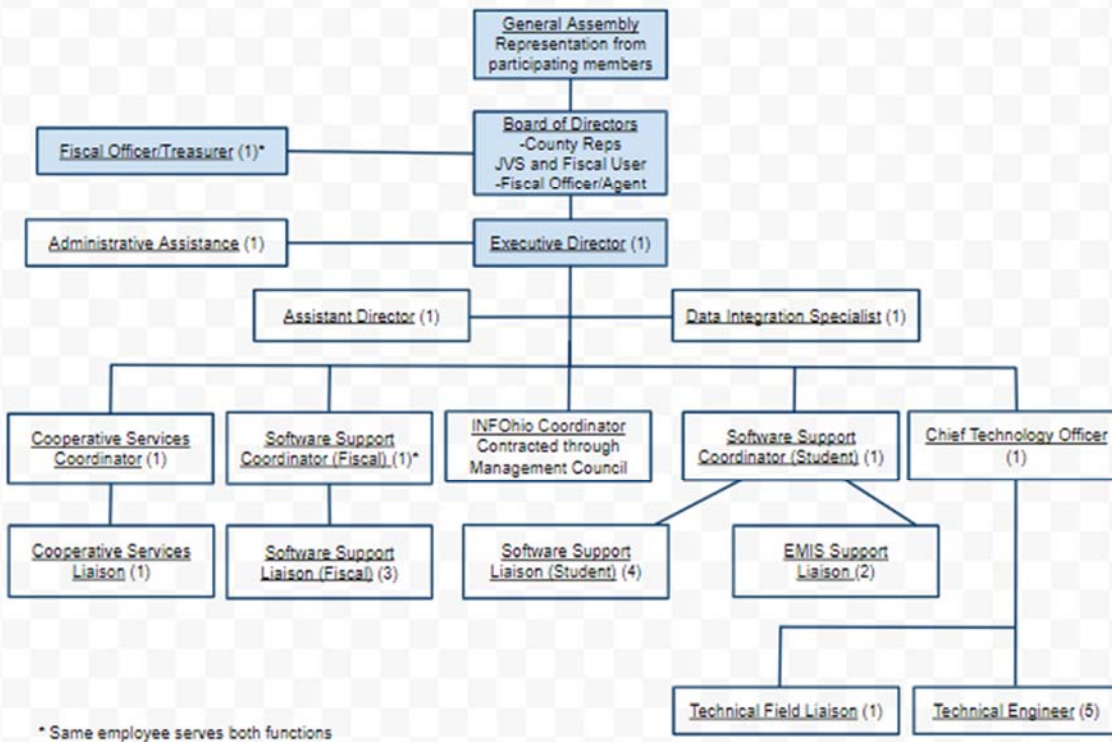
OME-RESA Background History

OME-RESA was organized in 1975 to provide various services to local governments and school districts. In 1979 the Ohio Education Computer Network (OECN) was created by the Ohio Legislature under ORC 3301.075 and OME-RESA became one of the original 27 data centers (DA Sites) providing financial accounting support to school districts.

In 2005, new Ohio Administrative Code rules were adopted to rename DA Sites to “Information Technology Centers” (ITCs). This new name better recognized their role in providing technology shared services to Ohio’s schools.

In 2009, OME-RESA reorganized as a Council of Governments (Chapter 167) to allow for expanded service growth and legal clarity when providing services to Governments and Municipalities.

OME-RESA ITC - Council of Governments
Organizational Flowchart - 2020



General Assembly: The General Assembly is the legislative body of the OME-RESA ITC COG. The General Assembly composition is a representative from each Participating Member.

Board of Directors: The Board of Directors is the managerial body of the OME-RESA ITC COG. The Board of Directors composition is one representative from each county served; career center representative, the Fiscal Officer, and a “Treasurer at Large” from the Fiscal Advisory Committee.

Today in 2018, OME-RESA is one of 18 Information Technology Centers (ITCs) still in operation, serving school districts and related agencies in Eastern Ohio. Through the years, OME-RESA has been continually adding and updating programs through a cooperative effort that enables school districts and related agencies to expand services at a financial savings.

SWOT Analysis – Conducted on 4/4/2018

- ***Strengths:***

- #1 OME-RESA Staff Support and knowledge of services provided
- #2 Research and Evaluation of Hardware and Software requested

- ***Weaknesses:***

- #1 Ability to support each district's diversified needs

- ***Opportunities:***

- #1 Expand Services and Partnership – Increase services districts need.
- #2 Expand Partnerships – Maintain and increase partnerships and shared service opportunities with ESCs, ITCs and other entities (Can help to support #1.)

- ***Threats***

- #1 Financial support – Limited funding from State and increased unfunded mandates which limited resources from members.
- #2 Infrastructure and Cyber Security

Focus Goals

Focus goals are broad overarching aspirations that should be consistent with the vision and mission statements.

Goal #1 - Find solutions to enhance flexibility to meet the diverse needs of districts.

Member districts seek information, resources and support from OME-RESA to assist in serving their students, parents and community. OME-RESA is uniquely positioned to facilitate these services and help districts achieve their respective goals while being aware of their limited resources.

Strategies:

a) Secure Funding for a Data Integration System and develop a service model for sustainability.

- Activities and Updates

Date	Activity
2019-09	Worked with The Management Council and participated in a Data Interchange committee to review and select a middleware product. The committee evaluated three different products and Jitterbit was selected.
2019-09	The Management Council funded the first year costs and negotiated a student cost that would allow districts that licensed the product to take advantage of any integrations that were built on the platform. The Management Council has also built State-wide processes on the Jitterbit system such as SAS data updates and Roster Verification. With these State-Wide processes utilizing the Jitterbit system, it is unlikely to become unused and obsolete.

b) Implement the Data Integration System that provides data exchanges/integrity and expanding software choices while maintaining efficiency.

- Activities and Updates

Date	Activity
2020-09	Purchased and installed Cerberus to provide a platform for users and vendors to securely transfer data between systems they are integrating.
2020-09	Data Specialist participated in a group with other developers to write the extracts for two Statewide initiatives; P-EBT and Connectivity/Device availability.

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	The P-EBT provided economic challenged and/or free/reduced students with meal cards. The Connectivity/Device availability data led to additional funding for districts to help provide unserved/underserved students connectivity outside of their school buildings and in the community.
2020-09	Participated in a Data Analyst group across multiple ITCs to share integrations and code developments to reduce duplicate effort on similar projects to increase efficiency for all school districts in Ohio.
2020-09	Panorama –Built data exports for Panorama Education that offers SEL assessments and data analytics. This is an alternative to DataMap.
2020-09	Started review of existing integrations and documented processes to update SQL code and scripts to ensure security and reliability.
2019-09	Continue to work with the Data Interchange team at the Management Council to develop data integrations to expand software choices and increase efficiency.
2019-09	Alma Attendance Sync – Jitterbit process transferred attendance data from Alma into StudentInformation with verification checks to ensure accuracy.
2019-09	Apple School Manager – Building custom scripts to extract required data and upload to Apple Secure Servers. The processes built have reduced data exchange for the pilot district from weeks to minutes.
2019-09	Mosaic - Heartland Payment Systems – To enable districts that utilize this option of cafeteria and payment software to have integrations with StudentInformation
2019-09	The Education Connection, Level Data and eduCLIMBER by Illuminate - Expanding data integration, transformation and verification of data collected in StudentInformation to be sent to the application to improve efficiency.

- c) Create a job description and posting for a Data Integration Specialist that’s primary focus will be the Integration system and building efficiencies through the use of data.

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- Activities and Updates

Date	Activity
2019-09	Created Data Integration Specialist Job Description in FY19, posted the position and filled the position on 9/4/2018.
2019-09	The position is currently being funded by reduction in agency expenses.
2019-09	The Data Integration Specialist has completed the Jitterbit training program and has been learning the data elements in the Student Systems and other educational programs that are being used in member districts.

d) Develop a portal system that allows districts to see software integrations and developments.

- Activities and Updates

Date	Activity
2020-09	OME-RESA has migrated to the new web presence, but is behind on adding new content and modules. Until further development is complete, OME-RESA has linked a Google sheet showing current custom integrations that have been developed. It can be found under: Services>>Data Integration>> Custom OME-RESA Integrations.
2019-09	OME-RESA has contracted with TSG SmartSite to develop a new web presence. The new presence will contain an area where district staff will be able to select notifications on what and how they want to follow developments and information in many areas, including Data Integrations.

e) Develop a business process to determine and prioritize integration requests.

- Activities and Updates

Date	Activity
2020-09	OME-RESA has been utilizing the helpdesk application to handle requests that have been submitted. We have discovered that each district may have unique requirements and different data requests within the same integrating application.
2019-09	Districts were surveyed to collect information about the most widely used applications that would benefit

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	from integration development. The two applications that ranked the highest were Apple School Manager and Google. School Manager's integrations are almost complete and Google integration is currently being developed by Software Answers for use in the Progress Book Suite. Other requests are being handled on a first come first serve and simplicity basis.
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Goal #2 - Foster communication in alignment with Agency Vision, Mission and Values

The Strategic Plan introduces a different way of operations for OME-RESA. With any change in the workplace, resistance can occur. It is imperative that communication of these changes are consistent and frequent to both OME-RESA staff and district personnel. OME-RESA staff will need to be provided resources to assist them in producing and achieving in the new environment.

Strategies:

- a) Communicate the direction of OME-RESA and what is expected.
 - Activities and Updates

Date	Activity
2020-09	Leadership and staff meetings continue virtually during the Pandemic. Intercommunication and cross department trainings have increased. An example of the work in this area is with Fiscal and EMIS. Conducting joint department trainings have bridged both areas and increased understanding of how each effect the other.
2019-09	OME-RESA has two staff meeting groups that meet on a regular basis to increase communications and to jointly develop strategies to build momentum of OME-RESA's direction and to foster ownership and commitment to the Agency's Vison, Mission and Values. The Leadership Team, consisting of Agency Administration and department coordinators, meet on the 1st and 3rd Wednesday of the month. The Staff Meeting consists of the entire Agency staff and meet every two months.

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b) Alignment of OME-RESA Staff by providing resources and professional development.

- Activities and Updates

Date	Activity
2020-09	Integrated staff professional development into the evaluation process and cyber security requirement for NIST security controls.
2019-09	Evaluated multiple staff professional development programs and selected Pryor Learning Solutions.
2019-09	Worked with The Management Council to negotiate State-Wide pricing for the product.
2019-09	Incorporated Professional Development into the Agency Evaluation Process as a requirement with Agency wide training and department training assignments.
2019-09	PD is assigned around staff meetings with discussions about the PD and how it relates in their positions and the Agency.

c) Make developments visible through Web Site Updates and Survey Tools.

- Activities and Updates

Date	Activity
2020-09	Evaluated, purchased and installed Thermostat survey tool that utilizes CSAT methodology and integrates with existing helpdesk application. Each helpdesk ticket that is closed with problem solved delivers a single question survey with a text area for additional comments. Thermostat results for each department area and OME-RESA as a whole were presented at the Administrative Inservice. Annual graphs will be published on the OME-RESA web presence in the near future.
2019-09	A new web presence being developed will have sections in the customer portal that will provide information on developments and archived information. Some of the documents that will be posted, but not limited to, survey results, CIP submissions, site reviews with sections that show what work has been done to increase awareness of continuous improvements.

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2019-09	Participated in a Customized Survey for ITC's that was created and funded by the Management Council. Unfortunately there were some Management Council members that did not see the value in a State Wide survey, so it was not continued for FY19. With the lack of consistency, OME-RESA will develop a new measurement module for use in FY20.
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d) Report and Chart Growth of Alignment.

- Activities and Updates

Date	Activity
2020-09	As mentioned in previous goal, OME-RESA implemented Thermostat CSAT survey tool. This allows stakeholders to provide timely feedback and assists OME-RESA leadership to gain insight on department and staff performance, while identifying problem areas that may need addressed with additional staff training and/or service modifications. Although the tool was only used from December through August at the point, the amount of responses and feedback showed greater engagement from stakeholders when evaluation is done in a simple and timely fashion.
2019-09	There has not been much activity on this targeted goal. With the state-wide survey not being issued in FY19, it is difficult to have consistency for measurable values. A new set of measurement tools will be developed to measure growth for future updates.

Goal #3 – Adopt Information Security controls based on the NIST SP 800-53 Revision 4 framework for a Federal Information Protection Standard (FIPS 200) moderate risk-rated organization. (Added November 14th, 2019)

These security controls will improve the ability of the organization to secure the information that is processed and distributed on its information systems and throughout the Ohio Education Computer Network. Establishing a standard control set will lessen the likelihood of successful attacks against the information systems and, in the event that an organization is breached, increase the chances of detection and limit the likelihood of the attack spreading to other organizations within the OECN.

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Strategies:

- a) Annually present and review assessments of compliance with the controls and assign human and financial resources where necessary to remediate or lessen risks to the organization and to the OECN as a whole.

- Activities and Updates

Date	Activity							
2020-09	Incorporated security updates within each Board of Directors meeting.							
2020-09	POAM Progress Report							
OMERESA	Priority	Reviewed	Open	Complete	In Place	Completion	ITC Average	
AC	1	X	6	6	5	65%	52%	
AT	1	X	1	0	3	75%	64%	
AU	1	X	1	7	3	91%	54%	
CA	2	X	4	0	3	43%	42%	
CM	3	-	-	-	-	-	36%	
CP	3	-	-	-	-	-	47%	
IA	2	X	2	0	6	75%	69%	
IR	1	X	5	0	3	38%	39%	
MA	2	X	3	1	2	50%	60%	
MP	2	X	3	0	4	57%	55%	
PE	2	X	10	0	6	38%	58%	
PL	3	-	-	-	-	-	34%	
PS	3	-	-	-	-	-	42%	
RA	1	X	1	1	2	75%	62%	
SA	3	-	-	-	-	-	47%	
SC	1	X	2	4	13	89%	76%	
SI	2	-	-	-	-	-	68%	
PM	3	-	-	-	-	-	30%	

- b) Catalogue and accept or mitigate risks as possible within the NIST framework.

- Activities and Updates

Date	Activity
2020-09	No risks have been identified that are required to be catalogued and or accepted by the Board of Directors

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c) Work with member entities to adopt and maintain security controls within their environment.

- Activities and Updates

Date	Activity
2020-09	Planned to have session in May, however due to Pandemic, the workshop was canceled.
2020-09	Provided updates at Technology Coordinator meetings and at the Administrative Inservice on progress of implementation and plan to begin workshops during FY21.

d) Establish an information security service to be offered to member entities.

- Activities and Updates

Date	Activity
2020-09	The development of a security service will be structured around the requirement and feedback of members during the workshop to be held in FY21

Evaluation

- Short survey annually that is sent to all points of contacts of all departments.
- Annual status reports from Executive Director on Focus Goals and Activities.
- Board of Directors and Executive Director review Strategic Plan annually for modifications that may need to be made.

Revision History

- Approved by OME-RESA Board of Directors: September 13, 2018
- Updated by OME-RESA Board of Directors: September 12, 2019
- Update by OME-RESA Board of Directors: September 03, 2020