



#### **4.0 Operational Effectiveness Goals and Objectives**

The coordination of major initiatives in a large district is critical. If multiple departments identify the same need and develop different strategies to address it, the result can be an inefficient use of resources, including time, money, and staff. The goals in this section describe processes for ensuring that common priorities are established and that all new initiatives are approved and synchronized throughout the district.

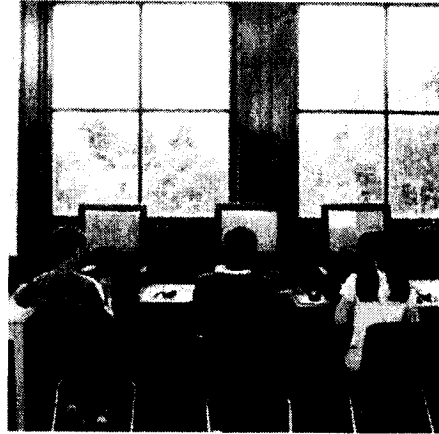
- OP-1: Ensure that all technology initiatives align with district operational and/or student achievement goals.*
- OP-2: All projects will include a comprehensive communication plan to inform all stakeholders prior to implementation.*
- OP-3: Develop a comprehensive 3-5 year technology plan and budget (operational and capital) and update annually.*
- OP-4: Increase organizational effectiveness through alignment of resources and transition to a customer-focused organization.*



**OP-1: Ensure that all technology initiatives align with district operational and/or student achievement.**

**Vignette:**

In an effort to address weaknesses in specific areas of FCAT scores and improve student achievement, principals are seeking instructional software that aligns with curriculum and assists with teaching and reinforcing skills and content objectives. Some schools are using FCAT Explorer extensively, finding that it adjusts to the student's level and offers feedback about incorrect answers. The district also licenses other curriculum and assessment tools.



Because the district has a site-based decision-making policy, Principal Green has been contacted by a vendor to setup an appointment to demonstrate the features and benefits of his company's new curriculum and assessment software. Before committing time to meet with this vendor, Principal Green decides to check with the curriculum department and ETS to determine whether he can achieve the same goals at his school using tools that are already available as a district-wide license or if greater economies of scale could be achieved through a group purchase.

**Objectives:**

- OP-1.1 Standardize a process for prioritizing, selecting and monitoring all technology-related initiatives throughout the district by October 2007.

**Action Steps:**

- Develop a Technology Initiative Review Committee with cross-sectional representation to review, prioritize, select and monitor all technology-related initiatives throughout the district (see PI-2.1 section).
- Technology Initiative Review Committee will report to the Executive Leadership Team on a regular basis the status of current technology initiatives (on-going).
- Use third party assistance to review current project management models and industry best practices, and develop a plan to converge and standardize project management processes by October 2007.
- Leverage the existing Technology Project Management (PMO) process to monitor and evaluate project implementations based on the analysis of models and best practices by October 2007.
- A quarterly report to the board will be given as part of a School Board Workshop as a means of providing a status on all technology initiatives (quarterly).

***Projected financial impact: \$65,000 for assistance with project management process development***



OP-1.2 Require a Total Cost of Ownership evaluation on all new initiatives to ensure that adequate funding is available for purchase, installation/implementation, training, and support by October 2007.

**Action Steps:**

- A TCO template will be created and aligned to the Technology Initiative Review process to ensure the following components are addressed in the decision-making process.

**Total Cost of Ownership Template (TCO) Components:**

- Purchase Options (Direct purchase vs. Lease purchase)
- Acquisition Costs
- Additional Work Space Requirements
- Hardware
- Software
- Supplies
- Ongoing maintenance & Support
- Staff – FTE
- Additional Staff Requirements
- Consulting Services
- Professional Development
- Peripheral requirements
- Upgrades – Software
- Equipment Upgrades/Replacement
- Project Management

*No financial impact*

OP-1.3 Require a summative evaluation to demonstrate the effectiveness of all projects by July 2008.

**Action Steps:**

- Determine a summative evaluation schedule by January 2008.
- Work with the research and evaluation department to determine a review process for reporting on the status of the technology projects. (on-going).
- Provide an assessment of the status of the technology projects to determine if projects are on schedule and meeting customer needs by June 2008.
- Report results to the Executive Leadership Team and the School Board by August 2008.

*Projected financial impact: \$25,000 for research services*

OP-1.4 Conduct an ongoing analysis to align the major district technology initiatives to the district's strategic goals through July 2010.

**Action Steps:**

- Work with the research and evaluation department to implement a comprehensive review of the progress towards the district's strategic plan for technology goals by July 2010.
- As a result of the analysis, continuously provide the necessary hardware and



software infrastructure to support the district operational and instructional technology needs.

*Projected financial impact is reflected in the hardware/software maintenance budget*

***Projected***

- Using evaluation results, implement a process to create a 2010-2013 strategic plan for technology to continue alignment technology integration with student achievement.

*Projected financial impact: \$ 45,000 for consulting/research services for year three*

**Alignment to Strategic Goals:**

- Develop an administrative structure that fosters streamlined district operations.
- Improve communications between the Board and its major stakeholders.
- Adopt best business practices.
- Reward excellence.

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**OP 2: All projects will include a comprehensive communication plan to inform all stakeholders prior to implementation.**

**Vignette:**

ETS plans to implement a district-wide upgrade that requires a physical installation on each computer. The rollout is planned in several stages, and the work will be completed during the summer while students are out of the buildings. Emails of the upgrade schedule are sent to all teachers, students, and administrators.



At the same time, the Facilities Department has developed a schedule for waxing the floors throughout the district and painting classrooms in some of the schools. This schedule was emailed to custodial staff. Each group assumed that the other was informed about both schedules, and was not aware of the potential conflict.

As the crews begin to work, they find several schools where one team has already begun and the other is unable to work as scheduled. This results in additional delays which could have been prevented if there were a master list of installations and renovations.

**Objectives:**

- OP-2.1 Identify the key stakeholders who should be involved in communications about all technology initiatives and rollouts beginning October 2007.

**Action Steps:**

- Applicable stakeholders will be identified as part of the technology initiative review process. – principals, teachers, community relations, Executive Leadership Team, Board, area office staff, advisory committees, district departments (Purchasing, ETS, etc.), parents and community members by October 2007.
- Incorporate a communication plan in all new technology initiatives to ensure that all key stakeholders are advised of new initiatives that may impact their role.

*No financial impact*

- OP-2.2 Define a project review process to be conducted at the end of each major initiative to determine which strategies were successful by October 2007.

**Action Steps:**

- Work with the research and evaluation department to determine a review process for determining the effectiveness of the project. Include a process for determining lessons learned and best practices in addition to barriers and challenges encountered.

*Projected financial impact included in OP-1.3*



<p>OP-2.3 Encourage and utilize input and feedback (i.e. focus groups, meetings, surveys, blogs, etc.) from all internal stakeholders for all technology initiatives and rollouts beginning October 2007.</p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"><li>• Customer feedback will be solicited on any technology initiatives that affect the customer. Input from the feedback will be used for program planning and implementation (on-going).</li><li>• Targeted focus groups will be used to periodically gain feedback as the project is being implemented to ensure project goals are being met (on-going).</li></ul> <p><i>No financial impact</i></p>
<p>OP-2.4 Pilot an email subscription system for all district staff, with appropriate taxonomy, to facilitate communications about content that is of interest and relevance to them by June 2008. Implement across the district by June 2009.</p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"><li>• Staff will evaluate the existing system and look at available options and make recommendations to Executive Leadership Team by June 2008.</li></ul> <p><i>No financial impact</i></p>
<p><b>Alignment to Strategic Goals:</b></p> <ul style="list-style-type: none"><li>• Develop an administrative structure that fosters streamlined district operations.</li><li>• Improve communications between the Board and its major stakeholders.</li><li>• Adopt best business practices.</li></ul>



**OP-3: Develop a comprehensive 3-5 year technology plan and budget (operational and capital) and update annually.**

**Vignette:**

As school administrators and department heads submit requests for the next year's budget, most are referring to the district's strategic plan and IT Blueprint to confirm what technology initiatives will be undertaken during the upcoming year and the resources that will be required to implement these projects. The budget process is going smoothly until someone from the foreign language department announces that she would like to budget new language labs for every high school. While she might be able to obtain some of the funding from the LEP budget, there would be a major requirement for staffing and infrastructure that is not allocated for the upcoming year. Her request was not supported because it is not "in the plan," and is not aligned with district priorities.



**Objectives:**

OP-3.1 Define the projects related to district priorities by October 2007.

**Action Steps:**

- Gather data on current instructional and business related technology projects by October 2007.
- Prioritize projects based on district priorities and strategic plan for technology by October 2007.
- Provide status report to Executive Leadership Team and School Board on a quarterly basis (on-going).

*No financial impact*

OP-3.2 Benchmark the district with other similar-sized districts for best practices related to each goal by July 2008.

**Action Steps:**

- Assign staff to gather best practice data from other districts on each goal by September 2007.
- Analyze data and produce a matrix of best practice solutions being implemented by other districts by May 2008.
- Recommend and incorporate best practices where appropriate by July 2008.

*No financial impact*

OP-3.3 Conduct a Total Cost of Ownership analysis on all projects by January 2008.

**Action Steps:**

- All new projects will include a TCO evaluation component as part of the selection process.
- Define total cost of ownership model based on Broward's need.
- Create template to be used for all projects to capture TCO.
- Incorporate TCO into project initiation, prioritization, and decision-making



	<p>process.</p> <ul style="list-style-type: none"><li>• Develop TCO for each new technology project (on-going).</li></ul> <p><i>No financial impact</i></p>
OP-3.4	<p>Secure commitment and approvals at all levels from project sponsors, Executive Leadership Team, and School Board through July 2010.</p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"><li>• Create checklist/process guidelines to include all stakeholders.</li><li>• Incorporate into project initiation/prioritization/decision-making process.</li><li>• Provide commitment and approval process as per process guidelines.</li></ul> <p><i>No financial impact</i></p>
	<p><b>Alignment to Strategic Goals:</b></p> <ul style="list-style-type: none"><li>• Develop an administrative structure that fosters streamlined district operations.</li><li>• Improve communications between the Board and its major stakeholders.</li><li>• Adopt best business practices.</li></ul>





**OP-4: Increase organizational effectiveness through alignment of resources and transition to a customer-focused organization.**

**Vignette:**

Ms. Perry's department has provided bookkeeping services since her department was established in the 1980's. Some of the people in that department, including the manager, have worked there for most of that time. As technology has advanced and procedures change throughout the district, they began to realize that their processes needed to change as well. They had a department meeting to discuss this and had difficulty deciding what to change until they realized that they were simply trying to automate their previous processes. When someone suggested that they analyze who they serve (their customers) and what they provide for these groups, their analysis became more manageable. One group assumed the task of identifying all customers served by their department and the ways in which they currently communicate with each. A second group delineated the services provided to each customer group and the delivery channels used. The team then sought the input from ETS as to how current BCPS technology resources could allow them to more efficiently deliver services to their customer base.



**Objectives:**

- OP-4.1 Change the mission of the technology group to a model that ensures the success of its customers by August 2007.

**Action Steps:**

- Create a new mission statement for the department targeting the delivery of value-rich solutions and improved customer satisfaction by August 2007.

*No financial impact*

- OP-4.2 Establish metrics to determine how to measure the customer satisfaction of these customers by September 2007.

**Action Steps:**

- Identify catalog of services provided to customers by August, 2007
- Conduct semi-annual assessment of department performance as measured by customer satisfaction (on-going)
- Work with Research and Evaluation department to develop customer satisfaction survey by September, 2007
- Establish a regular schedule/process for surveying customers by September, 2007

*No financial impact*

- OP-4.3 Select and implement best practices related to a customer-focused model by August, 2008 through August, 2010

**Action Steps:**

- Determine and blueprint the customer centered District Support and Services Strategy by January 2008.



- Create a model for establishing Service Level Agreements (SLA) by March 2008.
- Establish Service Level Agreements with key customer departments that are dynamically measured and published by June 2008.

*Projected financial impact: \$127,000 for business process analysis, software, hardware and monitoring services annually*

- Dynamically publish the Service Catalog, monitor and report service performance by August 2008

*Projected financial impact: \$260,000 in current DFWP*

- Evaluate best practices identified in OP-3.2 by August, 2008
- Implement best practices on-going through August, 2010
- Improve the Help Desk by requiring technical certifications by September 2008

*Projected financial impact: \$15,000 for professional development annually*

- Focus the Help Desk on technical support by removing TERMS specialists to a separate TERMS Help Desk aligned with TERMS technical support by September 2008

*No financial impact*

- Backfill the TERMS positions on the ETS Help Desk with Micro Computer Technical specialists by September 2008

*Projected financial impact: 4 FTE (PG18), \$136,000 - 08-09 and ongoing*

- Replace the CRM system with user-friendly Help Desk software that provides the end-user with access to generate and monitor service tickets by January 2008

*Projected financial impact: \$424,000 in current DFWP*

- Train ETS staff in ITIL Best Practices by August 2010

*Projected financial impact: \$75,000 for professional development – 08-09 and ongoing*

OP-4.4 Establish business process specialists for customer liaisons by August 2008.  
**Action Steps (all action steps will be complete by August 2008):**

- Consult with BRITE business process specialists to identify roles and responsibilities.
- Incorporate BRITE business process specialists as interfaces to technology division.

*No financial impact*

**Alignment to Strategic Goals:**

- Develop an administrative structure that fosters streamlined district operations.
- Improve communications between the Board and its major stakeholders.
- Adopt best business practices.