WESTERN OHIO COMPUTER ORGANIZATION (WOCO)

SITE REVIEW REPORT

PRODUCED ON BEHALF OF

THE OHIO DEPARTMENT OF EDUCATION

BY

THE MANAGEMENT COUNCIL

NOVEMBER 26-27, 2018

WOCO Site Review Report
November 26-27, 2018

OPENING REMARKS

The participation of the administration, staff, and members of the ITC is a critical part of conducting an ITC Site Review. For this reason, members of this review team commend the Executive Director, Board of Directors, administrative officers, staff, and clients of the Western Ohio Computer Organization (WOCO) ITC for graciously responding to our assessment. The team appreciates contributions made by the WOCO Executive Director for assistance in preparing for and participating in this site review.

Rules outlined in the Ohio Administrative Code section 3301-3-05 direct the State Department of Education to enable an accountability system to evaluate the delivery of core services by OECN ITCs. The site review process conducted by the Management Council on behalf of the Department is a component of this accountability system. However, the scope of the site review process does not rise to the level of a financial or performance audit, or legal review, and should not be construed as such. A site review encompasses a high-level examination of multiple aspects of an ITC, including state and federal compliance, administration, finance, the delivery of state-required core services, network and connectivity, IT service operations, participation in the statewide ITC network, and strategic initiatives of the ITC. Members of the review team used their collective experience to guide the observations and suggestions noted within this report.

The ITC review team is not charged with directing specific actions for an ITC to follow, nor would it be prudent for the review team to be permitted such latitude. The review team is on-site for a very short time and would not have to live with the consequences of any such directives. It is the function of the review team to provide information and suggest prioritizing alternatives, which may be considered by the owner-members in determining the future direction of the organization.

The following sections of this report are organized by the areas identified in the ITC operating standards. Each section will note the applicable standards, an evaluation of WOCO's efforts to meet each standard, and additional observations and recommendations from the review team.

SECTION 1 – STATE AND FEDERAL COMPLIANCE

State and Federal Compliance Standards	Y/N
1.1 Demonstrate compliance with ORC, OAC 3301-3, and CIP checklist items.	Yes
Comments: WOCO is compliant with this standard.	
1.2 Comply with CIP and other accountability requirements as determined by ODE.	Yes
Comments: WOCO is compliant with this standard.	
1.3 Demonstrate compliance with FLSA work hour tracking as applicable.	No
Comments: WOCO is not fully compliant with FLSA requirements.	

WOCO has demonstrated compliance with ITC requirements as noted in Ohio Administrative Code sections 3301-3-01 through 3301-3-07. As such, WOCO demonstrates meeting ITC operating standards 1.1 and 1.2 regarding accountability requirements, and the ITC is encouraged to continue these efforts.

It does not appear WOCO is currently compliant with federal requirements under the Fair Labor Standards Act (FLSA) and standards recommendation 1.3. All staff below the Executive Director level have been identified as non-exempt from FLSA time reporting requirements. WOCO is advised to become more fully compliant with FLSA requirements, specifically around developing overtime policies that align to FLSA, educating staff on the work time reporting requirements of FLSA, improving the system of tracking work hours, and noting FLSA exemption status on job descriptions.

SECTION 2 – ADMINISTRATIVE

Administrative Standards	Y/N
2.1 Provide evidence of four executive/governing board meetings per year.	Yes
Comments: WOCO meets this standard.	
2.2 Have and maintain board approved policies.	Yes
Comments: The WOCO policy manual was provided for this review.	
2.2.1 Includes a policy prescribing a minimum carryover balance.	No
Comments: WOCO does not have a policy prescribing a minimum carryover balance.	
2.3 Maintain current job descriptions for every employee.	Yes
Comments: Job descriptions were provided. They did not indicate date(s) for adoption or review.	
2.3.1 Job descriptions note FLSA status.	No
Comments: FLSA status should be included on job descriptions	

Administrative Standards, Continued	Y/N

2.4 ITC has and follows locally defined employee evaluation process which is:
 	
  2.4.1 Conducted at least annually
 	
  2.4.2 For all employees
 	
  2.4.3 In writing (each employee evaluation is documented)
 	
  2.4.4 Encourages professional growth
 	
  2.4.5 With a review of the process at least every five years
	Yes

Comments: WOCO employees are evaluated on an annual basis.	
2.5 Have and maintain succession plans for key employees and positions.	Yes
Comments: WOCO has a succession plan for the executive director, and a defined process for staff openings.	
2.6 Review governance documents at least every five years.	Yes, with note
Comments: The last revision occurred when WOCO converted to COG status approximately five years ago, and further review is now recommended. Review/adoption dates should be indicated in all documents.	

WOCO is to be commended for meeting many administrative standards, including but not limited to conducting the required number of governance meetings, maintaining general policies, having job descriptions for all employees, and for providing all requested governance documents.

WOCO is also commended for the existence of a positive culture among employees. Staff specifically noted effective communications with the Executive Director as a key element in the productive work environment and the overall positive culture of the organization. No concerns were voiced by staff regarding compensation or workload. Staff expressed a specific appreciation of the opportunity of using the telecommuting option.

It was noted in staff interviews and confirmed by the Executive Director that WOCO does not have a policy prescribing a minimum carryover balance. Per the ITC operating standards, the WOCO Board should consider adopting a minimum carry-over policy (WOCO's current carryover exceeds the recommended minimum).

The review team found no specific concerns with the content of any of the governing documents. WOCO's governance documents did not indicate when they were last reviewed or adopted, therefor WOCO is advised to review governance documents to ensure compliance with Ohio Administrative Code requirements. It is further

SECTION 2 – ADMINISTRATIVE, CONTINUED

recommended to include revision or adoption dates as part of this update.

Job descriptions exist for all WOCO staff. WOCO is encouraged to review job descriptions on a regular interval and include, per ITC operating standards, FLSA status on each job descriptions. On a similar note, WOCO should develop a FLSA-compliant overtime policy and implement a system to track non-exempt employee overtime. As with the governance documents, WOCO is encouraged to include adoption/revision dates on all job descriptions.

WOCO has a formal evaluation process in place for all employees. The effectiveness of the evaluation process is enhanced through discussions regarding each employee's professional growth related to goals being established that are directly related to the WOCO CIP.

WOCO has established a succession plan for the Executive Director position and a defined process for filling staff vacancies. The process has enabled WOCO to fill openings with well-qualified individuals.

SECTION 3 – FINANCIALS

Financial Standards	Y/N
3.1 Provide a board-approved three-year financial forecast with assumptions– current year plus two years of future forecast.	No
Comments: WOCO does not produce a multi-year forecast.	
3.2 Demonstrates current cash receivables/fee collection activity.	Yes
Comments: Receivables appear to be within normal operating standards.	
3.3 Maintains a cash balance (general fund plus undesignated/unencumbered reserve funds) of at least 20% of current general fund annual budget.	Yes
Comments: The ITC meets this standard.	

For the purpose of this site review, the financial review team focused attention on fiscal policy, revenue/expenditure trends, risks, and stability. The team was charged with analyzing the WOCO financial data and projections to determine financial trends, and to make recommendations based upon observations made during this review. The review seeks to identify potential risks and threats to the ITC's financial stability, as well as recognize good business practices. However, as noted in the Opening Remarks, the scope of this review does not extend to that of a full financial or performance audit.

The financial documents indicate WOCO is operating with deficit spending this fiscal year due to planned refresh of key network components. However, fiscal year end projections indicate WOCO will continue to exceed the 20% carryover standard. WOCO is aware of the deficit spending, continues to monitor their financial condition, and has contingencies in place should further stabilization prove warranted.   The ITC is commended for controlling other expense areas, such as the recent change in health insurance carrier, to help manage overall spending.

Given the cyclical nature of equipment refresh, the current deficit spending does not appear to pose significant risk to the long-term financial viability of the ITC. However, the ITC may want to consider establishing a special cost center or capital fund to separate equipment purchases out from the general operating fund, and to set aside a portion of revenues to use for future capital expenditures.

ITC operating standards suggest a best practice of maintaining a minimum cash balance of at least 20% of the ITC operating budget (see operating standard 3.3 above). As noted above, the data presented in the WOCO financial reports show a projected carryover balance which exceeds the 20% standard. Although the data demonstrates this practice has been followed, WOCO does not show evidence of having policy in place to ensure this best

SECTION 3 – FINANCIALS, CONTINUED

practice will be followed into the future (see operating standard 2.2.1). It is recommended such a policy be created to maintain the long-term fiscal stability of the ITC.

WOCO's receivables appear to be current. WOCO has demonstrated a willingness to meet district needs by maintaining a flexible invoicing and collections process. While this is appreciated by WOCO's client-owners, the flexible collections practice could pose potential risks in light of deficit spending. Should WOCO find itself in a more tenuous financial position, WOCO might benefit from tightening their invoicing and collections practice.

ITC operating standards suggest a best practice of maintaining a board-approved three-year financial forecast, with assumptions, covering the current year plus two years future forecasts (see operating standard 3.1 above). At the time of this review, WOCO did not maintain such a report, nor was a financial forecast provided as part of WOCO's advanced review documentation. Producing a board-approved three-year financial forecast is strongly recommended. During onsite interviews the Executive Director and Fiscal Agent agreed this could be a valuable financial planning tool.

There were no complaints expressed regarding the level of fees charged by WOCO. Treasurers participating in the focus group session articulated a willingness to consider higher fees if this would support additional talented staff. WOCO may wish to evaluate this fee elasticity when contemplating future revenue and staffing needs.

In summary, and again noting the limits of the scope of this review, WOCO appears to be of sound fiscal status. Ongoing monitoring of WOCO's financial condition in light of current deficit spending is advisable.

SECTION 4 – SERVICE OPERATION FOR CORE SERVICES

Core Service Standards	Y/N
4.1 Use of a service desk system to track requests and incidents.	Yes
Comments: In compliance	
4.2 Publish a service level agreement (SLA) for each service and maintain reporting to measure against this SLA.	Yes
Comments: In compliance	
4.3 Demonstrate adequate staffing, cross-training, or 3rd party service agreements in each core service area sufficient to meet or exceed local SLA policy.	Yes
Comments: In compliance	

Focus group participants shared their appreciation and admiration for the overall job that the WOCO staff and Executive Director Walls provides. Participants praised the expertise of the staff, the general commitment to excellence of the staff and director and the "personal level of caring" that is exhibited toward clients. Customers are very happy with services offered by WOCO, and expressed sincere appreciation for WOCO staff, noting staff often go "above and beyond" in attending to the needs of WOCO's clients. Focus group participants expressed the following sentiments regarding WOCO support services, "They are very personal in their approach", "Customer service is phenomenal", "top notch", and "they never put the customer down". WOCO service "is like advice from a friend" according to one client/owner.

The staff universally enjoy the work environment and culture. Staff set goals collaboratively, and goals are reviewed semi-annually. All staff value remote work options. Staff are encouraged and supported in pursuing professional development. They aren't refused professional development when further education is needed to perform their jobs.

The customers accepted the need to submit tickets to obtain support. Feedback from the Fiscal focus group participants suggests a desire to be able to just pick up the phone and call when the issue is important. Others noted that WOCO staff were quick to call when requested. Overall, WOCO appears to handle tickets well within the time established in the service level agreement. One focus group participant commented that tickets might be escalated more quickly in situations where WOCO cannot resolve them internally. In response to questions regarding EMIS support, it was noted that some responses were more rudimentary, less comprehensive. This

SECTION 4 – SERVICE OPERATIONS FOR CORE SERVICES, CONTINUED

could be related to complexity of EMIS that is beyond the scope/control of WOCO. More often it was noted that WOCO support staff responses are not only correct and expansive, they shed light leading to deeper understanding.

Focus group participants spoke positively of training WOCO provides. WOCO seeks input on training that might be beneficial. In addition, training requests are accommodated graciously by WOCO. WOCO customers do look to WOCO for technical leadership. Training offerings appear to be adequate to the needs of districts. Both open labs and agenda trainings are seen as effective. They noted that they value the notice given on available PD opportunities. It was noted that WOCO staff provide proactive encouragement regarding training opportunities that would benefit specific customers. Many focus group participants noted the webinar option available to participate in PD opportunities as valuable. WOCO does a good job of advising of new trends.

When considering the Fiscal core service, WOCO successfully launched ERP in many districts, and are currently supporting others outside of WOCO. Focus group participants noted the following regarding ERP implementation that "WOCO was fantastic." Conversion was hard, but WOCO support was solid, "Top notch". The view of fiscal focus group participants is that the fiscal staff might be stretched thin due to supporting both EFP and State Software. WOCO may want to consider adding an additional fiscal support person.

SECTION 5 – NETWORK AND CONNECTIVITY

Network and Connectivity Standards	Y/N
5.1 Maintains an ISP bandwidth capacity which meets or exceeds the rate prescribed in the FCC E-Rate Modernization Order of 2014 – currently specified as a minimum of 100Kb/student.	Yes, with note
Comments: District standards are being met, but upstream bandwidth could be over subscribed. Monitoring for upstream congestion is recommended.	
5.2 Document a minimum 51% bandwidth purchased from the designated K12 Network ISP provider.	Yes
Comments: In compliance	
5.3 Actively monitors ITC-to-building (or district demarcation) connectivity availability.	Yes
Comments: In compliance	

The review team met with a group of WOCO's technical user community. The unanimous response from this user group suggests WOCO provides an extremely high level of service and support to its customers, and oftentimes goes above and beyond the customer's expectations. An example, multiple members of the customer tech group stated that WOCO staff would routinely offer assistance on customer supplied equipment, in spite of not being responsible for said equipment. The tech users stated the response time they received from WOCO during support issues always met or exceeded their expectations, and that WOCO would take the "extra step" to ensure the customer was satisfied. The tech group also stated that when they were considering technical procurements, they would almost always run these decisions and quotes through WOCO staff as means of guidance. Lastly, the tech group felt the WOCO was extremely competitive on pricing for the services being offered. When discussing the services being offered by WOCO with the tech group – all users felt that WOCO provided the proper amount of services, and there were no services that they strongly desired that WOCO does not provide.

WOCO utilizes Solar Winds network monitoring tools to monitor all connectivity and core components on a 24x7 basis. This monitoring extends to the customer handoff at each district. Solar Winds provides alerting through multiple methods. This is advantageous to the districts, as WOCO is oftentimes aware of network related issues before the customer becomes aware, and WOCO staff can and will contact the technical contact at the district to alert them of the issue.

SECTION 5 – NETWORK AND CONNECTIVITY, CONTINUED

WOCO uses the Ohio K-12 network Internet Service Provider (OARnet) as their sole provider of Internet access to its members, and therefore is complete compliance with the state-mandated requirement that ITCs procure at least 51% of their ISP bandwidth from the state sponsored provider. WOCO provides ISP redundancy through the use of multiple links, through separate telco providers, to separate OARnet Points of Presence (PoPs). The review team noted that WOCO may not currently procure enough Internet bandwidth upstream to allow for all students to concurrently meet the 100k per-student recommendation as set forth by the FCC. In addition, WOCO should evaluate their current upstream ISP oversubscription ratio to make sure it is not out of line with industry-wide recommendations. However, it should be noted that WOCO actively monitors all links to ensure districts are not experiencing contention issues, and districts are not complaining of "slowness" or other concerns. As long as all districts are able to use their purchased bandwidth, WOCO is wise to procure sufficient bandwidth to meet the need, without carrying (and paying for) needless excess capacity.

WOCO meets with the technical user group twice annually for a half-day event. While the users greatly appreciate this time, there was some interest in possibly meeting more frequently (perhaps quarterly) for a shorter duration, as a way of sharing ideas and increasing collaboration. There was also considerable interest from the tech group in the creation of "knowledge base" of sorts, as a way to disseminate and share common technical problems and their resolutions that arise. Tools like Confluence, or other alternatives may be a good fit for this.

From an infrastructure standpoint, WOCO appears to do an excellent job of performing research on new technology trends and products, as well as implementing these solutions into their environment. One concern to note is that several of WOCO's critical components (i.e., border router, firewall, and internal router) are "single-threaded", meaning they act as a single point of failure. In the event of a hardware failure with one of these components, WOCO and its customers could experience a significant unplanned outage. WOCO is advised to consider building redundancy into key components in the network core.

WOCO has a reputation with its customers of providing exemplary customer support. This of course merits commendation. It was wondered aloud that with such an emphasis on support, is there sufficient time for the technical vision and strategic planning that is necessary for organizations to evolve? The current tech staff is strongly committed to their work, however the current staffing levels (2 fulltime, and 1 part time) may not be adequate to provide for continued excellent customer service, and the strategic planning component that is essential. WOCO may consider reassigning the part time staff to fulltime technical duties to help with this.

In summary, WOCO is to be commended for the level of support and services they provide to their member districts. Even when pressed, the technical user group could not come up with any deficiencies in this regard. In addition, WOCO's technical staff appear to be extremely satisfied with their working conditions and environment, and this is demonstrated in their work.

SECTION 6 – IT OPERATIONS

IT Operation Standards	Y/N
6.1 Demonstrate progress towards meeting NIST 800-53 standards.	Yes
Comments: WOCO has participated fully in the Security Working Group and has demonstrated progress towards the NIST standards.	
6.2 Maintain detailed documentation of technical infrastructure, including a list of mission critical assets as needed to provide core services. Assets include but not limited to server, storage, networking, and contractual agreements for offsite (i.e. cloud or contracted with another entity).	Yes
Comments: In compliance	
6.3 Demonstrate maintenance agreements for items on mission critical list.	Yes
Comments: In compliance	
6.4 Demonstrate current, tested, disaster recovery/business continuity plan which includes an emergency contact list, with a copy stored offsite.	Yes
Comments: In compliance	
6.5 Actively monitors system availability.	Yes
Comments: In compliance	

The review team met with WOCO's technical user community who expressed a high level of satisfaction with the WOCO technical support team. Group members consistently expressed that the level of support received from WOCO exceeded expectations. The WOCO technical support team appears to have an excellent working relationship with its members, with other ITC teams and district stakeholders.

As security has become a critical item for both ITC and district operations, WOCO technical support team is working to develop and implement the National Institutes of Standards and Technology (NIST) 800-53 security framework. This work is part of an OECN-wide initiative to improve the security posture of the Ohio K-12 network.

SECTION 6 – IT OPERATIONS, CONTINUED

WOCO staff has played an integral part in this statewide initiative and has been very active in its participation and input. The NIST framework is a complex, far-reaching set of controls that touches all aspects of networking. WOCO, like many ITCs, is in the early stages of the implementation phase – as such, WOCO should expect to implement changes to its core operations, including process and procedural changes, as well as network core changes that will have financial implications. These changes, both procedural and financial need to be accounted for in the near term. Due to the inherent and increasing risks associated with managing student data, WOCO and its stakeholders are strongly encouraged to invest the necessary organizational resources to formalize security policy adoption and implement the related security controls noted in these policies.

WOCO provided the review team with a tour of its data center. The data center appears to have necessary components to adequately sustain reliable services, including redundant air conditioning units, onsite diesel generator, and an Uninterruptable Power Supply (UPS) adequate enough to support their load until the generator comes on line. One recommendation of note is that because the generator is diesel, and therefore requires refueling, that WOCO review the requirements to be placed on the "priority refueling list." Sites on the priority list take precedence over those not on this list during an extreme emergency when refueling resources become scarce. Automated fire suppression is not currently available in the data center. WOCO is strongly encouraged to consider installation of fire suppression in the data center proper.

WOCO provided the review team with a copy of their datacenter disaster recovery plan. The plan, including the backup processes, application restoration priority/order and disaster recovery procedures appear to be complete. One recommendation is that WOCO conduct and document the results of a complete system restore from data stored at the Management Council data center.

In summary, the network and technical operations are efficient and provide good value to WOCO member districts.

SECTION 7 – DATA COLLECTION AND GENERAL PARTICIPATION

Data Collection and General Participation Standards	Y/N
7.1 ITC participates in the common customer satisfaction survey.	Yes
Comments: Compliant with this standard.	
7.2 ITC participates in the staffing and compensation survey.	Yes
Comments: Compliant with this standard	
7.3 ITC participates in the fees survey.	Yes
Comments: Compliant with this standard	
7.4 ITC Director and staff are active in Council activities.	Yes
Comments: Compliant with this standard	

WOCO is commended for their involvement in Council activities and projects. The Executive Director recently completed a term on the Management Council Board of Trustees, and he regularly participates in ITC Director meetings. WOCO staff have been highly involved in the security initiative and have demonstrated leadership in eFinancePLUS work groups and advisory panels.

WOCO has participated in the common customer satisfaction survey, fees information collection, and the staffing survey. Participation in data collection, attending meetings, and active involvement in working groups benefits WOCO both individually and also as part of the larger ITC network.

SECTION 8 – STRATEGIC INITIATIVES

Strategic Initiatives Standard	Y/N
8.1 Provide a strategic plan or other documentation to describe the aspirational vision of the ITC.	No, with note
Comments: While a strategic plan was not provided, WOCO demonstrates frequent reference to an aspirational mission statement and their annual continuous improvement plan.	

WOCO relies on their annual continuous improvement plan in place of a strategic plan. Copies of CIP documents were provided covering FY17 and FY18. The goals outlined in WOCO's plans appear reasonable and practical for an ITC to consider.

The plan does not include timelines (other than the one-year span assumed by the CIP process) or suggest how resources – including personnel – will be allocated to accomplish each goal. WOCO is encouraged to consider including milestones, measurable outcomes, resource commitments, metrics, reporting sequences, and firm completion dates for each goal. The plan could be further solidified by identifying roles and resources, both human and technical.

WOCO demonstrates frequent reference to their aspirational mission statement which expresses their passion for excellent service and mission-driven expectations. The WOCO board may wish to develop a strategic plan that builds and expands upon the elements of their mission statement.

SUMMARY OF RECOMMENDATIONS

1. State and Federal Compliance
    a. Job descriptions should undergo periodic review and should include the Fair Labor Standards Act (FLSA) exemption status for each position.
    b. WOCO should endeavor to become more fully compliant with FLSA requirements, adopt FLSA-related policies, education staff on FLSA requirements, and improve the work hours tracking system.
2. Administrative
    a. Clarify overtime policies in specific regard to FLSA compliance, update job descriptions, educate staff on FLSA requirements, and institute greater controls around time reporting.
    b. Consider a policy establishing a recommended fiscal carryover balance.
    c. Governance documents are due for periodic review, generally recommended every five years.
    d. Governance documents and job descriptions should reference a date of adoption/review.
3. Financials
    a. Implement a board approved three-year financial forecast including assumptions regarding expectations for growth, salary/compensation adjustments, and planned capital expenditures.
    b. Consider creating a separate cost center/fund for capital expenditure planning.
    c. Recognize district tolerance for fee elasticity in considering future revenue needs.
4. Service Operations for Core Service
    a. Study staffing levels in technical and fiscal areas to ensure adequate support and a healthy work environment.
5. Network Connectivity
    a. Consider building greater redundancy into key components in the network core.
    b. Continue to monitor upstream bandwidth to avoid congestion. Consider adding additional upstream bandwidth to meet combined district subscription levels.
    c. Consider clients suggestions to hold more frequent technology user group events and create a technology knowledge base.
6. IT Operations
    a. Evaluate fire suppression needs in the equipment room.
    b. Evaluation possible inclusion on regional first-priority list for diesel fuel delivery.
7. Data Collection and ITC Participation
    a. Continue to participate in statewide data collection efforts and OECN activities.
8. Strategic Initiatives
    a. Consider adding timelines, resource allocation, measurable outcomes, target completion dates, metrics and reporting timeframes, and roles to elements in the strategic plan.
    b. Consider developing a strategic plan to build and expand the values expressed in the WOCO mission statement.

CLOSING REMARKS

We appreciate the welcoming environment we encountered at WOCO. The facility was open and set for our meeting needs. Everyone was cordial, and a significant number of client sites showed up for customer focus sessions, giving a strong basis of feedback from which to draw our conclusions. Greater participation is always welcomed in site reviews, to add reliability to the feedback.

Although the current year has planned deficit spending, WOCO has a stable financial position. WOCO demonstrates sufficient technology resources, adequate network and bandwidth capabilities, admired leadership, and dedicated support staff who are held in high regard and greatly appreciated by client-owners. The culture at WOCO is one of high expectations for customer service, and the customer feedback and survey results are a testament to the ITC's success. WOCO is open to working with other ITCs, supporting a systemic view of ITC services across the state. This collaborative culture makes all of the ITCs stronger, and is to be commended.

WOCO will continue to face some of the same challenges faced at all ITCs – technologies are changing quickly, more services and expertise are sought by schools, and the marketplace expands with new providers constantly. Determining which services to offer and how to best serve the needs of the client districts is causing all ITCs to look at their delivery model; by embracing collaboration, WOCO is in a good position to be able to provide the best array of services to its schools.

APPENDIX A – LIST OF REVIEW TEAM MEMBERS

The following individuals participated in the WOCO site review

- Geoff Andrews, Chief Executive Officer, Management Council, Review Chair
- Scott Gaughan, Director of Network Services, Management Council
- John Mitchell, Executive Director, CONNECT
- Roy Templeman, Manager of Software Applications & Support, TCCSA
- Andrew Tompkins, Director of Member Services, Management Council, Review Coordinator
- Brent Winand, Executive Director, NCOCC

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