

**Lake Washington School District
Executive Limitation Monitoring Report**

**EL-14 Technology
June 6, 2016**

Executive Limitation: The CEO shall establish and maintain technology systems and applications consistent with accomplishment of the Board’s End Results.

Accordingly, the CEO shall:

1. Provide a comprehensive technology plan that directs the priorities and outcomes for the expenditure of technology resources.	In Compliance	◀ ▶
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Evidence

Overview

A comprehensive technology plan is developed and implemented in alignment with the district’s capital technology levy planning cycle and in service to the district mission, vision and goals. The technology plan operationalizes the district’s commitment to: keep pace with technology innovation that supports student learning and staff effectiveness; develop and scale support systems and infrastructure to meet the needs of our staff, students, and parent users; and, to ensure consistent, safe and secure network reliability.

During 2015-16, year two of the technology operations four-year levy plan was executed, including the following:

- Initiated three district-wide infrastructure projects funded by the capital technology levy that will greatly increase speed, resilience, and access for users across the district, including:
 - Wireless Network Upgrade – Nov. 2015-Summer 2016, \$1.5M
 - Physical Network Upgrade – Feb. 2016-Aug. 2018, \$6M
 - Voice System Unified Communications (Skype for Business), \$1.2M.
- Began requirements gathering and documentation for district web site refresh.
- Implemented new online payment management systems for class schedule fees, athletic forms and fees, volunteer (e.g. grandparent, etc.) donations, and nutrition services lunch money accounts.
- Launched new asset management system to replace outdated asset tracking system, providing better tracking and management for laptops and textbooks.
- Implemented a software tool, Career Cruising, for secondary students in alignment with the High School and Beyond Plan and College and Career Readiness efforts.
- Continued work on the data center survivability and restoration, which is on target for completion in summer 2016, including virtual servers, cloud storage, cloud services for e-mail, document retention, and running core district systems in the cloud.
- Migrated 30,000 computers to Windows 10 operating system and Office 2016, creating a smaller “image” for computer hard drives to improve hardware performance, allowing for implementation of a “software-in-use” tracking system, and providing the ability for “self-service” downloads of software needed for specific users.
- Secured managed services for computer imaging and updates to provide required expertise for increasingly complex infrastructure management applications.
- Implemented technology needed for Advanced Placement (AP) language assessments and district wide Smarter Balanced testing.
- Upgraded student devices based on capital levy lifecycle plan to keep technology current on a four-year refresh cycle.

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<ul style="list-style-type: none"> • Developed training for office staff around key business processes and Skyward student information system management. • Created a new Digital Applications and Voice team, to respond to the shift from paper to digital content and processes. Staff manage the end-to-end customer experience to ensure software is provisioned correctly and is performing optimally. 		
2. Provide a comprehensive and functional technology infrastructure that addresses needs of staff, students, and community.	In Compliance	◀ ▶

Evidence

Our goal is to ensure that the Lake Washington technology infrastructure is robust, functional, and comprehensive. Achievement of our goal requires ongoing commitment to stringent technology standards; provision of adequate technical support; and, adherence to a realistic, consistent, and appropriate schedule for upgrading technology equipment through voter approved technology levies.

Network Infrastructure

The district’s Wide Area Network (WAN) is segmented between physical and wireless connectivity for endpoints that connect to a fiber-optic network that carries traffic from schools and buildings to the data center and out to the cloud or internet.

Internet Bandwidth

The district’s internet bandwidth was tripled in 2015 to 4 Gigabits (4096 Megabits) per second. Work to make the bandwidth capacity expandable was completed in September 2015 (expandable up to 20 Gigabits).

- As of March of 2016, the average daily bandwidth use district wide is 225 Megabits ongoing, with spikes as high as 1,700 Megabits. This use continues to grow as shifts from paper to digital content and business processes increase.

Physical Network

The physical network that connects all of our current sites runs on fiber optic cable owned by the district. One gigabit per second (Gbps) connectivity is available between all sites and the district’s data center. There are a 10Gbps connections to Evergreen Middle School that serves as a connection hub to eleven other school sites as well as to each of the comprehensive high schools - Eastlake, Redmond, Juanita, and Lake Washington - which were increased to 10Gps in 2015.

- Work is underway to increase the connectivity between all sites to 10GPs by August 2018.

The district maintains a Wide Area Network that contains 1,050 network devices.

- A capital levy project to update network devices that provide physical connectivity to endpoints and wireless access points begins this summer and is scheduled to be completed by August 2018.

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Wireless Network

The wireless network currently includes 1,850 wireless access points (WAP) that provide coverage at all locations. Each classroom/area is outfitted with an access point rated to support 25 devices. Each access point can overlap zones to balance connections.

- A capital levy project began in January 2016 to upgrade all existing wireless access points to a modern cloud-based system. This project is scheduled to be complete by August, 2016.

Data Center Infrastructure

The data center is located at the Resource Center. Servers and other shared technical systems reside in the data center. These include:

Servers

The district currently maintains 158 servers, up from 152 the previous year, plus a dozen other network appliances. In 2014, we moved all Skyward applications for fiscal, human resources, and student information functions fully to the cloud. The goal is for 80% of our servers to be virtualized and/or moved into the cloud to reduce total cost of ownership and improve disaster recovery and survivability.

- Work is continuing toward this goal and to refresh any at-risk hardware. Currently, 74% of the servers have been virtualized using Microsoft Hyper-V technology, up from 56% last year.

Storage

The district has six storage systems deployed in the data center including:

1. A StorSimple device with 20 Terabytes (TB) of on premise tiered storage. Tiered storage provides solid-state fast storage for high-access data, slower storage for intermittently accessed data, and cloud storage for archival data.
 2. A Hewlett Packard Enterprise Virtual Array (EVA) holds 37 Terabytes (TB) of data and is used primarily for high-access databases and virtual server storage.
 3. A Dell network-attached storage with 16 TB of data.
 4. An older Hewlett Packard modular smart array with 8 TB.
 5. A StorSimple 8100 with 15 TB of local storage was installed during April 2015 and is now used for department data folders and document archives. It has built-in deduplication and compression and can store up to 75TB locally. It automatically replicates to the Microsoft Azure cloud for offsite disaster recovery needs. District, student and staff personal files were moved to Office 365 cloud storage.
- In February 2016, a sixth HP 3Par storage device that holds 100 TB was added to consolidate server and database storage of older storage devices.

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Active Directory

Microsoft Active Directory (AD) is the user account authentication authority used in the district computer network. Active Directory accounts provide authorized users access to district technology systems such as email, portals, applications, and web-based resources. Six Windows Server Domain Controllers are deployed to manage the enterprise level technology environment. Following best practice, one of these servers is physical and the others are virtualized. Accounts for every staff member and student in the district are currently supported. In addition, a limited number of accounts for authorized contractors and vendors are managed. Parent accounts are maintained in a separate domain. Student and parent account provisioning is automated, but staff provisioning remains partially manual due to complexities of individual functions and needs.

- Development work is underway to move to Microsoft’s Azure Active Directory cloud solution.

Software Provisioning

Increased demand for software titles and the move to mobile devices for students has required changes in how software is provisioned. Previously, much of the software provisioning was done manually or over the wired network and in lab environments. These changes require that most software is either web-based or can be installed over the network.

- Reconfiguration of Microsoft’s System Center Configuration Manager (SCCM) was completed to provision software for endpoint devices. This system is capable of network-delivered imaging and software deployment. SCCM also assists with license tracking and compliance as well as provides access to software by user role and need. Software can be pushed to devices or provisioned in a manner that enables users to “pull down” available software and install it to their own device through our “Software Center.”

Technology Operations documents, images, and conducts user-testing for instructional software needs. This is particularly important for programs requiring specialized software such as Career and Technical Education (CTE), STEM Courses, Graphic Arts, and State Assessment Secure Exam Browsers.

Data Backup & Recovery

School and financial records in the Skyward system are secured by the Washington State Information Processing Cooperative (WSIPC).

Local servers and databases, including web pages and the portal, are secured through HP Data Protector and stored on the Tape Library or local storage. The most critical data is currently being backed up using the automated tape system. Less critical data is backed up using manual snapshots to disk storage within the data center which could be lost in the event of a disaster.

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- By utilizing the new HP 3Par storage and Microsoft Data Protector server software, we are moving server and database backups from a manual snapshot and tape system. Backups will be stored on the HP 3Par device and be replicated to the Microsoft Azure cloud services for Disaster Recovery needs.

Core business systems have been migrated to the cloud to provide back-up for critical business systems, such as WSIPC student and fiscal information systems, e-mail and document storage.

Technical Security Infrastructure

Certain technologies are deployed in order to safeguard the district's network and technology resources from unauthorized access, nefarious activity, and inappropriate content.

Access Security

Microsoft Active Directory is the authentication authority for the district's computer network. All staff and students in grades K-12 are issued accounts.

- With the upgrade of our Active Directory servers to Windows Server 2012, work is underway on password policy changes. These will be rolled out as part of the development of the Microsoft's Azure Active Directory cloud solution. This will include a password self-service portal.

Network Intrusion Security/Fire Wall

The network architecture is designed to protect the district's computing network through the use of standard hardware and software. Two Palo Alto Network (PAN) firewalls are used to prevent unauthorized network access from the Internet.

Web Filtering

Two Palo Alto Network appliances and a Lightspeed Rocket network appliance are used to filter all network traffic leaving for the internet. These devices make the district compliant to Children's Internet Protection Act (CIPA) regulations. The district also employs a Lightspeed Mobile agent on the secondary Mobile Access for Students (sMAS) 1:1 devices that re-directs web traffic back to the Rocket appliance so that web content is filtered when student devices are not connected to the district network.

- Work is underway to replace the Lightspeed filtering system with Microsoft Direct Access technology. This change will ensure web traffic goes through our network filtering device. Direct Access will also provide better access to district network resources when using a district device outside of our network, making the experience very similar to being on-site.

Malicious Traffic Detection

The Palo Alto Network (PAN) devices also provide deep packet analyzing to detect and filter network packets that are not authorized to pass between our network and the internet. This device blocks malware activities as well as nefarious software, such as illegal file sharing software and security bypass software.

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Anti-Virus

The district deploys Microsoft Endpoint Protection to all of its servers and endpoint devices. This anti-virus protection solution is managed centrally by Microsoft’s System Center Configuration Manager (SCCM).

Network Access

District staff and students are provided network access through district-owned and configured equipment. Guest users are informed by our web gateway of the Terms and Conditions of use for our guest wireless network and must click to accept the terms before being granted access.

Staff and Student Technology Equipment

A significant amount of technology equipment has been deployed in classrooms to facilitate learning and support district operations. Following are the components of our staff and student technology:

Projection Stations: A multi-media capable computer connected to a projector that displays lesson material upon a viewing surface/screen. Stations include a wireless keyboard and mouse allowing the teacher flexible movement around the room.

Interactive Whiteboards: A wall-mounted device that allows teachers and students to create and display interactive learning content. This device is connected to the projection computer. Interactive individual student response systems that work in conjunction with the interactive whiteboard are available to teachers.

Document Cameras: A digital display device that allows teachers to model processes/procedures and display artifacts, displays, and documents through the projection system.

Voice Amplification: A sound amplification system that uses infrared technology to transmit the speaker’s voice and amplify it through ceiling or wall speakers.

Elementary Student Computer Devices: Carts of wireless laptops are deployed at either a 3:1 (grades K through 2) or 2:1 (grades 3 through 5) student-to-computer ratio. These shared carts are mobile and can be rolled into classrooms for use by individual students or for work in groups with multiple students accessing a single computer device.

Secondary Student Computer Devices: Individually-issued wireless devices are deployed at a 1:1 student-to-computer ratio. These devices provide students access to electronic resources at home and school.

Library and Special Programs Computers: Standard computer allocations for library and special programs (ELL, Safety Net, and Special Education) are:

15 student-use computers per library (elementary and secondary)

2 student-use computers per 7 students for Special Ed (elementary only)

1 student-use computer per 10 students for Safety Net (elementary only)

4 student-use computers per ELL teacher (elementary only)

Special Use Computers: Some programs such as CTE, Graphic Arts, Photography, and STEM use software applications that require more computing power than student issued laptops can provide. These programs budgets fund more powerful cart-based laptops and desktop computer labs.

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Staff Computer Devices: All staff are provided access to a desktop computer installed with Microsoft Windows 10 and Microsoft Office 365 Pro Plus 2016. Printers, email, and internet access are provided for conducting the business of the district. Staff computers are refreshed on a four-year basis.

- A Teacher Technology Field Test was undertaken in preparation for the staff computer refresh planned for spring/summer 2017. The field test included 60 teacher volunteers testing use of mobile computers, wireless presentation stations and Skype for Business. The purpose is to understand teachers' experience and needs when using a single laptop and wireless-enabled projection, compared to the current standard of wired desktops and presentation equipment.

Technical Support

Providing technical support is an important component of an effective technology infrastructure. Technical support includes Technical Support Specialists (TSS), who work at the Help Desk and in the field, and other staff who support the technical components of the technology infrastructure and the Data Center.

- In 2015-16, customer support staffing was increased as part of last year's approved budget. This increased school/site support from 14 to 20 staff and added 3 regional technology support coordinators to improve customer support to schools and departments. This increased on-site support at schools from 2 hours per day to 4 hours per day in secondary and from 2 hours per week to 2 hours per day for elementary schools. Current technical support staffing is 20 Technical Support Specialists (TSS) who work at the Help Desk and in the schools, 3 Regional Technical Support Coordinators who supervise TSS staff, and 4 Technical Support Analysts who handle escalation tickets and hardware repair processes. Other technology operations staff support the technology infrastructure and networks, data center, applications and provisioning, voice systems, MAS program and technology purchasing and deployment.

Staff/Student and Parent Support

Help Central, an internal staff portal established in 2013-14, provides staff notifications and an alerts ticker for known issues or outages in order to improve staff user support and promote customer self-service. Alerts have reduced significantly, as shown below, which indicates marked improvement in our technology infrastructure and service deliverable, and increased end user technology acumen.

Alerts issued for the past several years are as follows:

- 2013/14 - 78 alerts posted
- 2014/15 - 26 alerts posted
- 2015/16 - 17 alerts posted

Parent support is provided through email requests to ParentQuestions@lwsd.org. The most active time of the day for parents requesting help is between 5 p.m. and 7 p.m. on most weekdays. The service is provided by a third party for tier one and integrated into the district help ticket system and support model. Monthly volumes ranges by month. Data for the past two years shows high and low volumes as follows:

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- 2014/15 High: 738 September Low: 98 June
- 2015/16 High: 824 September Low: 70 April

The number of help tickets opened by our customer base decreased this year and closure rates improved. This is due to increased staffing support within the buildings and the addition of staff whose primary focus is to understand the customers’ end-to-end experience for a specific curricular or business application and to ensure the software is provisioned and functioning correctly.

- Help ticket volume and closure rate stats for the past three years are shown in the following table:

Month	Total Opened Tickets			Total Closed by Helpdesk - 1st Response*			% Closed		
	2014	2015	2016	2014	2015	2016	2014	2015	2016
Sept	5,130	5,770	5,117	3,459	3,107	4,254	67%	54%	83%
Oct	3,825	3,883	3,518	3,256	3,353	3,213	85%	86%	91%
Nov	2,493	2,777	2,688	2,151	2,155	2,512	86%	78%	93%
Dec	1,863	2,681	2,096	1,484	2,003	1,984	80%	75%	95%
Jan	3,250	3,853	2,859	2,496	2,931	2,722	77%	76%	95%
Feb	2,361	3,435	2,529	1,973	2,524	2,365	84%	73%	94%
Mar	2,757	3,849	3,103	2,079	3,079	2,598	75%	80%	84%
Apr	2,455	2,980	2,622	1,762	1,657	2,355	72%	56%	90%
	24,134	29,228	24,532	18,660	20,809	22,003	78%	72%	91%

*number of tickets closed by first response during the month.

3. Provide easily accessible, relevant, and current data to appropriate users to direct school and instructional improvement planning.

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Evidence

Data for district and school continuous improvement planning is provided through the district-developed Data Dashboard and Skyward Student Information System. The Dashboard is a “component” of INFORM and is hosted by Edmin.com. INFORM is also used for custom data reporting and for staff to sign-up for professional development courses. INFORM is accessible for teachers and school leadership teams for use and analysis on the web (secured). Data can be reported by a broad range of variables including demographics, program, or standard.

Skyward, a student information system, is accessible to district personnel who interact with student demographic information, student and family contact information, attendance, discipline information, official transcripts, and graduation tracking. All teachers use Skyward’s grade book to record student grades and issue report cards. All teachers, office support staff, school administrators, and district administrators have access to the grade book system. The system is open to families, allowing for more timely communication and feedback between teachers and parents.

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OSPI’s Education Data System (EDS) is a secure web-based suite of applications accessible to district and building staff who manage assessments to ensure all students meet state requirements. It provides data to building and district staff on graduation data and assessment results for scheduling students and highly qualified teacher information. Final assessment data in EDS is also imported into the district data warehouse.

In addition to data provided to school staff for instructional planning and school improvement, there is an increasing demand to provide data to state or federal agencies which is also frequently used by district staff in planning. Much of this data is collected through OSPI’s Comprehensive Education Data and Research System (CEDARS) which requires districts to submit student information from Skyward that links data between teachers, students, assessments, financials, and eventually facilities to inform policy and funding decisions.

- Since its inception in 2009, the number of state reports dependent on CEDARS has more than doubled. In this school year alone, the number of reports increased from 25 to 38. Reports and processes through CEDARS reporting that is managed by technology data services staff include:
 1. Adjusted Cohort Graduation and Dropout annual Reporting (P210)
 2. Annual Behavior and Weapons reporting
 3. Annual CTE Student Enrollment Review (P210VOC)
 4. Annual Measurable Objectives and Adequate Yearly Progress
 5. Annual Unexcused Student Absence reporting
 6. Assessment Test Pre-ID (MSP, HSPE, EOC, WELPA, DAPE, PORT, WAKids and SBA)
 7. Certificate of Academic Achievement/Certificate of Individual Achievement Status Listing
 8. Direct Certification Free Lunch
 9. Discipline Summary reporting
 10. Dual Credit annual reporting
 11. EDEN Reporting (Federal)
 12. EdFacts Reporting (Federal)
 13. Eligibility for State-funded Full Day Kindergarten programs
 14. English Language Learners (ELL) Legislative Report
 15. Enrollment information used in the allocation of applicable Federal programs
 16. Gifted/Highly Capable Program End of Year reporting
 17. High Poverty School determination for National Board Certification salary bonus
 18. Highly Qualified Teacher report
 19. Homeless Children and Youth reports, including McKinney–Vento
 20. Homeless End of Year reporting K-3 High Poverty
 21. K-4 Literacy

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Evidence

- 22. Key Performance Indicator Analytics
- 23. LAP Funding Data
- 24. LAP Program Student Growth and End of Year reporting
- 25. Medicaid Eligibility Rate
- 26. November Special Education Federal Child Count Report
- 27. November Special Education Federal Least Restrictive Environment (LRE) Report
- 28. Online Provider Accountability Data and Reports
- 29. Principal and Teacher Evaluations
- 30. Safety Net Application
- 31. Special Education Federal Allocations based on October Public School Enrollment Count
- 32. State Board Accountability Index
- 33. Title I Program End of Year reporting
- 34. Title III Immigrant student eligibility for federal funding
- 35. Transitional Bilingual reports
- 36. Updating the MSIS database managed by MS DR for Migrant Reporting
- 37. Washington State Report Card

<p>4. Provide for a safe and secure computing environment for students and staff that:</p> <ul style="list-style-type: none"> a. Prohibits the use of technology resources for commercial, political, illegal, or indecent purposes or that disrupts the learning environment of students; b. Prohibits access to personal information about students or staff that does not have an educational purpose or that is not appropriately authorized; c. Prohibits collection of electronic information for which there is no legitimate need; and d. Uses methods of collecting, reviewing, transmitting, or storing information that protect against improper access to the information being elicited. 	In Compliance	◀ ▶
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Evidence

Safety of our students and staff is a high priority. Technologies that provide security are carefully selected to ensure that students and staff are not vulnerable to inappropriate material, fraudulent behavior, and/or malicious activities that inhibit the appropriate use of district resources.

An Acceptable Use Policy (AUP) includes guidelines for internet safety and for the appropriate use of district computer networks. The AUP is included as a component of each school’s student handbook. The AUP is reviewed annually with all staff and students. Students must acknowledge responsibility for understanding the AUP every time they log on to a district computer. Students who violate the AUP are subject to the consequences, specified in the AUP and discipline policies.

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4. Provide for a safe and secure computing environment for students and staff that:
{see page 10 for complete listing}.

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Evidence {continued}

The Technology Department further enhanced security and performance by upgrading and adding a second appliance that analyzes computer traffic blocking Peer to Peer Applications (BitTorrent) and Internet Anonymizers (proxy avoidance). This upgrade was required to meet the traffic demands of the growing digital footprint and allow enough bandwidth to accommodate several hundred simultaneous state testing sessions without disruption.

The district collects personal information as part of student and human resource applications in Skyward. Personal information about staff or students is only provided to those users that have a legitimate educational need and have appropriate permissions. Employment or current contractual status is verified through the Human Resources Department. Appropriate administrator approval processes are followed prior to granting access to student and/or staff information. Transmission of student information required by the state is done through the Comprehensive Education Data and Research System (CEDARS), which provides for weekly submission of electronic student information through a secure process managed by the Washington School Information Processing Cooperative (WSIPC). Transmission of staff data to the state is also managed by WSIPC.

The district must comply with the Family Educational Rights and Privacy Act (FERPA). The Student Information System contains privacy fields for tracking parent permissions pertaining to the release of student information. District policy is published on the district’s website and staff members are trained to use these privacy fields for appropriate data requests and release of student information.

Any external requests for research data, surveys, or other measures that may impact students or teachers must be approved by the Superintendent or designee as described in Policy LC, Relations with Education Research Agencies.

Requests for information under Policy KBA, Public’s Right to Know, as well as public disclosure laws are made through the communications department. Staff works with legal counsel when requests include personal information of staff or students.

Security protocols also help protect personal information. Policies are in place to assure that users are given appropriate and necessary access levels to district systems. Employees that resign or are terminated have their access to the LWSD network revoked when their employment ends. All K-12 grade students are provided with individual student log-on identifiers to protect their files from other students. All Internet traffic requires authentication following security protocols (e.g. SSL – Secure Socket Layer) to ensure that information is secure.

I certify the above to be correct as of June 6, 2016.

Traci Pierce, Superintendent