

Business Operations
Ofelia San Pedro, Deputy Superintendent

SUBJECT: AUTHORIZATION TO ENTER INTO A CONTRACTUAL SERVICES AGREEMENT BETWEEN THE SCHOOL BOARD OF MIAMI-DADE COUNTY, FLORIDA, AND EXCELSIOR SOFTWARE, INC., PURSUANT TO REQUEST FOR PROPOSALS NO. 059-DD10 – ELECTRONIC GRADEBOOK PROGRAM 2003-2004

COMMITTEE: INNOVATION, EFFICIENCY & GOVERNMENTAL RELATIONS

Request For Proposals No. 059-DD10 – Electronic Gradebook Program 2003-2004, opened on February 5, 2004, will provide a district-wide electronic gradebook program to reduce teacher paperwork in preparing student grades and improve the process of preparing student progress reports. This is a term proposal. Of the 39 vendors sent proposal forms or card notices of this advertised proposal, 11 responded.

In the past, schools purchased gradebooks through school-based management. The costs varied per school, there was no standardization, and parent/student access was inconsistent. In addition, the lack of interface to the District's centralized information systems did not permit any real time interim grade reports.

The electronic gradebook system will provide schools with a standardized tool, to ease the collection and reporting of grades to students, parents, administrators and district offices. The system will replace "bubble sheets" and manual interim progress reports. In addition, the system will automate grade averaging and attendance collection. These features will reduce teacher paperwork time and workload, thus increasing instructional time with students. It is estimated that the paperwork reduction will save 10 days per teacher, annually.

The RFP was structured to provide the District with an enterprise level, perpetual license, providing cost-effective delivery to all schools, and interfacing with district information systems and data warehouses. The gradebook will permit parent and student access to performance, attendance and homework information using the Internet.

In addition, the gradebook included 23 specific functional requirements, such as security, archival copies, updates of class rosters and ad-hoc reports such as parent/teacher conferences.

Meetings of the selection committee to evaluate proposals received in response to the Request For Proposals were held on February 23, 2004, and March 15, 2004. Eleven proposals were presented for consideration, Aspire Learning Corporation, Campusware, Chancery Software, Inc., Common Goal Systems, Inc., Excelsior Software, Inc., Family Education Network, Jackson Software, Inc., K12 Systems, Inc., Math Learning Institute, Inc., Premio Computer, Inc., and Smart Web Technology, Inc. After significant discussion, a motion was passed to recommend that three vendors be invited to participate in oral presentations: Aspire Learning Corporation, Excelsior Software, Inc., and Chancery Software, Inc.

On March 23-24, 2004, the selection committee met to hear presentations from the three vendors. As a result of a protest received, and subsequent review by the Board Attorney, the committee reconvened on October 14, 2004, to hear a presentation from Smart Web Technology, Inc. Based upon proposals submitted and oral presentations, the committee selected two companies to participate in a proof of concept testing process: Aspire Learning Corporation and Excelsior Software, Inc.

From July 26, 2004, through November 29, 2004, the selection committee members, using District servers to determine product compatibility with District infrastructure, conducted proof of concept testing, in compliance with requirements stated in the Request For Proposals.

A final meeting of the selection committee was held on December 8, 2004. Based upon proposals submitted, oral presentations and the proof of concept testing process, the committee chose to recommend Excelsior Software, Inc., to provide a district-wide electronic gradebook program to the District.

Funds for the project are included in the Capital Outlay District Bonds of the 2004-2005 Adopted Budget.

Fund Source
0350 - Capital Outlay District Bonds

M/WBE Eligibility
None

RECOMMENDED: That The School Board of Miami-Dade County, Florida, **AUTHORIZE** the Superintendent to enter into a contractual services agreement between The School Board of Miami-Dade County, Florida, and Excelsior Software, Inc., pursuant to Request For Proposals No. 059-DD10 – ELECTRONIC GRADEBOOK PROGRAM 2003-2004, to provide a district-wide electronic gradebook program to reduce teacher paperwork in preparing student grades and to improve the process of preparing student progress reports, effective January 19, 2005, through June 30, 2009, as follows:

1. EXCELSIOR SOFTWARE, INC.
980 37TH AVENUE COURT
GREELEY, COLORADO 80634
OWNER: WILLIAM ZAGGLE, PRESIDENT/C.E.O.

Highest Rated Proposal.

2. Authorize Procurement Management Services to enter into a contract not to exceed \$2,300,000.

OSP/lja

Why purchase a district-wide Gradebook?

- Allow parents access to monitor their children's performance and attendance via the Internet and become more engaged in the educational process.
- Allow students to access homework assignments from home, effectively gauge their own achievement.
- Return to the classroom over two weeks per year per teacher of instructional time due to reduced paperwork resulting from automation.
- Provide gradebooks to all teachers, students, and parents regardless of individual school financial resources.

Gradebook Background

- In the past schools purchased gradebooks per school based management.
 - Costs vary by school, to over \$30,000.
- Negotiations on a per school basis result in a higher per student cost than a negotiated district license. Many schools cannot afford a gradebook.
- No consistent parent and student access offered.
 - There is no standardization on product or function.
 - Limited interface to district centralized information systems. Current interface for final grade reporting only.

Gradebook RFP

Objectives

- Provide all schools with an electronic gradebook including all functions most valuable to teachers, parents, students and administrators.
- Reduce teacher paperwork and workload to increase instructional time with students.
- Eliminate labor intensive bubble sheets and scanning of grades.
- Automate grade averaging and attendance collection.

Gradebook RFP

Objectives (Continued)

- Allow parent and student access to performance, attendance and homework information.
- Provide for enterprise-wide cost effective delivery to all schools.
- Interface to district information systems and data warehouses.
- Utilize standards based grading.
- Replace manual interim progress reporting with automation.

Gradebook RFP

Basic Requirements

- Must be capable of handling large volume.
- Must meet the district's current technical standards or provide other costs associated to run software.
- Must have five years as an established provider of gradebook software and demonstrated Financial stability.
- Must supply references from districts where software is installed.
- Must provide total cost of ownership.
- Must meet additional 23 specific functional requirements.

Gradebook RFP Committee

- Teachers and Principals from elementary and secondary.
- Region Director.
- Representative from UTD.
- PTA representative.
- Information Technology Services.
- Instructional Technology.
- Management and Compliance Audits.
- Business Development and Assistance.
- Procurement Management.

Gradebook RFP Committee Meeting Dates

- Committee met on the following dates:

February 23, 2004

March 15, 2004

March 23, 2004

March 24, 2004

May 26, 2004

June 4, 2004

June 7, 2004

July 26, 2004

October 14, 2004

December 8, 2004

Gradebook RFP

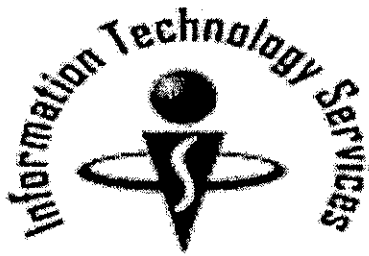
Committee Meeting Activities

- Committee reviewed all proposals to ensure they met minimum requirements
- Committee voted to move a selection of vendors to be demonstrated.
- After demonstrations, Committee voted to undergo a Proof of Concept with two finalists. This included installing the software on district hardware and having committee members use it.
- Final Committee vote on award recommendation scheduled for December 8th, 2004.

Gradebook RFP

Issues and Next Steps

- After selection on December 8th, a Board item will be forwarded for the January 2005 meeting with cost estimated at between \$1.3 to 3.3 million.
- Upon Board approval, a contract will be entered into with the recommended vendor at fixed cost.
- Implementation/training will be coordinated for a fourth grading period Pilot and begin staged rollout in Fall 2005.



Information Technology Services

Project Scope Document P4121000

Project Title:	Web-based Electronic Gradebook
Bureau:	Education/School Operations
Team(s):	SPS/Student Records
Prepared By:	Kirstie Bray/Debbie Becquer
Publication Date:	July 23, 2002

Alignment to District Goal:

X	Eliminate Low Performing Schools - Improve performance of all schools in School Improvement Zone ("Zone").
X	Improve Performance of All Children in All Schools - Improve performance of all "borderline" (STELLAR) schools. Close the achievement gap between White, Black, and Hispanic students. Redesign middle/high schools.
	Improve Business Practices and Operational Efficiencies in Construction and Finance - Align District organizational structure with strategic priorities and improvements in school construction and finance. Ensure operations and business practices conform to the highest standards of efficiency, effectiveness, and ethics. Ensure business practices conform to the FMI report.

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REVISIONS HISTORY

All revisions to this document must be approved and agreed upon by all stakeholders. It is understood that changes to the original document may affect the completion date of the project.

Revision History:

Date	Version	Author	Description
7/23/02	1.0	Bray/Becquer	Initial Release
11/21/03	2.0	Bray	<ul style="list-style-type: none"> Stakeholder change TCO changes
2/3/04	3.0	Bray	Stakeholder addition
3/22/04	4.0	Bray/Clark	Added cost of project manager resource
11/23/04	5.0	Bray/Clark	Added costs of support specialists and training specialist to cost estimate and TCO sections of scope. Added cost of technology leaders to TCO section only. Input project scope data into new scope template.
11/24/04	6.0	Bray/Clark	Revision based on ITS meeting with Ofelia San Pedro. Also revised District goals on cover sheet to align with Superintendent's Reform Initiatives and Goals.
11/30/04	7.0	Bray/Clark	Added detail on teacher time savings to qualitative benefit section of scope document.
12/13/04	8.0	Bray/Clark	Revised preliminary pricing in cost estimate, ROI, and TCO sections based on vendor selection decision. Issued new project number since previous PROJ ID was closed 2 years ago.
12/17/04	8.0	Diorio/Clark	Revised cost estimate based on new information on the hardware configuration requirements.

**Information Technology Services
Miami-Dade County Public Schools**

Web-based Electronic Gradebook

Project Stakeholders

Name: <i>Type in alpha order</i>	Department/Team
Kirstie Bray	ITS, Systems & Programming Services (SPS)
Dulce Castro	ITS, Attendance Services
Arnold Clark	ITS, Program Management
Sonia Diaz	Curriculum
Sylvia Diaz	Instructional Technology
Nick Di Liello	ITS, Systems & Programming Services (SPS)
Victor Diorio	ITS, Systems & Programming Services (SPS)
Debbie Graper	ITS, Support Services
Irving Hamer	School Improvement Zone Operations
Deborah Karcher	Information Technology Services (ITS)
Marta Leyva	ITS, Attendance Services
Craig Rinehart	ITS, Business and Operational Services
Terry Rohm	ITS, Program Management
Representative	School Administrators
Representative	School Teachers
Representative	United Teachers of Dade
Allen Vann	Management & Compliance Audits
Willa Young	Regional Operations

Project Summary

Goal (Broad statement describing a desired end result, or achievement as a successful outcome of the project)

Procurement and implementation of a District-wide software application and associated development to ensure accurate and timely grade collection and recording for students.

Objectives (Is a measurable means for accomplishing stated goals)

To implement a web-based electronic grade book application to provide for academic grade recording and collection in order to supply Information Technology Services (ITS) with data for grade reporting. This centralized configuration will promote paper reduction and District cost management. Provide parents access to child's performance, attendance data, and additionally, student access to homework assignments.

Scope (Processes required to ensure that the project includes all work required, and only the work required to complete the project successfully (from PMBOK))

This project, as discussed by a preliminary inter-departmental committee formed to discuss possible technical requirements, will involve:

- Conduct a needs survey of stakeholders with the assistance of the Office of Evaluation and Research.
- Establishment of requirements to be provided to vendors and an RFP issued.
- Establishment of District Review Committee (DRC).
- Establishment of evaluation criteria.
- Evaluation of available software.
- Scheduling of demos for the DRC.
- Recommendation of vendor.
- Establishment of criteria for automatically populating the Gradebook.
- Development of Integrated Student Information System (ISIS) academic grades interface.
- Development of success measures.
- Pilot preparation.
- Software pilot implementation.
- Reporting and evaluation of pilot findings.
- Scheduling of phases roll out.

Deliverables (A tangible, verifiable work product such as a feasibility study, a design, or working prototype)

- Vendor choice determined through the District RFP procedure.
- Interfaces between data warehouse (District legacy systems) and the Gradebook application.
- Surveys of users.
- Pilot evaluation criteria.
- Final acceptance of system - criteria development and utilization.
- Periodic project reviews throughout the project lifecycle.
- Project manager will manage project in alignment with PMO established practices.
- User screens and reports which will include grade data, attendance data, and homework assignments.
- Formulation of configuration committee.

Risks (An uncertain event or condition that, if it occurs, has a negative or positive effect on a project objective (PMBOK))

1. Implementation date not met due to user dissatisfaction uncovered during pilot evaluation or loss of product credibility.

Mitigation (Steps taken to reduce the probability and/or consequences of an adverse risk event to an acceptable threshold (PMBOK)):

- Extend implementation date until resolution is achieved.
- Utilize Proof of Concept methodology within the RFP process.

2. Higher impact on network than anticipated.

Mitigation:

- Specifications will include bandwidth and network infrastructure considerations.
- Measurements will be made during the pilot of project bandwidth usage.
- Utilize Proof of Concept methodology within the RFP process to assess network impact.

3. Confidentiality/security concerns.

Mitigation:

Ensure that the user guide and training are comprehensive in addressing instructional and legal aspects of the sensitive data provided by the application and that security measures are in place to minimize unauthorized use.

4. Current schools using other grade books may continue their use rather than converting to new system which would result in a higher Total Cost of Ownership (TCO).

Mitigation:

Supplement them with prorated amount based on the new system cost.

5. Instability of the Gradebook application - Concern for system availability or fragility – the following mitigations will eliminate or make risk manageable.

Mitigation:

- Vendor product design is user configurable where customer changes are required.
- Functionality gap does not exist between customer requirements and product capabilities thereby requiring no custom changes to the existing product code.
- Vendor deployment of software has proven to be reliable in other school districts.
- Implementation and deployment is to be provided by vendor based on their best practices based approach, which includes their project implementation management process methodology that conforms to IT industry standards for project management.

6. Cultural Resistance to start using the Gradebook application

Mitigation:

- Rollout of product will commence with a small controlled target group after certification of delivery by vendor to accomplish a working pilot in first few months prior to phased rollout across the District.
- Selected individuals for the controlled test group will include a cross section of skills with minimum, average and advanced capability within the computer user environment.

7. Standard risk related question for all projects "What is the impact if the project does not proceed? (Please answer in a brief paragraph)

Schools would likely buy varied grade recording systems at varying costs which would lead to

higher overall costs for the District and result in inconsistent data capture, recording, formatting and reporting.

Estimated Initial Cost Analysis (project costs incurred prior to system being placed into production)

Description	Number of Units	Type of Unit	Price per Unit	Estimated Cost
Labor Costs (Indirect/District Staff):				
Project Scope Document	10	Hours	\$40	\$400
Survey Develop, Collect & Analysis	100	Hours	\$40	\$4,000
Requirements Document	25	Hours	\$40	\$1,000
Design Document	20	Hours	\$40	\$800
Project Planning	75	Hours	\$40	\$3,000
Development of Interfaces	500	Hours	\$40	\$20,000
Testing	150	Hours	\$40	\$6,000
User Documentation	50	Hours	\$40	\$2,000
System Documentation	40	Hours	\$40	\$1,600
Technical Training	100	Hours	\$40	\$4,000
Training (curriculum & Initial Trng.)	120	Hours	\$40	\$4,800
Implementation (HW config. & Prod. Source)	150	Hours	\$40	\$6,000
Meetings	198	Hours	\$40	\$7,920
Pilot Support (Prob. Resolve & Fine Tuning)	80	Hours	\$40	\$3,200
Pilot Review/Feedback/Post Pilot Changes	120	Hours	\$40	\$4,800
Success Measures (Pilot group)	80	Hours	\$40	\$3,200
Labor Costs for RFP Process	488	Hours	\$40	\$19,520
Project Closure & Lessons Learned	20	Hours	\$40	\$800
Total:	2,326	Hours	\$40	\$93,040
Hardware/Software (Direct):				
Contract project manager for one year	1,750	Hours	\$45	\$78,750
Support Specialists*				\$146,568
Training Specialist*				\$79,124
Excelsior Training (includes travel expense of \$5K)	17.5	Days	\$900	\$20,750
Excelsior Installation & Implementation Svcs. (includes travel expense of \$5K)	20	Days	\$900	\$23,000
Hardware (application and web servers, rack, associated equipment)	7	Servers		\$267,500
SQL 2000 Enterprise Processor Licenses	20	Licenses	\$6,500	\$130,000
Excelsior Software				\$1,199,569
Total Direct:				\$1,945,261
Indirect:				\$93,040
Grand Total:				\$2,038,301
Proposed delivery date: Implement system by opening of schools in August 2005. Rollout is dependent upon staff development progress within the schools.				

Notes: "Labor Costs for RFP Process" is based on: develop requirements (one week), prepare RFP (one week), establish selection criteria (one week), review proposals (one week), participate in vendor demos/negotiations (8 participants for one week), prepare Board item (one day).

Cost estimate notes (continued)

A project management contracted position is planned to be added in 2005 at project start.

Direct costs above are based on proposal from Excelsior. Proposed delivery date will be more accurately forecast when the RFP process has been completed, a vendor chosen, and contract signed.

*Training and support costs include adding full-time positions to support district staff and parents through the help desk during evenings until 11:00 P.M. and Saturdays 8:00 A.M. to 5:00 P.M.

Proposed delivery date is influenced by any change in scope or specification and delay in any critical path tasks such as data acquisition, hardware/software delivery, testing/training delays and resources pulled for other priority projects.

Ultimately costs could be higher depending on final decisions regarding components, schools, and students.

Direct costs such as hardware and software require a purchase order and funding source. All other items are indirect or contributed costs reflecting District staff costs based upon average salary with fringe benefits. Labor costs reflect effort of all involved departments. An additional consideration with contributed cost is that resources committed to one project are unavailable for others and this cannot be quantified.

Assumptions (Are factors that for planning purposes are deemed to be true, real or certain (PMBOK))

- Intended users (teachers) have access to PCs with Internet capability.
- M-DCPS home page Internet portal can accommodate the technology.
- The Bureau of Education will ensure support at the region, school site and labor levels.
- A funding source for hardware and software will be provided.
- The Bureau of Education will assist in determining success measures through the Office of Evaluation and Research Services.
- Vendor will comply with current ITS record layouts.
- Each school will have a "technology leader" that will be responsible for administering school settings, school reports, and first-tier support which will replace current bubble sheet control and coordination administration.
- School "technology leader" will spend approximately 10 days per year supporting the system, not including summer.
- ITS Help Desk will accept calls from each school's "technology leader" as the second-tier support.
- Executive sponsorship will continue throughout the project lifecycle.

Benefits – Qualitative Benefits/Direct

- Parent access to child's performance and attendance data.
- Reduced time and errors in teacher's procedures for grade reporting.
- Elimination of bubble sheets and testing procedures will result in paper reduction and increased productivity at ITS.
- Reduced turn-around time for report cards and related reports for quicker access to data by schools.
- Flexible accessibility; teachers can access from school site, home, and District site.
- District wide implementation will result in no dependency on individual school budgets.
- District wide implementation will eliminate the burden on schools to use their technicians to maintain and support the package administration because the data and program code will be hosted and maintained by ITS.
- A survey of teachers indicated: "In fact, forty-two percent (42%) agreed that Pinnacle saved them over 30 minutes a day." In this case Gradebook software would result in approximately 12 days per teacher returned annually to classroom instruction District-wide (based on 180 school days) due to reduced daily record keeping.
- Flexibility of the application will enable it to function over various computing platforms throughout the District intranet.
- Differing levels of secure access to users and system administrators.
- Management of standards based grading.
- Automated backup and recovery based on the centralized nature of the application.
- Automated interim progress reports with comments should result in teachers gaining approximately one day per grading period in instructional time.
- Automatic populating and updating of class rosters.

Return on Investment (ROI) / Payback Period (return on investment)

ROI / Payback Template		<i>(double click on the excel object to gain edit access)</i>					<i>(ROI is auto calculated)</i>
Initial Costs	Initial Costs	Year 1	Year 2	Year 3	Totals	ROI %	
Technology - One-time	\$1,945,261						
Personnel - One-time	\$93,040						
Operations & Processes - One-time							
Total Costs	\$2,038,301				\$0		
Cost Savings (hard & soft)	Initial Costs	Year 1	Year 2	Year 3	Totals		
Technology - One-time							
Technology - Ongoing							
Personnel - One-time							
Personnel - Ongoing							
Operations & Processes - One-time	Once the RFP process has been completed it is likely that cost savings can be captured and quantified at that point in the project. (paper reduction, time savings, and other cost avoidance opportunities)						
Operations & Processes - Ongoing							
Total Offsets					\$0		
Manually Enter Payback Period Estimate Here (in years & months e.g. 1.5 years)						TBD	

The ROI financial section will be updated once the vendor contract is finalized.

Total Cost of Ownership (TCO) (Estimated final cost including development, deployment and maintenance)

Total Cost of Ownership Template		<i>(use 3 year time horizon unless application forecasted useful life is definitely longer)</i>				
Incurred Costs	Initial Costs	Year 1	Year 2	Year 3	Grand Totals	
Technology - One time (hdwr & swr)	\$1,945,261				\$1,945,261	
Technology - Ongoing (swr licensing)		\$0	\$251,775	\$255,150	\$506,925	
Personnel - One-time	\$93,040				\$93,040	
Personnel - Ongoing		\$225,692	\$225,692	\$225,692	\$677,076	
Operations & Processes - One-time						
Operations & Processes - Ongoing		\$6,240	\$6,240	\$6,240	\$18,720	
Total Costs	\$2,038,301	\$231,932	\$483,707	\$487,082	\$3,241,022	

Note - Software licensing annual renewal estimate is based on Excelsior proposal. Ongoing annual personnel costs are forecast @ - 3 support staff @ 48,856 each = \$146,568 + 1 trainer (\$79,124) to maintain the system = Grand Total of \$225,692 per year. ITS Systems and Programming will also incur ongoing maintenance & support estimated at 156 hours per year which is captured in the operations and processes cost category.

The TCO section will also be revised once the vendor contract has been signed and pricing finalized.

Success Measurement (Documented criteria to determine objectives have been met)

- ITS will report on Operations paper reduction impact.
- ITS will report on Operations grade reporting turnaround time impact.
- ITS will collect efficacy information through teacher survey and usage metrics for the pilot group.

Success Measurement (continued)

- It is recommended that the Bureau of Education enlist the efforts of the Office of Evaluation and Research Services to perform a two-year study on application efficacy. This should focus on whether there is an improvement in FCAT scores, by location, based upon application utilization. A baseline may need to be established to perform such a study; therefore, representatives from this department should be added to the committee if a study is considered.

References (show links to other project related documents)

ITS stakeholders can access other Gradebook project documents in the Xythos major projects folder, portfolio projects sub-folder.

Non-ITS stakeholders can view project summary data at:

<http://projecttracking.dadeschools.net> based on the project ID which is P2735000.

The RFP is accessible for ITS stakeholders at the following link:

http://xythos.dadeschools.net/ITS/General%20Information/Major%20Projects/Portfolio%20Projects/P2735000_Electronic%20Gradebook/RFP%20Gradebook%20Final%20PDF.pdf

Acronyms / Glossary (Spell out abbreviated items and supply definitions of technical terms)

DRC (District Review Committee) – Committee comprised of a cross section of District employees as part of the RFP process. This committee, in collaboration with Procurement develops the RFP language and evaluates vendor solutions.

Gradebook – Acronym for an information technology system which will enable automated and accurate grade capture, recording, and reporting of student grades District-wide.

RFP (Request for Proposal) - Announcements that specify services to be provided, product to be delivered, and appropriate vendors sought. Proposals submitted in response to RFPs generally result in the award of a contract. The District has a specific RFP procedure.

Document Definitions

Bureau	Business, Communications, Education, Financial, Personnel
Estimated Cost Analysis	
Price per Unit	This cost should be based on type of staff involvement.
	Installers \$40.
	S & P staff \$40.
	Support staff \$24.
	Trainers \$40.
P4121000	Project Account Code from Project Accounting System
Revisions History	All revisions to this document must be approved and agreed upon by all stakeholders. It is understood that changes to the original document may affect the completion date of the project.
Author	Creator of initial document or changes to the document
Date	Initiation or change date
Description	"Initial" or what was changed
Version	1.0, 2.0, etc.
Stakeholders	People involved in or affected by project activities

Procedures

1. Provide all stakeholders with a copy of the Project Scope Document.
2. Make the revisions to the Project Scope Document that were agreed upon and E-mail the Revised Project Scope Document to the stakeholders prior to the formal scope document review meeting.
3. Request a "Read Receipt" for the E-mail.
4. Ensure versioning is enabled in Xythos for the scope document.
5. Include the following statement in bold on the cover page of the original and Revised Project Scope Documents and at the end of the E-mail message used to deliver the document to the stakeholders:

"We will assume no changes unless we hear from you by mm/dd/yy."

Explanation of Prioritizing Function of the IT Steering Committee

The IT Steering Committee is composed of direct appointees by executive staff from a variety of functions. This committee is empowered to recommend which IT projects to implement, and the priority of each individual project within the overall portfolio of IT projects. A weighting tool has been developed, composed of project related questions. A weighting factor has been assigned to each question via a survey.

By using the weighting tool, business case analysis, qualitative benefits, risk analysis, total cost of ownership, and other considerations, the IT Steering Committee will prioritize each and every project within the project portfolio.

The weighting tool and overall process will be reviewed periodically to ensure optimal decision making for projects.

**REQUEST FOR PROPOSALS
ELECTRONIC GRADEBOOK PROGRAM 2003-2004**

The Electronic Gradebook Committee Meeting convened on February 23, 2004 to review the submissions for the above named Request for Proposal. In attendance were:

Members

Ms. Marla Berenson
Mr. Carlos Seales
Ms. Claire Warren
Ms. Lupe Diaz
Ms. Sharon Jackson
Mr. Darryln Choate
Ms. Lynn Edwins
Ms. Tracy Seaton
Ms. Sylvia Diaz
Mr. Daniel Sell
Ms. Cahrito Saavedra
Ms. Verdell D. King
Mr. Richard M. Vidal
Mr. Victor Diorio
Ms. Kristie Bray
Mr. Alex Valdes

Support Staff

Ms. Linda Leasburg-Kramer
Mr. William L. Hardison

Guest

Mr. Walter Dugon
Mr. Mike Moreno

MINUTES

Mr. Diorio called the meeting to order and introduced Ms. Linda Leasburg-Kramer from Procurement Management Services. Ms. Leasburg-Kramer reviewed the instructions for the day's proceedings. Committee members were instructed as to the Cone of Silence, Conflict of Interest, and reminded that all discussions regarding this solicitation were to only take place in the confines of the committee structure. Committee members were to have no discussions outside the committee structure with each other or with any of the vendors submitting proposals concerning the RFP. Members were instructed that only voting members of the committee were allowed to vote but that during the discussion phase all members of the committee could partake. Members introduced themselves.

It was moved by Ms. Bray that Mr. Diorio be elected as the Chair. It was seconded by Ms Diaz and unanimously approved by all members. Ms. Leasburg-Kramer was asked to take minutes of the proceedings.

Mr. Diorio handed out a checklist with the requirements of the RFP for members to refer to during the review process. Mr. Hardison from Procurement

Management also noted that he had noted on his documentation the page number where the information from each vendor could be found should the committee need to refer back to the submissions during the evaluation process.

Mr. Diorio noted that the goal of the committee was the selection of Gradebook software to be available with District-wide licensing for the schools to utilize.

Mr. Seales asked why some vendors had not submitted M/WBE information and if we should even review bids without it. Mr. Choate and Ms. Kramer explained that the RFP was issued as an Open RFP and that minority information was therefore not a requirement. Not providing M/WBE information should therefore not be held against a vendor during the evaluation process.

Proposals were received from ASPIRE, Campusware, Chancery, Common Goal Systems, Excelsior Software, Family Education, Jackson SW, K12 Systems, Math Learning Institute, Premio Computer, and Smart Web Technology. The committee reviewed each bid for the six requirements asked for in the RFP proposal as part of the requirements for submission. Discussion was held if the requirement for at least five years in requirement (1) should be mandatory. Mr. Diorio responded that in order to provide assurances that software was fully operational and functional that it needed at least five years. The first two to three years of a new product concept are considered to be "buggy" He felt that a District of our size needs the assurances that come with the 5-year requirement. It was moved by Mr. Diorio that we maintain the 5-year requirement and seconded. Vote was all with all in favor except for three so the motion carried to eliminate based on the 5-year criteria.

Two representatives from Premio Computer came in to view the proceedings of the committee. The UTD representative arrived and Ms. Leasburg-Kramer stated that the committee would need to review all submissions again with Mr. Valdes to gain his consensus with the committees review to date. Additionally, the Cone of Silence, Conflict of Interest and other proceeding rules were reviewed with the new parties present. It was stated to the two representatives from Premio computer that they could view the proceedings but could have no input during the meeting.

Upon completion of the review on the first 6 requirements, it was moved by Mr. Diorio that Aspire, Chancery, Excelsior and Jackson SW be considered for further review since all minimum requirements were met. Ms. Diaz seconded it and the motion passed unanimously.

The committee reviewed all the requirements for the Gradebook software as defined in section IV. DESCRIPTION OF THE PROGRAM of the RFP for

ASPIRE, Chancery, Excelsior Software and Jackson SW. It was moved by Carlos Seales to accept ASPIRE, Chancery and Excelsior, and to reject Jackson SW for demonstrations to be held at a later date. Ms. Diaz seconded it and the motion passed unanimously. The committee agreed to a 1 hour and 45 minute presentation from each vendor with additional time for questions from the committee. A list of questions follows that committee members would like to have addressed during the presentation by the vendors. Additionally it was requested that should a committee member have any other features they would like to see demonstrated, that it be forwarded to Mr. Diorio no later than the end of the week. All vendors will be given a list of the items that the committee desires to be shown during the demonstration portion of the review.

Questions to pose to vendors during demonstration portion of process:

- 1) Can data be imported from an Excel spreadsheet into program? How do uploads work in general?
- 2) How does sign on process work?
- 3) Do parents have the ability to change user name and password?
- 4) Who manages the changes
- 5) In reference to item 10, will a cost be involved in creating an interface?
- 6) When working offline, what is the storage method for data (laptop, internet)
- 7) Demonstrate report systems and types
- 8) Is there a charge for creating customized reports for the District? Is customization available at both District and school level?
- 9) Is there a charge for customizing data fields?
- 10) How much staff do you have to support your call center? Can you support 400 schools? Hours of operation?
- 11) Who is end-user defined as?
- 12) Clarify and define archive files? Are they available now?
- 13) Are you able to support multiple languages? Is there a charge?
- 14) Demonstrate class-by-class comparison?
- 15) Define student transfers. Can you handle school-to-school, or only within school?
- 16) Demonstrate roll-up information? Can it be based on system from District, Region, School or only one? Define data field requirements.
- 17) What is the cost associated with populating rosters, if any?

**REQUEST FOR PROPOSALS
ELECTRONIC GRADEBOOK PROGRAM 2003-2004**

The Electronic Gradebook Committee Meeting convened on March 15, 2004 for the above named Request for Proposal. In attendance were:

Members

Ms. Maria Berenson
Mr. Carlos Seales
Ms. Claire Warren
Ms. Lupe Diaz
Ms. Sharon Jackson
Mr. Darryln Choate
Ms. Lynn Edwins
Ms. Tracy Seaton
Ms. Sylvia Diaz
Mr. Daniel Sell
Ms. Cahrito Saavedra
Ms. Verdell D. King
Mr. Richard M. Vidal
Mr. Victor Diorio
Ms. Kristie Bray
Ms. Linda Will

Support Staff

Ms. Linda Leasburg-Kramer
Mr. William L. Hardison

Guest

Mr. Walter Dugon
Mr. Mike Moreno

MINUTES

Mr. Diorio called the meeting to order at 9:10 am. Ms. Leasburg-Kramer was introduced and she proceeded to explain to the committee that after further review by Procurement Management Services and the Attorney's Office have determined that Campusware and Family Education met the definition of the five year requirement and that they should be reviewed for meeting software requirements.

The committee reviewed the software requirements for each manufacturer. It was moved by Christie Bray and seconded by Sylvia Diaz to eliminate Campusware and Family Education, as they did not meet all requirements of the RFP. Motion passed unanimously.

REQUEST FOR PROPOSALS ELECTRONIC GRADEBOOK PROGRAM 2003-2004

The Electronic Gradebook Committee Meeting convened on March 23, 2004 and March 24, 2004 for the above named Request for Proposal. In attendance were:

Members

Ms. Marla Berenson
Ms. Lupe Diaz
Ms. Claire Warren
Ms. Sharon Jackson
Mr. Darryln Choate
Ms. Lynn Edwins
Ms. Tracy Seaton
Ms. Sylvia Diaz
Mr. Daniel Sell
Ms. Charito Saavedra
Ms. Verdell D. King
Mr. Richard M. Vidal
Mr. Victor Diorio

Support Staff

Ms. Linda Leasburg-Kramer
Mr. William L. Hardison
Ms. Barbara Jones

Guest

Mr. Charlie Marotta
Ms. Anita Kopec
Mr. Frank Waller
Ms. Jan Mensch
Ms. Rachel Agellota
Mr. David Cole
Mr. Paul Hoagland
Mr. Chris Bongiovanni
Mr. Jerry Schwartz
Ms. Jackie Reid
Mr. Andrey Brownmille
Mr. Douglas Lidiak
Mr. Brad Baird

Ms. Kristie Bray
Ms. Linda Will

MINUTES

Aspire, Chancery, and Excelsior Software provided vendor demonstrations. Presentations by vendors were for two hours, including setup, demonstrations of product capabilities as defined in the proposal. Additionally, questions were posed by the committee members to ensure product's ability to meet the needs of the varying interests of those representing various levels within the school system.

After demonstrations were completed, committee members held extensive discussion regarding the presentations. A motion was made by Mr. Vidal to move Aspire and Excelsior Software, Inc. to the proof of concept level. The motion was seconded by Mr. Choate and passed unanimously. Additionally, Ms. Warren moved to have the committee meet as a group for training during each proof of concept presentation. It was seconded by Ms. Bray and passed unanimously.

Mr. Diorio advised the committee that as soon as a schedule could be developed by the technical staff, it would be imparted to the committee.

**REQUEST FOR PROPOSALS
ELECTRONIC GRADEBOOK PROGRAM 2003-2004**

The Electronic Gradebook Committee Meeting convened on May 26, 2004 for the above named Request for Proposal. In attendance were:

Members

Ms. Claire Warren
Ms. Lupe Diaz
Ms. Tracy Seaton
Ms. Lupe Diaz
Ms. Sharon Jackson
Mr. Darryln Choate
Ms. Lynn Edwins
Ms. Sylvia Diaz
Mr. Daniel Sell
Ms. Cahrito Saavedra
Ms. Verdell D. King
Mr. Victor Diorio
Ms. Kristie Bray
Mr. Carlos Seales
Mr. Lawrence Rubio

Support Staff

Ms. Linda Leasburg-Kramer

Guest

MINUTES

After a legal challenge of Section V, Required Information, Item 1, the committee based on legal review, met to re-consider the proposal form Smart Web Technology. Extensive discussion and review of the proposal was held. It was moved by Ms. Bray that a demonstration be scheduled for Smart Web Technology. The motion was seconded by Mr. Diorio and was passed by the committee.

**REQUEST FOR PROPOSALS
ELECTRONIC GRADEBOOK PROGRAM 2003-2004**

The Electronic Gradebook Committee Meeting convened on July 26, 2004 for the above named Request for Proposal. In attendance were:

Members

Ms. Claire Warren
Ms. Tracy Seaton
Ms. Verdell D. King
Ms. Lupe Diaz
Mr. Darrlyn Choate
Ms. Lynn Edwins
Mr. Daniel Sell
Mr. Victor Diorio
Ms. Kristie Bray
Ms. Linda Wills
Ms. Marla Berenson

Support Staff

Ms. Linda Leasburg-Kramer

Guest

Ms. Jennifer Lechku
Ms. Rachel Angellott
Ms. Anita Kopec

MINUTES

The committee met and received training on the Aspire program for the proof of concept testing period.

**REQUEST FOR PROPOSALS
ELECTRONIC GRADEBOOK PROGRAM 2003-2004**

The Electronic Gradebook Committee Meeting convened on October 14 for the above named Request for Proposal. In attendance were:

Members

Ms. Claire Warren
Ms. Sylvia J Diaz
Ms. Verdell D. King
Mr. Darryln Choate
Ms. Lynn Edwins
Mr. Daniel Sell
Mr. Victor Diorio
Ms. Kristie Bray
Ms. Sharon Jackson

Support Staff

Ms. Linda Leasburg-Kramer

Guest

Mr. Brad Baird
Mr. Douglas Lidiak
Mr. Harry Robison
Mr. Bob Willig

MINUTES

Smart Web Technology provided a vendor demonstration. Presentation by the vendor was for two hours, including setup, demonstrations of product capabilities as defined in the proposal. Additionally, questions were posed by the committee members to ensure product's ability to meet the needs of the varying interests of those representing various levels within the school system.

After demonstrations were completed, committee members held extensive discussion regarding the presentations. A motion was made by Mr. Vidal to not move Smart Web Technology to the proof of concept level, as it lacked the ability to work offline and the Standards based technology was not available for proof of concept testing. The motion was seconded by Ms. Diaz and passed.

Training on Excelsior Software, Inc. for the proof of concept testing was held.

**REQUEST FOR PROPOSALS
ELECTRONIC GRADEBOOK PROGRAM 2003-2004**

The Electronic Gradebook Committee Meeting convened on December 8, 2004 for the above named RFP. In attendance were:

Members

Ms. Sharon Jackson
Mr. Carlos Seales
Ms. Claire Warren
Ms. Lupe Diaz
Mr. Darryln Choate
Ms. Lynn Edwins
Ms. Sylvia Diaz
Mr. Daniel Sell
Ms. Charito Saavedra
Ms. Verdell D. King
Mr. Richard M. Vidal
Mr. Victor Diorio
Ms. Kristie Bray
Mr. Alex Valdes

Support Staff

Ms. Linda Leasburg-Kramer

Guest

MINUTES

The meeting was called to order by Mr. Victor Diorio. The committee was thanked for their efforts over the last year while serving on this committee. Discussion was held on the results of the proof of concept testing It was moved by _____ that Excelsior be recommended to the Board for award. It was seconded by _____ and was passed by the committee.