

# **U.S. Department of Education**

**Washington, D.C. 20202-5335**



## **APPLICATION FOR GRANTS UNDER THE**

**STATEWIDE LONGITUDINAL DATA SYSTEM RECOVERY ACT GRANTS  
CFDA # 84.384A  
PR/Award # R384A100011**

Closing Date: NOV 19, 2009

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<b>Application for Federal Assistance SF-424</b>		Version 02	
* 1. Type of Submission <input type="checkbox"/> Preapplication <input checked="" type="checkbox"/> Application <input type="checkbox"/> Changed/Corrected Application		* 2. Type of Application:* If Revision, select appropriate letter(s): <input checked="" type="checkbox"/> New <input type="checkbox"/> Continuation      * Other (Specify) <input type="checkbox"/> Revision	
* 3. Date Received: 12/1/2009		4. Applicant Identifier: 12/1/2009	
5a. Federal Entity Identifier:		* 5b. Federal Award Identifier: NA	
<b>State Use Only:</b>			
6. Date Received by State:		7. State Application Identifier:	
<b>8. APPLICANT INFORMATION:</b>			
* a. Legal Name:    Louisiana Department of Education			
* b. Employer/Taxpayer Identification Number (EIN/TIN): 726000745		* c. Organizational DUNS: 805920998	
<b>d. Address:</b>			
* Street1: Street2: * City: County: State: Province: * Country: * Zip / Postal Code:		1201 North Third Street  Baton Rouge East Baton Rouge LA  USA 70802	
<b>e. Organizational Unit:</b>			
Department Name: Management and Finance		Division Name: Information Technology Services	
<b>f. Name and contact information of person to be contacted on matters involving this application:</b>			
Prefix: Middle Name:		Mr.      * First Name:      Allen	

\* Last Name: Schulenberg

Suffix:

Title: Education Program Consultant 4

Organizational Affiliation:

\* Telephone  
Number:

(225)342-2292

Fax Number:

(225)342-1912

\* Email: ALLEN.SCHULENBERG@LA.GOV

**Application for Federal Assistance SF-424**

Version 02

**9. Type of Applicant 1: Select Applicant Type:**

A: State Government

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

\* Other (specify):

**10. Name of Federal Agency:**

U.S. Department of Education

**11. Catalog of Federal Domestic Assistance Number:**

84.384A

CFDA Title:

Statewide Longitudinal Data System Recovery Act Grants

**\* 12. Funding Opportunity Number:**

ED-GRANTS-072909-011

Title:

Institute of Education Sciences;(IES) Grant Program for Statewide Longitudinal  
Data Systems Recovery Act Program (ARRA) CFDA 84.384A

**13. Competition Identification Number:**

Title:

**14. Areas Affected by Project (Cities, Counties, States, etc.):**



State, state agencies, state legislature, schools districts, and higher education.

**\* 15. Descriptive Title of Applicant's Project:**

Louisiana P-20 Statewide Longitudinal Data System

Attach supporting documents as specified in agency instructions.

**Attachment:**

Title :

File :

**Attachment:**

Title :

File :

**Attachment:**

Title :

File :

**Application for Federal Assistance SF-424**

Version 02

**16. Congressional Districts Of:**

\* a. Applicant: LA-006

\* b. Program/Project: LA-ALL

Attach an additional list of Program/Project Congressional Districts if needed.

**Attachment:**

Title :

File :

**17. Proposed Project:**

\* a. Start Date: 1/1/2011

\* b. End Date: 12/31/2013

**18. Estimated Funding (\$):**

a. Federal	\$ 10768225
b. Applicant	\$
c. State	\$
d. Local	\$ 0
e. Other	\$
f. Program Income	\$
g. TOTAL	\$ 10768225

**\* 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

☐ a. This application was made available to the State under the Executive Order 12372 Process for review on .

☐ b. Program is subject to E.O. 12372 but has not been selected by the State for review.

☒ c. Program is not covered by E.O. 12372.

**\* 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes", provide explanation.)**

☐ Yes ☒ No

**21. \*By signing this application, I certify (1) to the statements contained in the list of certifications\*\* and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances\*\* and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)**

☒ \*\* I AGREE

\*\* The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

**Authorized Representative:**

Prefix: Mr. \* First Name: Paul

Middle Name:

\* Last Name: Pastorek

Suffix:

Title: State Superintendent of Education

\* Telephone Number: (225)342-3974 Fax Number:

\* Email: PAUL.PASTOREK@LA.GOV

\* Signature of Authorized Representative:

\* Date Signed:

**Application for Federal Assistance SF-424**

Version 02

**\* Applicant Federal Debt Delinquency Explanation**

The following field should contain an explanation if the Applicant organization is delinquent on any Federal Debt. Maximum number of characters that can be entered is 4,000. Try and avoid extra spaces and carriage returns to maximize the availability of space.

**U.S. DEPARTMENT OF EDUCATION****BUDGET INFORMATION****NON-CONSTRUCTION PROGRAMS**

OMB Control Number: 1894-0008

Expiration Date: 02/28/2011

Name of Institution/Organization:  
Louisiana Department of Education

Applicants requesting funding for only one year should complete the column under "Project Year 1." Applicants requesting funding for multi-year grants should complete all applicable columns. Please read all instructions before completing form.

**SECTION A - BUDGET SUMMARY**  
**U.S. DEPARTMENT OF EDUCATION FUNDS**

Budget Categories	Project Year 1(a)	Project Year 2 (b)	Project Year 3 (c)	Project Year 4 (d)	Project Year 5 (e)	Total (f)
1. Personnel	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
2. Fringe Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
3. Travel	\$ 10,000	\$ 10,000	\$ 10,000	\$ 0	\$ 0	\$ 30,000
4. Equipment	\$ 279,775	\$ 77,275	\$ 11,225	\$ 0	\$ 0	\$ 368,275
5. Supplies	\$ 15,000	\$ 15,000	\$ 15,000	\$ 0	\$ 0	\$ 45,000
6. Contractual	\$ 600,000	\$ 4,050,000	\$ 4,350,000	\$ 0	\$ 0	\$ 9,000,000
7. Construction	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
8. Other	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
9. Total Direct Costs (lines 1-8)	\$ 904,775	\$ 4,152,275	\$ 4,386,225	\$ 0	\$ 0	\$ 9,443,275
10. Indirect Costs*	\$ 91,250	\$ 594,950	\$ 638,750	\$ 0	\$ 0	\$ 1,324,950
11. Training Stipends	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
12. Total Costs (lines 9-11)	\$ 996,025	\$ 4,747,225	\$ 5,024,975	\$ 0	\$ 0	\$ 10,768,225

**\*Indirect Cost Information (To Be Completed by Your Business Office):**

If you are requesting reimbursement for indirect costs on line 10, please answer the following questions:

(1) Do you have an Indirect Cost Rate Agreement approved by the Federal government? ☒ Yes ☐ No

(2) If yes, please provide the following information:

Period Covered by the Indirect Cost Rate Agreement: From: 7/1/2008 To: 6/30/2011 (mm/dd/yyyy)

Approving Federal agency: ☒ ED ☐ Other (please specify): \_\_\_\_\_ The Indirect Cost Rate is 14.6%

(3) For Restricted Rate Programs (check one) -- Are you using a restricted indirect cost rate that:

☒ Is included in your approved Indirect Cost Rate Agreement? or, ☐ Complies with 34 CFR 76.564(c)(2)? The Restricted Indirect Cost Rate is 0%



**U.S. DEPARTMENT OF EDUCATION**

**BUDGET INFORMATION**

**NON-CONSTRUCTION PROGRAMS**

OMB Control Number: 1894-0008

Expiration Date: 02/28/2011

Name of Institution/Organization:  
Louisiana Department of Education

Applicants requesting funding for only one year should complete the column under "Project Year 1." Applicants requesting funding for multi-year grants should complete all applicable columns. Please read all instructions before completing form.

**SECTION B - BUDGET SUMMARY**

**NON-FEDERAL FUNDS**

Budget Categories	Project Year 1(a)	Project Year 2 (b)	Project Year 3 (c)	Project Year 4 (d)	Project Year 5 (e)	Total (f)
1. Personnel	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
2. Fringe Benefits	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
3. Travel	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
4. Equipment	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
5. Supplies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
6. Contractual	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
7. Construction	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
8. Other	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
9. Total Direct Costs (lines 1-8)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
10. Indirect Costs	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
11. Training Stipends	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
12. Total Costs (lines 9-11)	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0



## ASSURANCES - NON-CONSTRUCTION PROGRAMS

Standard Form 424B (Rev.7-97)

Public reporting burden for this collection of information is estimated to average 15 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to the Office of Management and Budget, Paperwork Reduction Project (0348-0040), Washington DC 20503.

PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE OFFICE OF MANAGEMENT AND BUDGET. SEND IT TO THE ADDRESS PROVIDED BY THE SPONSORING AGENCY.

**NOTE:** Certain of these assurances may not be applicable to your project or program. If you have questions, please contact the awarding agency. Further, certain Federal awarding agencies may require applicants to certify to additional assurances. If such is the case, you will be notified.

As the duly authorized representative of the applicant, I certify that the applicant:

1. Has the legal authority to apply for Federal assistance, and the institutional, managerial and financial capability (including funds sufficient to pay the non-Federal share of project cost) to ensure proper planning, management, and completion of the project described in this application.
2. Will give the awarding agency, the Comptroller General of the United States, and if appropriate, the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.
3. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.
4. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.
5. Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. "4728-4763) relating to prescribed standards for merit systems for programs funded under one of the 19 statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 C.F.R. 900, Subpart F).
6. Will comply with all Federal statutes relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. "1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. '794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act
9. Will comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. "276a to 276a-7), the Copeland Act (40 U.S.C. '276c and 18 U.S.C. "874) and the Contract Work Hours and Safety Standards Act (40 U.S.C. " 327-333), regarding labor standards for federally assisted construction sub-agreements.
10. Will comply, if applicable, with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is \$10,000 or more.
11. Will comply with environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in floodplains in accordance with EO 11988; (e) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. "1451 et seq.); (f) conformity of Federal actions to State (Clear Air) Implementation Plans under Section 176(c) of the Clear Air Act of 1955, as amended (42 U.S.C. "7401 et seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended, (P.L. 93-523); and (h) protection of endangered species under the Endangered Species Act of 1973, as amended, (P.L. 93-205).
12. Will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C. "1721 et seq.) related to protecting components or potential components of the national wild and scenic rivers system.
13. Will assist the awarding agency in assuring compliance

of 1975, as amended (42 U.S.C. " 6101-6107), which prohibits discrimination on the basis of age; (e) the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) " 523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. " 290 dd-3 and 290 ee 3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. ' 3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and (j) the requirements of any other nondiscrimination statute(s) which may apply to the application.

7. Will comply, or has already complied, with the requirements of Titles II and III of the uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of Federal or federally assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of Federal participation in purchases.
8. Will comply, as applicable, with the provisions of the Hatch Act (5 U.S.C. "1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.

with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. '470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. "469a-1 et seq.).

14. Will comply with P.L. 93-348 regarding the protection of human subjects involved in research, development, and related activities supported by this award of assistance.
15. Will comply with the Laboratory Animal Welfare Act of 1966 (P.L. 89-544, as amended, 7 U.S.C. "2131 et seq.) pertaining to the care, handling, and treatment of warm blooded animals held for research, teaching, or other activities supported by this award of assistance.
16. Will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. "4801 et seq.) which prohibits the use of lead- based paint in construction or rehabilitation of residence structures.
17. Will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and OMB Circular No. A-133, "Audits of States, Local Governments, and Non-Profit Organizations."
18. Will comply with all applicable requirements of all other Federal laws, executive orders, regulations and policies governing this program.

**Signature of Authorized Certifying Representative:**

**Name of Authorized Certifying Representative:** Paul Pastorek

**Title:** State Superintendent of Education

**Date Submitted:** 12/01/2009

## Disclosure of Lobbying Activities

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352

<b>1. Type of Federal Action:</b>  <input type="checkbox"/> Contract <input type="checkbox"/> Grant <input type="checkbox"/> Cooperative Agreement <input type="checkbox"/> Loan <input type="checkbox"/> Loan Guarantee <input type="checkbox"/> Loan Insurance	<b>2. Status of Federal Action:</b>  <input type="checkbox"/> Bid/Offer/Application <input type="checkbox"/> Initial Award <input type="checkbox"/> Post-Award	<b>3. Report Type:</b>  <input type="checkbox"/> Initial Filing <input type="checkbox"/> Material Change  <b>For Material Change only:</b> Year: 0Quarter: 0 Date of Last Report:
<b>4. Name and Address of Reporting Entity:</b> <input checked="" type="checkbox"/> Prime <input type="checkbox"/> Subawardee Tier, if known: 0  Name: Address: City: State: Zip Code + 4: -  <b>Congressional District, if known:</b>	<b>5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime:</b>  Name: Address: City: State: Zip Code + 4: -  <b>Congressional District, if known:</b>	
<b>6. Federal Department/Agency:</b>	<b>7. Federal Program Name/Description:</b>  CFDA Number, if applicable:	
<b>8. Federal Action Number, if known:</b>	<b>9. Award Amount, if known: \$0</b>	
<b>10. a. Name of Lobbying Registrant</b> (if individual, last name, first name, MI): Address: City: State: Zip Code + 4: -	<b>b. Individuals Performing Services</b> (including address if different from No. 10a) (last name, first name, MI): Address: City: State: Zip Code + 4: -	
<b>11.</b> Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.	Name: Paul Pastorek Title: State Superintendent of Education Applicant: Louisiana Department of Education Date: 12/01/2009	
<b>Federal Use Only:</b>		Authorized for Local Reproduction Standard Form LLL (Rev. 7-97)



CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements.

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal Loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan or cooperative agreement, the undersigned shall complete and submit Standard Form - LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Statement for Loan Guarantees and Loan Insurance.

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee or any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

APPLICANT'S ORGANIZATION

Louisiana Department of Education

PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE

Prefix: Mr. First Name: Paul Middle Name:  
Last Name: Pastorek Suffix:  
Title: State Superintendent of Education

Signature: Date:  
12/01/2009

**SUPPLEMENTAL INFORMATION  
REQUIRED FOR  
DEPARTMENT OF EDUCATION GRANTS**

## 1. Project Director:

Prefix:	* First Name:	Middle Name:	* Last Name:	Suffix:
Mr.	James		McMahon	

Address:

\* Street1: 1201 North Third Street

Street2:

\* City: Baton Rouge

County: East Baton Rouge

\* State: LA\* Zip / Postal Code: 70802 \* Country: USA

* Phone Number (give area code)	Fax Number (give area code)
(225)342-0092	(225)342-7185

Email Address:

JAMES.MCMAHON@LA.GOV

## 2. Applicant Experience

Novice Applicant                      ☐ Yes                      ☐ No                      ☒ Not applicable

### 3. Human Subjects Research

Are any research activities involving human subjects planned at any time during the proposed project period?

☐ Yes ☒ No

Are ALL the research activities proposed designated to be exempt from the regulations?

**11 Yes Provide Exemption(s) #:**

11 No Provide Assurance #, if available:

**Please attach an explanation Narrative:**

**Attachment:**

Title :

File :

# Project Narrative

## Project Narrative - Project Abstract

Attachment 1:

Title: **P-20 LDS - Abstract** Pages: **1** Uploaded File: **I:\mf\pair\SHARE\SHARE\LDS Grant\P-20\P-20 Grant Application\Application Documents\Documents for Submission\P-20 LDS - Abstract.doc**

# **Louisiana Department of Education P-20 Longitudinal Data System**

## **Abstract**

The Louisiana Department of Education (LDOE) proposes to use the US Department of Education Longitudinal Data Systems Grant to move forward the multiphase, Louisiana Education Data Repository System (LEDRS). Phase 1 of the project, P-12 LEDRS, is being funded with a \$4.056 million grant awarded in April of 2009 and will allow the LDOE to organize and link all of its data into a centralized repository with project completion in Spring 2013. The current P-20 initiative (CFDA 84.384) will feature a strong multi-agency partnership. For this new project, LDOE's primary partners are the Louisiana Board of Regents (BOR) and the Louisiana Workforce Commission (LWC).

This application seeks funds to complete the LEDRS second phase to create a P-20 system that will enable data exchange and reporting with agencies outside of the LDOE. Each primary partner and stakeholder has agreed to participate and signed a Memorandum of Understanding. In addition to the three primary partners, BOR, LWC, and LDOE, the other stakeholder agencies include the Louisiana Office of Student Financial Assistance (LOSFA), Department of Social Services (DSS), Department of Public Safety and Corrections (DPSC), Office of Juvenile Justice (OJJ), and the Picard Center for Childhood Development and Lifelong Learning. The Picard Center is a multi-disciplinary organization that engages in educational research, evaluation, and analysis at the state level. For this project, it will serve as a research and analysis resource for all participating agencies.

The envisioned P-20 system will allow stakeholders to track and analyze student achievement from early childhood throughout adulthood. The system will leverage the LEDRS to connect 13-20 and P-12 data, facilitating the production of routine and ad hoc reporting. This data will allow the LDOE to track student performance beyond high school to identify the effectiveness of all programs and initiatives of participating agencies and stakeholders. In addition, the data exchange mechanism will enable the LDOE and other participating agencies to exchange data among themselves.

Moreover, with the participation of other agencies, including the Louisiana Workforce Commission (LWC), the P-20 system will enable Louisiana to track relationships between educational preparation and the career paths of working adults. Finally, this P-20 initiative will provide the legislature with a much more comprehensive, interagency overview of the effectiveness of state-provided services over time.

# Project Narrative

## Project Narrative - Project Narrative

Attachment 1:

Title: **P-20 LDS - Project Narrative** Pages: **13** Uploaded File: **I:\mf\pair\SHARE\SHARE\LDS Grant\P-20\P-20 Grant Application\Application Documents\Documents for Submission\P-20 LDS Project Narrative.doc**

Grant For Statewide Longitudinal Data Systems  
Under The American Recovery and Reinvestment Act, 2009

CFDA Number: 84.384

Louisiana Department of Education  
P-20 Longitudinal Data System Proposal

**Project Narrative**

## **A. Need for Project in Louisiana**

### **A1. Introduction:**

Louisiana has engaged in developing and implementing the conditions necessary for meeting required reforms and innovations for the collection and use of data to: 1.) fully implement a statewide longitudinal data system (SLDS); 2.) facilitate access to and use of State data; and 3.) enhance the use of data to improve instruction.

Using a similar set of criteria for developing and utilizing an effective SLDS, the Data Quality Campaign 2009 identifies Louisiana as one of eleven states that has a longitudinal data system that includes all ten (10) of its recommended elements for a P-12 SLDS (see Louisiana resources on the organization's website at <http://www.dataqualitycampaign.org/survey/states/LA/resources>). Those elements (see Appendix C) compare very favorably with the 12 criteria identified in the America COMPETES Act.

Evidence of the State's serious efforts to improve access to and facilitate use of its statewide data system is demonstrated in its August 2009 Request for Proposals (RFP) for the Louisiana Education Data Repository System (LED RS). The purpose of the Phase One LED RS project is to build a longitudinal data system that will create a secure, quality-controlled State data repository; the goal is to develop a system that makes data more readily available for research and analysis by all stakeholders.

Already there is evidence that Louisiana is a leader in its uses of information to improve instruction. A report in the January 2009 edition of *The Advocate* ranks Louisiana second among the 50 states in how it measures education progress and sixth in its programs to improve teachers and instructional quality (see *The Advocate*, January 2009, Quality Counts Survey). Such uses of data will simply improve as current efforts like LED RS makes the use of data more accessible, transparent, and interrelational among various database formats.

Issues still to be addressed in Louisiana include determining the capacity of the State's current P-12 SLDS to communicate with higher education data systems and workforce systems, thus assuring seamless exchange of data so that information can be tracked P-20. With this current application, Louisiana seeks funds to complete the LED RS second phase to create a P-20 system that will enable data exchange and reporting with numerous agencies outside of the LDOE.



## A2. Description of Louisiana Systems:

In an effort to describe Louisiana's current SLDS system capabilities and elements as they are defined by the America COMPETES Act (ACA), the following paragraphs describe each item and the status of the State's present data system. A discussion of the seven capabilities defined in the present Request for Applications (RFA) and the current ability of the Louisiana LDS to address those capabilities is followed by a similar discussion of the State's capacity with regard to the twelve essential elements defined by the ACA.

### a. Data System Capabilities in Louisiana:

In addition to the twelve essential data system elements identified by the America COMPETES Act, the following data system capabilities are identified by this Phase Two P-20 RFA as critical components of a statewide longitudinal data system. With regard to those seven capabilities, Louisiana's current systems capabilities are being addressed by projects and activities defined in the LEDRS Phase One project.

Those seven essential capabilities do exist and will be enhanced in the following manner:

- 1) **Must enable State to examine student progress and outcomes over time.** The Louisiana data systems do meet this condition; however, this process is a manual one and is labor intensive. The LEDRS Phase One project will address this issue and enhance present capability by linking testing data with student information data.
- 2) **Must facilitate and enable the exchange of data among agencies and institutions -- within and between states so that data may be used to inform policy and practice.** While this capability does exist, the process will be much easier after the LEDRS Phase Two improvements allow automated data extraction.
- 3) **Must link student data with teachers.** Louisiana presently can make this link, but the system is a manual operation and, therefore, labor intensive. LEDRS Phase One will make this capability more accurate, efficient, complete, and thorough. Additionally, reporting will be easier.
- 4) **Must enable matching of teachers with information about their certification and teacher preparation programs.** This value-added matching capability does exist in the LDOE; and research has been done with higher education through the Louisiana Board of Regents to evaluate teacher preparation programs. This capability is one that Louisiana intends to enhance with funding from the Phase Two P-20 LDS project.
- 5) **Must enable data to be easily generated for continuous improvement and decision-making, including timely reporting to parents, teachers, and school leaders on student achievement.** While such reporting capabilities do currently exist, LEDRS Phase One enable reports to be generated more easily and in a timelier manner. Moreover, this capability will be enhanced by the additional data generated through this multi-agency Phase Two P-20 initiative.

- 6) **The system must insure the quality and integrity of data contained in the system.**  
This capability is currently being accomplished within Louisiana. Nevertheless, it will be improved with completion of LEDRS Phase One through cross-system checks and the validation processes for the longitudinal data system. LEDRS Phase Two will allow not only cross-system checks, but also cross-agency system checks.
- 7) **Must provide the State with the ability to meet timely reporting requirements.**  
EDFACTS reporting requirements are being met in Louisiana, but due to manual methods such reporting is not always timely. Increased speed in meeting reporting requirements will be realized as soon as automation is accomplished by Phase One. Additionally, the state and federal reporting required by the LDOE and other participating agencies will be enhanced by the data system features to be made available by this Phase Two P-20 initiative.

See Appendix C, for a summary of how Louisiana's existing data systems incorporate each of these seven capabilities (as well as the twelve essential elements).

b. Required Data System Elements (America COMPETES Act):

This Phase Two P-20 proposal requires that each State indicate whether its statewide longitudinal data system contains each of the 12 elements described in section 6401(e)(2)(D) of the America COMPETES Act. With regard to Louisiana's LDS for preschool through postsecondary education, those twelve elements exist in the following manner:

- 1) **A unique statewide student identifier that does not permit a student to be individually identified by users of the system.** Within Louisiana, a unique statewide student identifier has been developed, will be incorporated into Louisiana's Phase One project, and will be utilized with Phase Two.
- 2) **Student-level enrollment, demographic, and program participation information.** Presently, Louisiana has enrollment and demographic information available via the Student Information System. As for program participation, there is an October 1<sup>st</sup> class schedule collection and a Student Transcript System that collects data for grades 9-12. The data from these systems will be loaded into the SLDS system on a regular basis as soon as Phase One is completed.
- 3) **Student-level information about the points at which students exit, transfer in, transfer out, drop out, or complete P-16 education programs.** Currently, Louisiana has the capability to produce P-12 information; nevertheless, the LDOE works closely with higher education through the Board of Regents (BOR) and regularly shares data under a MOU. Through the P-12 Student Information System the State can report transfers in and out as well as exits and dropouts, but the State cannot report education program completions outside of grade 12. Presently, Louisiana is applying through this Phase Two RFA for federal grant money to enable the development of a P-20 system; until such funding and system enhancement is

accomplished, the State will continue to provide student-level information regarding student movement through a manual exchange of data with the BOR.

**4) The capacity to communicate with higher education data systems.**

Funding through this Phase Two federal grant will enable Louisiana to build a P-20 system; until such funding is awarded and development is accomplished, Louisiana's current capability for communicating with higher education will be limited to an exchange of data with the BOR.

**5) An audit system assessing data quality, validity, and reliability.**

Louisiana has diagnostic checks in its primary data collection systems that validate against attendance, exit codes, free and reduced lunch, and all other main elements. The State runs these diagnostics and produces reports that are then emailed to the Local Educational Authority (LEA), pointing out discrepancies, including large variations in size when compared to previously reported data. Louisiana also has system reports that provide the users with detailed information pertaining to their submissions, current data status, and data content. When the Louisiana SLDS system is implemented, the State will have a set of diagnostics available that run data content against all other connecting data systems and collections. This process will ensure that the data validity also extends across matching data content and connecting data relationships.

**6) Yearly State assessment records of individual students.**

Presently Louisiana produces State assessment records at the site level. The LDOE contracts with third party testing companies for the official state tests and the companies provide student level assessment records to the LDOE, the districts, and the guardians. LEAs collect and report on other student tests if they are administered via the LEA itself; the State does not receive this information. In the future, the State will be able to produce student assessment records (based on official state tests) via its SLDS system; these assessments will be available to all relevant stakeholders.

**7) Information on students not tested, by grade and subject.**

The testing vendors provide this student information to both the State and the LEAs directly. Information on students not tested will be loaded into LEDRS Phase One and made readily available.

**8) A teacher identifier system with the ability to match teachers to students.**

Currently, Louisiana has an October 1<sup>st</sup> class schedule collection in place that allows matching between teachers, students, and courses. Such data will be imported into the SLDS Phase One for additional reporting that is made easier, timelier, more accessible, and more widely distributed.

**9) Student-level transcript information, including on courses completed and grades earned.**

Louisiana’s Student Transcript System currently collects all transcript information, including college and vocational information for grades 9-12; again, this information will be loaded into the SLDS as part of LEDRS Phase One. However, currently this information is sent to LOSFA and the BOR through a manual data transmission process. With LEDRS Phase Two, this information will be able to be accessed more easily and as needed by participating agencies through automation of data extractions and transmission procedures.

**10) Student-level college readiness test scores.**

Predominantly, Louisiana collects ACT data. Elements include student demographic information and test results. With Phase Two funding, this test score information will become more easily accessible to relevant stakeholders.

**11) Data that provide information regarding the extent to which students transition successfully from secondary school to postsecondary education, including whether students enroll in remedial coursework.**

The LDOE works closely with the Board of Regents (BOR) and regularly shares data under a MOU. With federal funding through this Phase Two project, Louisiana will be able to build a P-20 system; until Phase Two funding is secured, the LDOE will be limited to working with the BOR through a manual exchange of data.

**12) Other information determined necessary to address alignment and adequate preparation for success in postsecondary education.**

Louisiana will build a P-20 system with funding secured through this grant. The P-20 system will enable the LDOE to develop linkages with the LWC, allowing the two agencies to share and analyze data more efficiently. The enhanced capabilities will provide a means to more readily assess student preparedness for postsecondary education. Moreover, regarding postsecondary success and workforce outcomes, the data within the P-20 data warehouse also will permit the State to “work backward” from current needs and plan for the goods, services, experiences, and credentials that the current generation of students will need to be prepared for future work.

Until that point in time, the LDOE continues to work closely with the BOR and other state agencies such as the Workforce Commission, Corrections, Social Services, Health and Hospitals, and the Office of Juvenile Justice to exchange data that may inform policy and practice.

A table summarizing each of these seven capabilities, as well as the twelve essential elements, is included in Appendix C (Current Status of Louisiana SLDS and Planned Enhancements). The table provides a clear summary of how Louisiana currently meets each of required capabilities and essential elements as well as how funding from this Phase Two P-20 grant will be used to enhance and extend current state resources and conditions.



### A3. Summary of Required Capabilities and Elements to be Developed and How Louisiana Will Benefit

Throughout the previous discussion of Louisiana's current capacity to meet each of the seven required capabilities and the essential elements of the America COMPETES Act, running commentary has been provided that identifies how the State will use the funding of this Phase Two project to enhance and extend its excellent P-12 system to P-20. In order to clarify how the State intends to make use of Phase Two funding to achieve the goals of building a P-20 data system that meets the required capabilities and elements, the goals of the P-20 project are reiterated in the following summary.

It is intended that this convenient summary will help to illustrate how enhancements to required capabilities and essential America COMPETES Act elements (as specified in this P-20 RFA, CFDA 84.384) will support Louisiana's educational improvement efforts, goals, and accountability systems. Specifically, with this new funding:

- The P-20 project will be used to facilitate and enhance the exchange of data among all participating state agencies to extend the current system to P-20 (see Appendix A, Table 1, Multi-Agency Data System). Included in this effort will be the design and architecture for an enhanced multi-agency data system (see Figure 1, Data Exchange in Louisiana's P-20 LDS).
- Student level information about points at which students exit, transfer in, transfer out, dropout, or complete education programs does exist within Louisiana's current data systems. Funding from this Phase Two project will be used to expand and enhance the State's current P-12 system to build a P-20 system that includes the adult workforce.
- A state data audit process that assesses data quality, validity, and reliability exists in Louisiana. With funding from this project (84.384), this data audit process will be enhanced to include multi-agency P-20 data, including that from higher education and workforce.
- P-12 data and manually shared data with the Board of Regents exists and provides information regarding the extent to which students successfully transition from secondary to postsecondary education. Funding from this Phase Two data system project will enable Louisiana to build a P-20 system as specified in this RFA.
- Data that provides other information necessary to address alignment and adequate preparation for success in postsecondary education exists in some capacity through manual data exchanges among agencies. Funding through this Phase Two project will enable Louisiana to create a fully working, automated, P-20 system that permits review and analysis of multi-agency data at a detailed level.

### A4. Data System Enhancements and How They Will Support Continuous Improvement, Instructional Improvement, and Informed Decision-making at the District Level

In Louisiana, a P-20 LDS will be built on previous and current efforts to build and sustain an effective P-12 system. For example, in LEDRS Phase One, the ultimate goal is to provide a data driven, decision-making environment that will help improve student performance by the ability to readily make available more accurate, reportable, and researchable data on a more frequent basis. The LDOE has an abundance of high quality data but does not have an automated reporting system for standard and ad hoc reporting. Reports currently require extensive manual effort by analysts that are experienced in the various data systems. Data users currently have access to outdated production reports without the ability to query the data in a timely manner. Linking our multiple data stores will allow for improved data analysis and more accurate and timely reporting. The Phase One LEDRS project will provide the ability to request outputs in multiple formats.

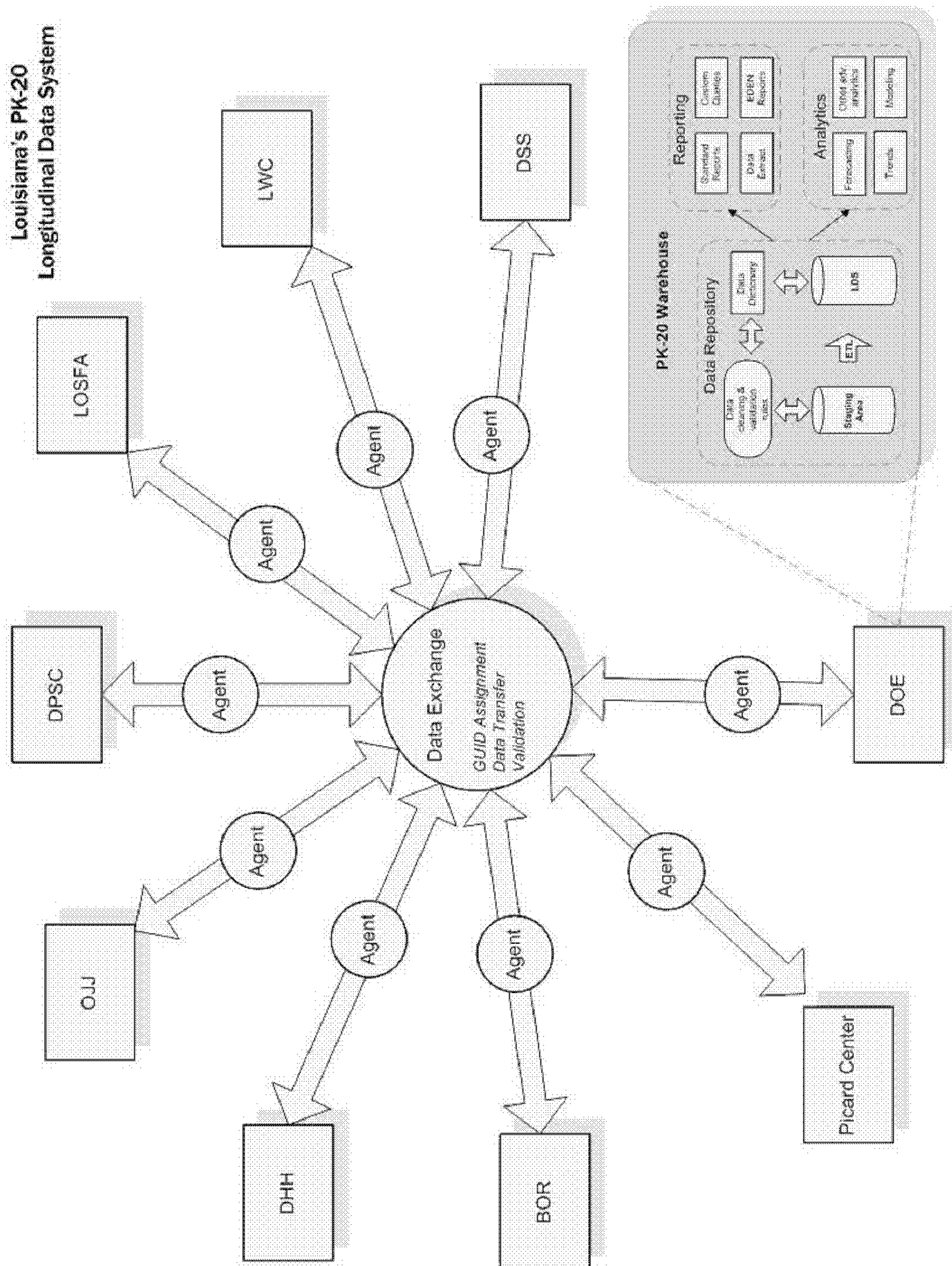
Specifically, Phase One LEDRS includes:

- The creation of a data repository that will centralize and link the data that currently reside in isolated silos.
- Assistance with the implementation of a global unique identifier.
- The creation of a data reporting system that will enable the LDOE to automate its EdFACTS reporting and provide tools for routine and rapid ad hoc reporting.
- Automation of all required EDEN submissions.
- The construction of 10 high priority reports.

P-20 data system enhancements to the P-12 system will come from several initiatives. The first initiative being the creation of a data exchange hub that will allow participating agencies to submit P-20 data using an automated data exchange process as well as exchange data amongst themselves. Central to the success of this data exchange will be the use of Louisiana's unique GUID Generator which will create a statewide ID that allows for cross-agency matching. A warehouse managed by LDOE will serve as a data repository for all agencies submitting relevant P-20 data.

The warehouse will include a staging area for data cleaning and validation rules, a data dictionary, and the LDS itself. Reporting and analytical components also will be key features of this warehouse. Here, all data elements, along with universal identifiers, will be used to create an enhanced LDS for P-20 (refer to Figure 1, Data Exchange in Louisiana's P-20 LDS).

Figure 1, Data Exchange in Louisiana's P-20 LDS





Louisiana recognizes that possession of a P-20 data warehouse that has the unique features designed by the LDOE will permit researchers and State agencies to engage in numerous projects that can have significant long-term benefits for shaping educational programs. Such benefits include support for continuous improvement, for high quality instruction, and for impact informed decision-making at the district level. Specifically:

- Researchers will be able to assess the life course impact of governmental goods and services on citizens. For example, it will be possible to examine the impact of middle school literacy programs or high school industry-based certificates on adult employment and earnings status.
- The particular warehouse that is envisioned by Louisiana will permit examination of its citizen's outcomes across a complex web of services that currently is not practical to implement. For example, the union of educational records, juvenile justice records, and foster care records will permit Louisiana to understand the needs and outcomes of some of its most vulnerable children. This should set the stage for a level of proactive planning that has not been possible to date.
- The connections in the warehouse will permit agencies to develop data driven decision mechanisms around long-term risk factors for children and adult citizens. For example, identifying children in foster care can allow the educational system to put in place systematic supports and early warning data monitoring systems to support these students' needs.
- The data within the warehouse regarding postsecondary success and workforce outcomes will also permit the State to "work backward" from current needs and plan for the goods, services, experiences, and credentials that the current generation of students will need to be prepared for future work.
- Finally, similar to the Internet, given the complex interagency information connections that will be created in the P-20 data system, we anticipate that agencies will be able to use this information system to improve services, add value, and solve problems in ways that cannot be predicted at present and will emerge as a result of experience with the data.

Once in operation, this multi-agency P-20 LDS system will enable Louisiana to track its residents throughout their student and workforce lives, as well as use such information to guide its educational system and support services from early childhood through adult worker educational programs. Critical to the success of this system will be the participation of the primary partners (the Louisiana Workforce Commission, the Board of Regents, and the Louisiana Department of Education), as well as the quality of the data exchange among these agencies and other stakeholders.

As previously stated, there are numerous long-term benefits that come from having a data warehouse that brings the enhanced data analysis capabilities made available through this P-20 system. A key benefit of this enhanced P-20 system is that it will allow districts to link the life outcomes of their students to the educational goods and services they provide. For

example, districts can examine employment histories to determine the extent to which students are receiving preparation that permits a living wage.

Additionally, districts will be able to examine postsecondary attendance and success to evaluate the degree to which they are preparing students for postsecondary achievement. Specifically, they can examine the extent to which their students, at-risk and otherwise, receive services from juvenile justice and social services agencies. Such information could be used to revise discipline practices or focus professional development. Finally, given the capabilities of a multiagency P-20 data system, it is not difficult to imagine that a school could track programs and schools to life success efforts, using this information to make revisions to the personnel and programs at that school. At this point, the P-20 data system truly begins to have an impact on the kind of decision-making that supports continuous improvement and instructional improvement.

#### **B. Project Outcomes Related to System Requirements and Implementation:**

There are numerous project outcomes that will be accomplished by a P-20 data system in Louisiana with funding for this P-20 LEDRS Phase Two application. Earlier in this proposal (see A.3, Summary of Required Capabilities and Elements to be Developed and How Louisiana Will Benefit), five general outcomes that will be accomplished in Phase Two were identified. With respect to specific system requirements and implementation to be accomplished by this project, a table of specific outcomes to be achieved within the timeline for this project has been included in Appendix A (see Table 2, P-20 LDS Project Outcomes Timeline).

This Outcomes Timeline is divided into five distinct types of project outcomes: Overall Project Outcomes; System Analysis /Design Outcomes; System Development Outcomes; System Implementation Outcomes; and Training Outcomes. Within each category, there are project/systems requirements to be met as well as several products to be developed and benchmarks to be met. For example, the Overall Outcomes to be met within the timeline include several status meetings, project monitoring, and vendor selection. There also are outcomes that reflect several products to be developed and benchmarks met. For example, outcomes that yield new products in System Analysis/Design will result in definitions for business rules and relationships as well as create documentation. Moreover, there are outcomes in the form of products related to system development, implementation, and training to be created.

In the System Analysis/Design category, the outcomes include identifying internal and external data elements and determining mapping standards. Important outcomes in the System Development phase will be developing a data dictionary and metadata. In both outcome categories, developing the business rules, web services and code reference tables also are important outcomes to be realized. The fourth area, System Implementation,

primarily includes making operational the outcomes that will be designed and developed in the previous two categories (design and development).

Finally, the Training Outcomes phase is comprised of several required outcomes, including critical products. In addition to the system training of LDOE and external personnel, there are reporting tool training components for LDOE and external personnel. Moreover, both system training and reporting tool development and documentation are important product outcomes for this phase.

### **C. Timeline for Project Outcomes:**

A table that provides a detailed and comprehensive view of the timeline for outcomes produced by this P-20 LDS project may be reviewed in Appendix A, of this proposal (see Table 2, P-20 LDS Project Outcomes Timeline). All the events and tasks that are to be completed between May 2010 and November 2013 are listed in each of five outcome categories: Overall Outcomes; System Design/Analysis; System Development; System Implementation; and Training Outcomes.

Much of the discussion regarding the specific outcomes to be realized during this project's timeframe is integrated into the previous section on project outcomes (B.). Nevertheless, it is important to reiterate that this multi-agency P-20 project is designed to produce all the system requirements as well as develop several specific products while meeting identified benchmarks along the way. Meeting the benchmarks related to system analysis and design as well as developing products related to system analysis/design, development, implementation, and training are all important outcomes of this project timeline. Refer to the aforementioned table, Appendix A, Table 2, P-20 LDS Project Outcomes Timeline, for more details.

### **D. Project Management and Governance:**

The Louisiana Department of Education will be the agency responsible for the overall management of the P-20 LDS project. The overall project manager will be the Information Technology Services Deputy Director within the Department of Education. The project manager will be responsible for monitoring the project on a daily basis, monitoring and reviewing progress towards stated goals, and assigning duties to subordinates and contractors.

A project steering committee has been created from LDOE staff and representatives from every participating stakeholder agency, including LDOE's primary partners-- the Louisiana Workforce Commission and the Board of Regents. This committee's role will be to assure that agency participation in the project is responsive to the needs and goals of the multi-

agency project. They also will monitor progress of the project for the duration. This committee will meet on a regular basis to ensure that sufficient and appropriate progress is being made toward goals and to assure that the project is developed and managed cost-effectively. The steering committee will be responsible for solving problems as they arise and making recommendations necessary to maximize system efficiency and effectiveness.

Given the number of agencies participating in this project, effective governance and project management will be crucial to its success. An overview of the numerous data elements that will be included in the P-20 LDS warehouse demonstrates why efficient oversight and management are essential. See Appendix A, Table 1, Multi-Agency Data System for an overview of how each partner and stakeholder will participate.

By simply looking at the table to review the data elements to be included in the enhanced LDS by the three primary partners, one can begin to understand the breadth of data to be warehoused and exchanged. The Louisiana Workforce Commission will include data elements by industry type (NAICS code) and by quarterly wages earned by an individual with a specific employer. For higher education, the Board of Regents will include a student profile system; awards conferred data; financial aid data; and an inventory of approved academic programs.

The Louisiana Department of Education will include a web-based reporting system that enables providers to register participants, track attendance, and measure outcomes; also included will be calculations to determine Adequate Yearly Progress, school improvement, graduation rates, using student testing data and alternate assessments. Other data elements to be included by LDOE are: national college admissions exam results (ACT); a summary of financial activities per school year by each public school district; and student testing data. Moreover LDOE will provide data that allows Louisiana to measure performance; track adult education students; collect federally mandated migrant information; collect data from nonpublic schools; track results of national standardized teaching tests; and collect data on public school personnel, as well as measure and collect data using several other elements.

The other participating agency stakeholders also will include additional elements that assure the P-20 data systems are well-populated with substantial information and significant data. These stakeholders will provide information related to juveniles and to individuals in custody, as well as information on childcare assistance or cash assistance for eligible children. Finally, data will be contributed that is related to student access to college programs and services, as well as information on financial and academic factors by student.



A comprehensive table of all LDOE data in this multi-agency system, as well as that from other partners and stakeholders which will populate the P-20 data system is included in Table 1. Of course, central to the success of this multi-agency P-20 data exchange will be the use of Louisiana's unique GUID Generator which will create a statewide ID that allows for cross-agency matching.

#### **E. Staffing:**

The P-20 project team has the necessary expertise and skills in data analysis, database development, project management, and training to complete this project successfully. Staff are in place with the skills needed for this project in the areas of project management, systems engineering, database design and administration, software and hardware testing and support, security, and training. Project staff will be assigned as needed to complete this P-20 LDS project. The percentage of time each staff member invests in working on the project will be determined by the specific task at hand and by the time needed to assure the successful completion of goals and the achievement of desired outcomes.

James McMahon will serve as the Project Manager. Mr. McMahon has nearly 20 years of experience in the IT field and has been involved in management of numerous large scale projects. The project team members are highly skilled and experienced as well; together, they form a knowledgeable, well-rounded team capable of producing the outcomes that will make this P-20 project a successful one.

#### Participating LDOE Staff Members:

Sandra Allen - IT Management Consultant 1  
 Mary Borne – IT Technical Support Supervisor  
 John Fielding - IT Management Consultant 1  
 Jason France - IT Management Consultant 1  
 Steve Marangos – Education Information Consultant Manager  
 Jim McMahon – IT Deputy Director 1 – Project Manager  
 Kim Nesmith – Educational Technology Consultant - Chief Data Steward  
 Mark Nichols – IT Technical Support Supervisor  
 Ross Poret – IT Technical Support Manager  
 Allen Schulenberg – Education Program Consultant 4 – Grant Coordinator  
 Jeff Scott – IT Management Consultant 1  
 Bert Stone – IT Management Consultant 1-Security Coordinator  
 Elvis Willie – IT Applications Manager 2

- End Project Narrative -

# Project Narrative

## Project Narrative - Appendix A, Optional Attachments

Attachment 1:

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## APPENDIX A - TABLE 1

### MULTI-AGENCY DATA SYSTEMS

Agency	Data System Name	Description
LWC	Quarterly Wage Record System	industry type (NAICS code), quarterly wages earned by individual with that employer
OJJ	JETS	for each juvenile, demographic information, adjudication information, physical location, programs, as well as other miscellaneous information used by probation officers and caseworkers.
DSPC	CAJUN	Description, Docket, Offense and education information obtained while in the custody of the department.
	Probation & Parole Case Management	Programs participating; substance abuse, education, job training etc. and employment information
DSS	CAPS	Administration & maintenance of records for clients that have received assistance to pay for Child Care so they can work or attend school.
	LASES	Child Support records
	Louisiana Automated Management Information System (L'AMI)	temporary cash assistance to families in need, cash assistance for eligible children who reside with qualified relatives other than parents, food stamps
	Strategies to Empower People (STEP)	FITAP recipients with educational, training, and work related activities
	Tracking Information Payment System (TIPS)	Adoptions, Foster Care, Day Care, Family Support, and Family in Needs of Services Programs
	A Comprehensive Enterprise Social Services System (ACCESS):	Child Protection Investigation
	Accessible Web Based Activity Reporting Environment (AWARE):	Vocational Rehabilitation Program Allows the worker to capture the school name, the type of school and the type of certificate, but it is not mandatory. AWARE also has a log of changes to the education status.
BOR	SSPS	student profile system
	CMPL	awards conferred during previous year
	FADS	financial aid data
	CRIN	inventory of approved academic programs
LOSFA		College Access programs and services by student aimed at financial and academic preparedness for postsecondary education
		College Access programs and services by student aimed at re-entry and persistence in postsecondary education
		Student information from FAFSA (including parental financial information)
		Student ACT and SAT scores
		Scholarship/grant dollars (TOPS, Early Start, TOPS Tech Early Start, GO Grant, Health Care Educator Loan Program, Rockefeller, and LEAP/SLEAP) paid to schools on behalf of the student (by term, academic year, and lifetime)
		Postsecondary Loan information by student
		529 college saving (LA START Saving program) contributions and disbursements by student beneficiary and or account owner
LDOE	21st Century Community Learning Centers---(Youth Services)	A web-based reporting system for providers to register participants, track attendance and measure outcomes. Service providers use the software to manage daily operations more efficiently, maintain accountability and improve the overall quality of services
	Accountability	Calculations to determine AYP, School Improvement, graduation rates, etc. using student testing data for LEAP, iLEAP, LAA1 and LAA2 alternate assessment tests, SER (Special Education Reporting System), SPS (Sponsor Site System), STS (Student Transcript System). GEE, End of Grade, and End of Course, and LEADS (SIS)
	ACT	National college admissions examination
	Annual Financial Report (AFR)	A summary of financial activities for a school year submitted by each public school district.
	Assessment	Student testing data
	Curriculum	Collects information on each class taught by the schools including Course Code, Class Begin and End Dates, Total Class Time Count, and, for Special Education classes, the Special Education Placement Setting Code.



Agency	Data System Name	Description
	Developmental Reading Assessment (DRA)	85 schools currently use DRA, number is declining. Scanable forms go to LSU and they produce reports for State and BESE
	Dynamic Indicators of Basic Early Literacy Skills (DIBELS)	Available via the Internet. ULL prepares data for ELFA and Reading 1st coaches
	GED	This data base tracks all persons who take the GED tests in Louisiana and their history of testing. We print official transcripts and diplomas from this current data base.
	Homeless	Collection of information for students identified as homeless. Currently Homeless students are flagged in SIS. CSPR data for Homeless is collected one time annually through a purchased electronic survey sent to LEAs.
	Jobs for America's Graduates (JAG)	Participant lists, specialist lists, used to generate progress reports and measure performance.
	LACES	This is a proprietary webbased data base being used to track our adult education students. Their demographic, attendance, assessment and goal information is collected.
	Migrant Education Records in Louisiana (Meril2)	Collection of federally-mandated information for each student identified as a migrant worker or member of a migrant family.
	Nonpublic Annual School Data (NPS)	Data collected from nonpublic schools.
	Options	Department-developed system that collects mid-uear and end-of-year data regarding the PreGED Skills Options Program outcomes
	PRAXIS	National standardized teaching tests
	Profile of Educational Personnel (PEP) System	Collects staff data on public school personnel, including Charter and State Schools.
	School Calendar (SPC) System	Collects information for both planned and actual school calendars by each public school district or agency.
	Section 504 (forms, modifications, plans)	Two forms are required. The two page Individual Accommodation Plan (IAP) serves as the school district's documentation of compliance with various requirements of the Section 504 federal statute. The Standardized Assessment Data Validation Form serves a dual purpose. It is a tracking form for all students identified as receiving Section 504 accommodations and it assists with test security efforts during standardized assessment periods
	Special Education Reporting System (SER)	Captures data on special education individuals from the point of referral to pupil appraisal personnel and from the provision of services until time of exit.
	Sponsor Site System (SPS)	
	Student Information System (SIS)	Collects information about students' demographic characteristics, enrollment, discipline, and attendance.
	Student Transcript System (STS)	Collects detailed transcript data on Louisiana High School students in public and nonpublic high schools. Each student's entire high school transcript is submitted, including course code, letter grade, credit earned, etc.
	Supplemental Education Services (SES)---(SuperSTARS)	students, daily attendance, document pre/post tests and all other assessments on students and billing of SES services by the providers to the districts.
	Teacher Certification (TCM)	Certification Applications
	Temporary Assistance for Needy Families(TANF) Program---(STARS)	A web-based reporting system used by providers to enroll students and provide monthly reporting into the state's student tracking database, STARS, for attendance data
DHH	Medicaid Data Warehouse (MDW)	Medicaid Reporting
	Comprehensive Information Data System (OAD CIDS)	Assessment tools and program reporting for both adults and adolescents for treatment.
	TCP	Tobacco Cessation Survey
	OCDD Data System	Central database of persons served and providers serving OCDD Programs, as well as all other OCDD administrative data
	OMH Data Warehouse	OMH Data Warehouse - Comprehensive reporting system for OMH services
	EarlySteps	All Reporting for administrative and analytical purposes in the OCDD EarlySteps Program
	PHIN	Public Health Information Network
	LULa	Lighten Up Louisiana
	COMPASS	Service encounter and programmactic data from parish health units

Agency	Data System Name	Description
	Vital Statistics	Processes Vital Records data for six events--births, deaths, fetal deaths, marriages, divorces and induced terminations
	EASE	Influenza Sentinal Surveillance
	Epistories	Statewide communication and case sharing service for Epidemiological information
	IDRIS	Reportable Disease System--replacing RDD
	LINKS	Immunization Registry/Both for State and Contracted Health Units and Private Care Service Providers

# Project Narrative

## Project Narrative - Appendix B Resumes of Key Personnel

Attachment 1:

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Grant For Statewide Longitudinal Data Systems  
Under The American Recovery and Reinvestment Act, 2009

CFDA Number: 84.384

Louisiana Department of Education  
P-20 Longitudinal Data System Proposal

**Appendix B**

**Résumés of Key Personnel**



## QUALIFICATIONS

Two baccalaureate degrees plus 12 years of professional level experience in combination of database administration, data security and applications programming.

Database administrator – SQL 2000/2005 servers, IBM DB2 servers and zOS 390 for multiple complex statewide systems.

Coordinated design and standards for online disaster benefits systems. Three years experience resolving issues and maintaining a software security package that controlled access to a mainframe computer system for over 10,000 statewide users.

## WORK HISTORY

**IT Management Consultant** **2002 – Present**

**Dept. of Education, State of Louisiana**

Provide research, production evaluation, technical and software assistance on products and proposed system implementations. Database administration MVS/SQL.

**IT Application Programmer Analyst I - II** **1995 - 2002**

**Dept. of Social Services, State of Louisiana**

Design, test, and debug new and existing computer programs. Interact with mainframe users and contract agency users of specialized software system.

**IS Production Control Technician III** **1994 - 1995**

**Dept. of Social Services, State of Louisiana**

Scrutinized JCL for over 120 production programs for production errors and daily batch processing. Interacted with system programmers for programming changes and job scheduling. Created and updated online logs for tracking systems, required by Federal auditors.

**Clerk IV, Dept. of Social Services, State of Louisiana** **1992 - 1994**

Served as functional supervisor, 'lead-worker', providing training and individual assistance. Operated and monitored computer driven mail management systems.

**Financial Service Specialist, USAF, England AFB** **1987 - 1991**

Computed authorized allowances for military and travel pay. Maintained, interpreted, updated, and utilized Federal procedures and regulations governing payments and debt collection.

## EDUCATION

Bachelor of Science, Management Information Systems, LSU, December 2001

Bachelor of Science, Computer Science, USM, December 1985

Associate Degree Business, Financial Management, CCAF, November 1988

## COMPUTER SKILLS

- Literate in DB2 SQL, NATURAL, C, COBOL, BASIC
- Trained in SQL 2000 / 2005, zOS 390, RACF, FILEAID, DOS environments
- Competent use of SQL Server administration tools, IBM Data Propagator & Information Integrator, Windows Vista/XP/2000, Microsoft Office 2000/2003

## AWARDS RECEIVED

- **Award of the Air Force Commendation Medal**  
For *meritorious service* from 2 Oct 1987 to 11 May 1991.
- **Award Rank of Sergeant, March 1990**  
Received rank of *sergeant*, 6 month earlier than time in service due date



## **Professional Experience**

### **2002 – Present      Louisiana State Department of Education Information Technology Technical Support Supervisor**

- Direct subordinate technical support specialists and assigned staff in the administration of systems, database and network software on the Enterprise Server platform.
- Supervise the installation, customization, testing, debugging and administration of hardware and software packages in the areas of operation systems, database systems, and data availability.
- Establish and standardize policies and procedures for Enterprise data. Determine and write standards and operational procedures for the installation, maintenance, and practical use of the vendor-supplied software systems in the areas of operating systems, network, database, backup and recovery, and appropriate system utilities.
- Supervise Database Analyst team providing database and technical support for application systems and databases designed using DB2 for z/OS, DB2 for Windows, SQL 2000/2005

### **1990 – 2002      State Department of Education      Baton Rouge, LA Information Technology Management Consultant 1/DBA**

- Managed Database security, users, roles, object permissions
- Provide performance and tuning of DB2 for z/OS and IMS databases
- Provide application support for debugging existing systems

### **1985 – 1990      State Department of Education      Baton Rouge, LA Computer Project Leader**

- Designed database structure for statewide student information system.
- Wrote technical specifications for applications systems.
- Coded programs using COBOL, DB2, IMS, and CICS.

### **1984 – 1985      State Department of Education      Baton Rouge, LA Computer Programmer/Analyst 5**

- Wrote technical specifications for statewide applications systems.
- Designed, coded and tested online and batch programs using COBOL, IMS, and CICS.
- Prepared JCL
- Analyzed and resolved database and online/batch application failures

### **1981 – 1984      State Department of Education      Baton Rouge, LA ECNOL Programmer/Analyst**

- Design and code application programs using COBOL, IMS and CICS
- Prepare Job Control Language for testing and production implementation.

## **Education**

May, 1980      Southeastern Louisiana University      Hammond, LA  
A.S., Computer Science

December, 1980      Southeastern Louisiana University      Hammond, LA  
B.S., Mathematics

## **John R. Fielding Jr.**

Louisiana State Department of Education  
Planning, Analysis, and Information Resources  
1201 North Third Street  
Baton Rouge, Louisiana 70802

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### **Education**

1980 Louisiana State University Baton Rouge, LA  
B.S., General Studies

### **Professional Experience**

2003 – present Louisiana State Department of Education  
Baton Rouge, LA

Project Leader, Planning, Analysis, and Information Resources

- Analyze, estimate, prioritize, and design specifications for maintenance and new development for six different applications.
- Code changes for maintenance and new development, test those changes, present product to users, and maintain documentation.
- Coordinate the work of 2 to 8 programmers and analysts.
- Assist in various training efforts.
- Work on mainframe, server, and pc environments, in various languages (COBOL, CICS, JCL, C#, T-SQL, HTML, SQL Reporting Services, Java script, etc).

1994 – 2003 Fiserv/MortgageServ  
Baton Rouge, LA

Senior Systems Software Engineer, Application Development

- Analyze, estimate, cost, and develop technical specs for the company's various mortgage banking software applications.
- Supported all EDI functions.
- Worked both in-office and remotely on IBM and Unisys mainframes in COBOL, JCL, WFL, and a proprietary online application language.
- Assisted in selection and design of new LAN/WAN. Supported many office-based systems.

## **John R. Fielding Jr.**

1992 – 1994                      North Oaks Medical Center  
   Hammond, LA

Hospital Information Systems Director

- Normal director duties, including budgeting, employee reviews, work prioritization, hiring and firing.
- Coordinate the hardware, software, and technical training requirements of the entire hospital.
- Directed the analysis, market research, requirements definition, and selection of a replacement hospital-wide information system.
- Served on various Total Quality Management / Continuous Quality Improvement teams.

1985 – 1992                      Tredegar Industries / William L. Bonnell Company  
   Newnan, GA

Senior Systems Analyst

- Analysis, design, prioritization, and maintenance of sales-support systems for this manufacturing concern.
- Served on various Total Quality Management / Continuous Quality Improvement teams.
- Conducted various internal training sessions.
- Worked on IBM and DG mainframes and an AS/400, in COBOL, RPGIII, Natural/ADABAS, ADS/O, and JCL.

1980 – 1985                      Blue Cross of Louisiana  
   Baton Rouge, LA

Programmer/Analyst

- Coded and implemented changes to various insurance-related systems.
- Work on IBM mainframe in COBOL, JCL, and EASYtrieve.



**Jason France**

(b)(6)

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## SKILLS SUMMARY

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More than 13 years of experience in system analysis, programming and user training in the education and medical fields. Strong background in user training and instruction, project management and implementation and statistical analysis. Experience in major programming languages, as well as security administration and application and database maintenance.

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## EXPERIENCE

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### **Louisiana Department of Education, Baton Rouge**

12/07-  
present

*Information Technology Management Consultant, PAIR (Planning Analysis and Information Resources)*

- \* Direct and assist in development of Web based versions of current systems and reports
- \* Conduct training and learning sessions for new applications and presentations on Louisiana Department of Education goals and objectives related to student data
- \* Produce custom de-identified databases and reports for researchers and state agencies
- \* Supervise and assist in the collection of LEADS data (student, teacher, and curriculum data)
- \* Define new systems and ways to link existing student systems and data together
- \* Evaluate legislation, and work with legislators when possible, on data collection needs and coordinate with school districts on how best to collect necessary data elements

### *Education Information Consultant III*

9/03-11/07

- \* Collect and analyze data such as: enrollment, attendance, curriculum, class schedule, dropout, graduate, and discipline data from all school districts
- \* Produce Ad-hoc student reports for various federal and state agencies as well as media and research institutions
- \* Manage and define program changes to SIS and CUR based on legislated federal and state requirements
- \* Train department and LEA staff at workshops and present data collection changes at annual data conferences
- \* Consult with Department staff and external sources (such as media, universities, school systems, other government agencies, etc) about quality and availability of our data
- \* Coordinate projects and meetings within the department to streamline collection processes and improve communication
- \* Provide technical support for all public school districts in regards to data that our applications collect

### **Amedisys Inc., Baton Rouge**

1/00-9/03

*Programmer/Analyst*

- \* Wrote and maintained applications such as: education and training databases, data importers and exporters, security modules, a general ledger revenue mapping program, a project logger and prioritization program and an inventory



- system in Visual FoxPro and Clipper
- \* Wrote global functions and operational and compliance reports in Clipper and Visual Fox
- \* Authored and maintained financial reports with Infinium Report Writer, Showcase Query and Showcase Report Writer
- \* Programmed software changes and fixed bugs in proprietary software for accounts receivable and nursing operations staff
- \* Managed and maintained Infinium accounting systems and the As/400 on which is resides
- \* Converted proprietary Clipper based application to a Visual FoxPro front end application with a SQL database back-end as part of a team

*Information Systems Manager, Accounting Department* 11/97-12/99

- \* Created a database to consolidate financial statements and reports in Quattro Pro, Excel and Infinium ReportWriter
- \* Managed conversion of accounting system from vendor selection through implementation in preparation for Y2k
- \* Coordinated with, and provided technical support for, Human Resources, Payroll, Purchasing, Accounts Payable, Billing and Finance departments
- \* Created/assigned: codes, business rules, and user security for the SBT and the Infinium accounting systems
- \* Wrote and reviewed ad-hoc reports in various applications for different phases of the accounting cycle
- \* Applied software patches and upgrades to AS/400 for acocunting system and database

### **Plain Jane Inc., Baton Rouge**

*Statistician/Cost Accountant*

- \* Created and updated job-costing systems and database to maintain proper inventory in raw materials and finished goods
- \* Developed database and procedures to optimize lot sizes, team productivity, and scrap analysis
- \* Evaluated plant policy efficiency, effectiveness, and inventory controls

**Louisiana State University, Baton Rouge** 8/95-5/97

*Computer Labs Manager, Industrial Engineering Department*

- \* Hired, trained and scheduled students to supervise and assist in the MCAIL and MADD computer labs
- \* Installed software and cleaned virus infected computers
- \* Assisted students with Fortran programming and auto-cad projects

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## **SYSTEMS PROFICIENCY**

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### **Hardware**

IBM AS/400

### **Programming Languages**

Visual Fox, SQL, Fox Pro, Clipper, Visual Basic, Fortran, Turbo C, Pascal, BASIC, Prolog

### **PC Software**

*Microsoft:* Access, Visual Studio, SQL Server Studio, Excel, Power Point, Word



*Other:* Quattro Pro, Report Writer, Showcase, Crystal Reports, UltraEdit, Adobe Professional

**Accounting Software**

*Infinium:* Application Manager, General Ledger, Payables Ledger, Fixed Assets, Query, Purchasing

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EDUCATION

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<b>B.S., Business Administration/Accounting</b>	1997
<i>Louisiana State University, E. J. Ourso College of Business, Baton Rouge</i>	

## **Steve Marangos - Career Profile**

### **Louisiana Department of Education (LDE) EIC Manager 3/31/2002 – Present**

Presently I manage a team of data coordinators known as Education Information Consultants (EICs), who collect all of the core education data necessary to support national, state and local education policy.

The EIC team provides LDE and Local Education Authorities (LEAs) with data expertise, technical direction, and data policy direction. They provide business level requirements to the LDE applications development team, and are instrumental in the analysis and design phase of new or heavily modified areas of system applications.

I am also chief liaison and chief representative at national, state and local meetings and conferences, and chief contact for LDE data interpretation and direction. Amongst the main national groups worked with are NEA, CCD, AFT, SREB and CCSSO.

*Primary software tools used:  
Access, Excel, MS SQL server, Word*

### **Louisiana Department of Education Interim IT Deputy Director 1 4/7/2007 – 7/30/2007**

In addition to my regular position I covered the role of Interim IT Deputy Director 1 during the above period. At this point in time I was responsible for managing the applications development team, data collection team and the management consultant team. I directed data management's technical planning and resource, and reported directly to the overall IT Director for LDE.

### **Louisiana Department of Education IT Management Consultant 1 5/14/2001 – 3/31/2002**

In the role of the LDE special education IT Management consultant, I assisted and advised LEA and departmental personnel on special education data issues, and fulfilled all customized data report requests.

I attended LDE special education internal and external meetings as the technical representative for the Department's special education data system, and I was also responsible for the collation and dissemination of the 2001 Special Education federal and state data reporting; including the 2001 IDEA child counts Part B and Part C, and the MFP Special Education Membership count.

I collated and produced the 2001 Louisiana State Performance and 2001 Data Profile, and provided the technical analysis and technical report writing for Alternate Assessment and Out of Level testing. I assisted the special education data coordinator by producing the monthly evaluation time line compliance reports for special education, and overseeing a number of extensive changes to the 2001 special education system user guide.

*Primary software tools used:  
Mainframe SAS, Access, Excel, Word*

### **Intech Solutions (UK) Project Manager 9/1/99 - 6/30/2000**

In the role of a consultant at this software house, I managed internet projects for both client and in-house developments, and supervised a team of five in-house team members.

## **Steve Marangos - Career Profile**

On my arrival the client project, an Insurance web quotation system, was slipping in terms of time and budget. With the agreement of the software house I revised the plans and redrafted the project proposal documentation. The client then reviewed and approved the revisions, and the project was run to new terms and deadlines.

I later managed the software team during the production of an in-house demo system, showing a variety of different technologies that the software house could provide through a web based menu system. I created a business storyboard that enabled the company to demonstrate their products as a series of business transactions, and show how the software house could market their various technologies. The demo encompassed web portals, business intelligence, knowledge management, automated workflow, document management systems, and internet applications.

I project planned and tracked a number of in-house client projects, both my and other team leader's, providing project office support as needed.

*Primary software tools used:*  
*MS Project, Excel, Word*

### **Elan and Co. (UK)** **Senior Technical Consultant**                      **1/2/99-7/31/99**

During my time at this consultancy practice, my main assignment was working at the American Insurance Group (AIG).

I produced analysis and design documentation for a series of business intelligence reports designed to run across AIG general ledger systems in Ireland and the United Kingdom, providing users with real time costing analysis tools at department and client level.

Following on from analysis and design, I built the reports with Cognos Impromptu, and deployed these reports in the UK and in Ireland. The completed products ran across Computron accounts data on Sybase databases.

During my assignment at Elan, I trained AIG and Elan technical resource in the use of Cognos report tools, and also helped Elan put together their business plans for business intelligence consultancy and so assisting them to develop business opportunities using this technology.

*Primary software tools used:*  
*Cognos Impromptu, Cognos Powerplay, Access, Word*

### **Keane Ltd. (UK)** **Project Manager**                                      **7/1/98-12/15/98**

My first assignment at Keane consultancy was for a pensions company, where I produced a requirements document and initial project plan for a new personal savings product.

My second and larger assignment was for Citibank where I was project manager responsible for a team of five analyst developers, and responsible for onsite client management. The project was for the design of an Internet based client server system that would enable signature scanning and process authorization to replace some of the European bank branch functions.

At Citibank I oversaw design and analysis work, maintained the project plans, and ensured that the design work met with client in-house documentation and design standards.

## **Steve Marangos - Career Profile**

*Primary software tools used:*

*Project Manager Workbench (PMW), Excel, Word*

**LIMNET (UK)  
Project Manager**

**4/4/95 - 6/30/98**

On completion of my Project at Aon I moved to LIMNET, the London Insurance market organization that was responsible for joint London Market initiatives such as the Electronic Placement System (EPS).

I was responsible for managing the EPS systems specification, and for market software build and version control. All decisions that pertained to design, analysis and software build were made through joint market meetings. Membership of these meetings consisted of Lloyds, LPC, Insurance Brokers, and fourteen software vendor companies.

I produced the agendas for the meetings, then chaired and minuted them. Tasks were agreed and allocated via the meetings, and monitored and tracked by phone, email, and site visit as necessary. My planning encompassed software build delivery dates for London Market software builders, and test plans for major system changes. My test plans would comprise of test scripts, test schedules and status reports.

My second project assignment was a market electronic documents repository system. This system was designed to enable any form of electronic document, to be centrally updated and accessed across the London Market. The electronic documents were to be accessible on a permission only basis, with enabled software applications linking into the repository system and accessing documents that were relevant to particular business transactions.

I produced the initial proposal paper and the initial analysis and design work for the system. The documentation was reviewed by all interested market organizations, and through a series of workshops, amendments sought and applied. The design paper included security services and draft service level agreements, and was the blueprint for a series of individual repositories that were to be built by interested parties and to be connected by standard interfaces.

Lloyds of London later built a pilot repository system, and a test of concept was conducted through twenty participating Insurance Brokers. I produced the plans for the test of concept, and produced test scripts for the twenty companies which were split into six trading chain groups. At the end of the pilot I collated both results and user feedback, and produced a report on the findings which I presented to the market members.

*Primary software tools used:*

*MS Project, Excel, Access, Word*

**Aon (UK)  
Project Manager**

**9/1/94 - 4/1/95**

At this time I was responsible for running a small team of in-house implementers to implement a third party software solution that would meet with the London insurance market mandate of placing all broking business through electronic slip placement (EPS), and that would integrate with an in-house legacy broking system.

I planned and tracked the project and reported directly to senior Aon IT management.

*Primary software tools used:*

*MS Project, Word*

## **Steve Marangos - Career Profile**

**Aon (Nicholson Chamberlain) (UK)**  
**Technical Manager** 8/1/93 - 8/31/94

At this time I was responsible for managing a small team of in-house technicians during the implementation of a third party software solution in compliance with a London insurance market mandate that all broker placement slips be submitted to underwriters electronically. The team was also responsible for integrating this software with an in-house legacy broking system.

I also planned and tracked the project, and reported progress directly to senior Aon IT management.

*Primary software tools used:*  
*MS Project, Word*

**Aon (Nicholson Chamberlain) (UK)**  
**Applications Manager** 6/1/88 - 7/31/93

I managed a team of five software analysts, and was responsible for software development within the organization.

I was also responsible for budgeting end of year development cost allocation across divisional broking cost centers, and producing estimates for the next year's development and maintenance activity.

*Primary software tools used:*  
*Software AG ADABAS, Natural, Predict, Cobol, Wang PACE*

**Aon (Nicholson Chamberlain) (UK)**  
**Senior Programmer Analyst** 1/1/86-5/31/88

I started as an analyst programmer where I designed and built cover note systems, technical accounts systems, and claims systems.

Additionally I covered machine operator duties which included nightly backups, system security administration, system space management and performance monitoring.

*Primary software tools used:*  
*Wang VS Cobol, Wang PAVE, Wang VS system tools*



**JIM MCMAHON**  
Louisiana State Department of Education  
Planning, Analysis, and Information Resources Division  
1201 North Third Street  
Baton Rouge, Louisiana 70802  
225-342-0092  
[James.mcmahon@la.gov](mailto:James.mcmahon@la.gov)

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## **PROFESSIONAL EXPERIENCE**

*Louisiana Department of Education, Baton Rouge, LA*

2007 to Present

IT Deputy Director

- Meets with agency administrators and end-users to discuss customer needs and determine priorities.
- Served as project manager responsible for implementing the student scholarship program.
- Responsible for data management group that specializes in data collection of educational data in areas of student information, school personnel, schools, classes and the school calendars. This section includes three groups: the application development section, management consulting section and systems management section.
- Manages outside vendors that perform programming services for various Department projects.
- Conducts meetings with staff members and customer groups.
- Plans and directs the development of budget recommendations for capital outlay, personnel services, equipment and materials for the Data Management group.

*Louisiana Department of Revenue, Baton Rouge, LA*

2006 to 2007

IT Applications Manager

- Meet with agency administrators and end-users to discuss customer needs and determine priorities.
- Served as project manager responsible for deploying eight new tax types in the integrated tax system.
- Served as project manager responsible for converting the last remaining tax types from the legacy system to the new integrated tax system.
- Responsible for managing development group that specializes in the functional areas of revenue accounting, refunds, transactions, audit, discovery and imaging.
- Manages outside vendors that perform programming services for various Department projects.
- Manager for production support team that maintains the daily batch jobs and is also responsible for production moves and quality assurance.
- Conducts regularly scheduled status meetings with staff members and customer groups.
- Makes staffing suggestions for future projects for budgetary purposes.

*Louisiana Department of Revenue, Baton Rouge, LA*

1997 to 2006

IT Applications Project Leader

- Team lead on legacy data conversion for several rollouts of the integrated tax project.
- Team lead for implementation of audit, refunds, discovery, revenue accounting and transactions for several rollouts of the integrated tax project.
- Developed high-level specifications for service requests.
- Member of process mapping group that assisted various departments in mapping their as-is and to-be processes for process improvement.
- Project manager for redesign of Department's website.
- Database design.

- Participated in nation wide return data standardization effort using XML(FTA-TIGERS group).

*Louisiana Department of Revenue, Baton Rouge, LA* 1990 to 1997

IT Applications Programmer Analyst 1/Programmer Analyst 2

- Integrated Imageplus into legacy online applications.
- Software evaluation.
- Lead developer on Sales Tax System.
- Developed new online system for newly created Oilfield Restoration taxes.
- Met with customer to discuss programming requirements.

*Louisiana Department of Revenue, Baton Rouge, LA* 1988 to 1990

IT Applications Programmer 1/Programmer 2

- Tax system maintenance and enhancements.

## **EDUCATION**

Tulane University, New Orleans, LA

- B.S. Management, 1986.

## **COMPUTER SKILLS**

- Proficient in multiple business applications including MS Office 2003/2007 (Excel, Word, Project, PowerPoint, Outlook, Visio), Windows XP/98/95. Past experience with Lotus Notes and Rational Rose.
- Programming experience in VISUAL BASIC, COBOL, CICS, EZTRIEVE, FOCUS, JCL. Past experience with Java, PowerDesignor Suite, Powerbuilder.
- Database skills in both SQL Server and DB2.



# Kimberly D. Nesmith

(b)(6)

## Education

NORTHWESTERN STATE UNIVERSITY, Natchitoches, Louisiana, **33 hours credit completing Masters of Education with an emphasis in technology**, 2007.

LOUISIANA STATE UNIVERSITY, Baton Rouge, Louisiana, **18 hours credit completing Computer Science and Computer Literacy certification**, 2000.

UNIVERSITY OF ARKANSAS, Fayetteville, Arkansas, **B.S. in Education with an emphasis in Home Economics**, 1990.

## SELECTED ACCOMPLISHMENTS

- Organized the Third Annual Cecil Picard Educator Excellence Symposium and Celebration for the Department of Education
- Led cross-office professional development team for the Louisiana Department of Education's Paired School Initiative
- Co-authored the "Kids of Katrina" grant resulting in \$5,000 in the purchase of technology equipment.
- Completed B.S. in three years
- Maintained a 4.0 throughout entire high school, graduate, and post-graduate experience
- Named Outstanding Vocational Education Student
- Graduated Magna Cum Laude

## Experience

DIVISION OF INFORMATION TECHNOLOGY SERVICES, LOUISIANA DEPARTMENT OF EDUCATION, Baton Rouge, Louisiana

### **Educational Technology Consultant**, 2009-present

Coordinate documenting all of Department's existing data systems in preparation of creating a statewide longitudinal data system. Work with the Director of Strategic Research and Analysis and the Deputy Director of Information Technology Services to coordinate and direct the development of a statewide longitudinal data system.

DIVISION OF PROFESSIONAL DEVELOPMENT, LOUISIANA DEPARTMENT OF EDUCATION, Baton Rouge, Louisiana

### **Educational Technology Specialist/Consultant**, 2007-2009

Develop and review professional development activities and modules to ensure completion and compliance with legislation and State Board policy. Direct/coordinate professional development to Division staff. Direct the development, implementation, and review of procedures/ guidelines related to implementing and evaluating statewide initiatives and programs. Coordinate and assist in the planning, development, and evaluation of the technical infrastructure to facilitate the implementation of statewide initiatives and programs. Develop and recommend to Division Director and Division staff policy recommendations and procedural guidelines relative to the technical infrastructure needed to successfully implement statewide initiatives. Prepare programmatic, technical, and budgetary reports, position statements, and summary reports for the legislature, State Board of Education (BESE), and the Department as needed.

INDEPENDENT CONSULTING, Baton Rouge, Louisiana

### **Web Design/ Maintenance and Graphics Artist**, 2001-present

Provide computer services to independent clients. Design and maintain web sites that include online sales, graphics, forms, etc. Handled bulk emails in a weekly email magazine.

PARKVIEW BAPTIST SCHOOL, Baton Rouge, Louisiana

### **Teacher**, 1998-2007

Teach Computer Science I and II (1998-2007), Computer Technology (1998-2007), Multimedia (2002-2007), Web Mastering (2002-2007). Student Council Advisor (2001-2007). Maintain school's web site (2002-2007). Develop and teach technology in-service classes for Parkview faculty (2005-2007). Teach Computer Literacy(1998-2002).

GREENWELL SPRINGS BAPTIST CHURCH, Greenwell Springs, Louisiana

### **Children's Director**, 1995-1998

Volunteer services to organize and schedule classes, conduct teacher training, and motivate and encourage children.

CENTRAL PRIVATE SCHOOL, Baker, Louisiana

### **Teacher**, 1990-1992

Teach Computer Literacy to grades 8 and 10. Teach Computer Science to grades 11 and 12.

SPRINGDALE HIGH SCHOOL, Springdale, Arkansas

### **Home Economics Student Teacher**, 1990

Teach Child Development, Clothing Construction, Food Preparation, and Child Guidance.



## **Mark Nichols**

### **Education**

Louisiana State University – B.S Computer Science – 1984

### **Work Experience**

January, 1993 – Present      I. T. Technical Support  
Information Technology Services  
Louisiana Department of Education

### **Responsibilities**

Maintaining the 150+ server farm, 30 +TB Storage Area Network (SAN) and Server Local Area Network (LAN) that is deployed by the Department and achieving a 99.9 minimum uptime.

This maintenance includes:

- Installing and customizing operating systems, software packages and release upgrades deciding on various options to enhance usability
- Consulting with software vendors to identify and correct problems
- Allocation of disk storage for each server
- Ensuring that daily backups are run
- Configuration and proper operation of the SAN
- Configuration and proper operation of the Server LAN
- Assist with the migration to new software releases
- Real time monitoring of all above
- Supply 'Level 3' support to the Departments Help Desk
- Supervise two other employees to assist in the above endeavors

Ross F. Poret Jr.

**Employer Company Name**

**Blue Cross of La.  
10225 Florida Blvd.  
Baton Rouge, LA**

Kind of Business: Private – Health Insurance  
Your Official Job Title: IMS DB/DC Programmer Specialist  
Dates of employment: From 01/1977- 11/1980

Generate and maintain physical and logical IMS databases on IBM 370/158 mainframe. Maintain the IMS/DC Data Communications network serving over 400 users. Maintain the IBM Data Dictionary system. Develop software to enhance the Blue Cross database network. Assist the Application Development team in debugging programming problems. Recommend efficient database searching strategies.

**Employer Company Name**

**Louisiana Department of Education  
3455 Florida Blvd.  
Baton Rouge, LA**

Kind of Business: Government - Education  
Your Official Job Title: Education Computer Tech. 3  
Dates of employment: From 11/1980- 05/1982

Supervised 2 staff f who design, develop and implement physical and logical Education Data bases on IBM 3031 mainframe. Generate and maintain the IBM Data Element Dictionary. Design data base update specifications and data availability.

**Employer Company Name**

**Louisiana Department of Education  
3455 Florida Blvd.  
Baton Rouge, LA**

Kind of Business: Government - Education  
Your Official Job Title: Education Computer Tech. 4  
Dates of employment: From 05/1982- 05/1983

Supervised 4 employees who design, built, test and implement Education Data Bases for testing and production on an IBM 3031 mainframe. Provide Statewide management Consulting to the Superintendents of school districts, in areas of computing and data sharing. Perform standard data base management techniques, including backup/recovery and reorganization. Assisted with the management of a state wide SNA/SDLC computer network for data entry serving 66 school districts and 850 users.



**Employer Company Name**  
**Louisiana Department of Education**  
**3455 Florida Blvd.**  
**Baton Rouge, LA**

Kind of Business: Government - Education  
Your Official Job Title: Computer Configuration Analyst  
Dates of employment: From 05/1983- 12/1983

Supervised 3 staff who maintain the Education IMS data base management systems and the IBM data dictionary on an IBM 3033 mainframe. Determine user data requirements, data availability and user plans that affect Education data bases. Design, create and test physical and logical databases for new application projects. Prepare backup, recovery , and reorganization procedures for the Enterprise IMS data bases. Assisted with the management of a state wide SNA/SDLC computer network for data entry serving 66 school districts and 1000 users.

**Employer Company Name**  
**Louisiana Department of Education**  
**3455 Florida Blvd.**  
**Baton Rouge, LA**

Kind of Business: Government - Education  
Your Official Job Title: Computer Technical Services Manager  
Dates of employment: From 12/1983- 06/1985

Supervised 4 staff, who manage a staff of database analysts who design, create and maintain physical and logical databases in IMS on an IBM 3033 mainframe. Advises Education staff on the use of computer hardware, processors, peripherals, printers, etc. Evaluates and recommends computer security systems. Defines production standards and procedures for the Education Data Base / Data Communications environments. Recommends audit procedures for all computer systems. Develop backup/recovery/tuning procedures for all computer systems. Managed all disk storage. Assisted with the management of a state wide SNA/SDLC computer network for data entry serving 66 school districts and 1100 users. Provides technical assistance and training in project management, and productivity and system design techniques.

**Employer Company Name**  
**Louisiana Department of Education**  
**3455 Florida Blvd.**  
**Baton Rouge, LA**

Kind of Business: Government - Education  
Your Official Job Title: I.S. Internal Management Consultant 2  
Dates of employment: From 06/1985- 10/1987

Direct and manage 3 technical staff in the functions of an IBM 3084 mainframe including Systems Programming, and Data Base Administration. Manage the installation of mainframe software such as MVS, TSO, IMS, and Telecommunications. Develop standards and procedures for providing technical services to the data center. Assist management with new hardware and software selection process. Manage the Enterprise Top Secret security system. Consult with users, vendors, administrators and supervisors on future plans, projects and issues. Perform cost/benefit studies to propose new applications. Create production standards for the database and data communications environments. Manage a State wide network of SNA/SDLC computers linked to the IBM mainframe for electronic data collection. Perform standard data base administrative functions (backup/recovery/reorganization/tuning).

**Employer Company Name****Louisiana Department of Education****1201 N. 3rd St.****Baton Rouge, LA**

Kind of Business: Government - Education  
Your Official Job Title: I.S. Technical Support Manager  
Dates of employment: From 10/1987 - 09/1999

Plan, direct, and manage 15 technical staff in the mainframe System Software, Network Operations, Computer Operations, Client-Server Administration, and Data Base Administration areas.

The Systems Software unit installed, tested and maintained systems software on the IBM ES/9000 mainframe, such as MVS, JES2, TSO, Telecommunications, IMS and DB2, and oversaw the maintenance of the IBM ES/9000 including CPUs, disks, printers, and tape systems.

The Network Operations unit designed and managed a SNA/SDLC data communications network linking 66 school districts to the IBM ES/9000 mainframe. They installed a standardized XCOM electronic data file transfer system to collect student data from various host platforms across the state, including Unisys, Unix, AS/400, PC/DOS and IBM mainframes. Installed a multi-protocol (SNA, IPX, TCP, Netbios) token ring network in the DOE Administrative Building and Token Ring fibre link to the remote DOE Data Center to support 750 users. Installed TCP/IP Internet connections into 52 Vocational Technical colleges across the State.

The Client-Server unit installed and managed MS/Windows NT servers for file, print and 3270 mainframe to the mainframe, Citrix remote applications server, and an AIX Unix Firewall.

The Data Base Administration unit designed, created, and managed logical and physical IMS and DB2 databases on the IBM mainframe and DB2 databases in the MS/Windows environments.

The Computer Operations unit executed batch jobs on the IBM mainframe, printed and distributed reports.

Assisted the I.S. Director in functions relating to planning, budgeting, hardware and software acquisition. Establish standards, procedures, and schedules for the IBM mainframe. Review the I.T. budget with emphasis on efficient management of computer SW and HW moneys. Prepared bid specifications on mainframe computer hardware.

Data Center responsibilities include capacity planning, sizing, and implementing of all DOE hardware, electrical and mechanical installations in the DOE Data center. Upgraded the ES9000 from a model 210 to a 311. Installed the first IBM mainframe disk array (RAMAC).

**Employer Company Name**  
**Louisiana Department of Education**  
**1201 N. 3rd St.**  
**Baton Rouge, LA**

Kind of Business: Government - Education  
Your Official Job Title: I.T. Technical Support Manager  
Dates of employment: From 09/99 - Present

Direct and manage 12 technical staff in the Network, Server, Database Administration, and Enterprise System Security Computer Operations areas in a multi-host (Microsoft and IBM) State data center as follows:

Research, install, configure and maintain over 75 Microsoft Windows servers, including MS/Active Directory, DNS, DHCP, Web, and SQL Servers, and many software applications and middleware running on Dell PowerEdge and IBM high density Blade Servers. Maintain an IBM 2066 Z-Series mainframe, running both z/OS (TSO, JES2, DB2, TCP/IP, CICS) and Unix System Services with used for batch processing and web and database serving with SSL encryption to electronic collect file transfers from 66 school districts and 1500 users via the TCP/IP Internet and to produce E-reports for instant viewing or downloading with a browser. The IBM Mainframe computer was phased out of usage in June 2009, at which time all of the legacy software applications were migrated to the Microsoft “.Net” environment, running on IBM X-Series servers.

Install, configure, and manage Nortel switches, routers, and Cisco firewalls on a Gigabit Ethernet TCP/IP network. Manage 15TB of disk storage on multiple Storage Area Networks (IBM and Xiotech SANs) using Brocade Fibre Channel switches with MS/Windows servers and FICON to the IBM Z-Series mainframe. All servers are diskless and utilize “Boot from SAN”, (all server disk storage allocated on the SANs). A comprehensive SNMP Network monitoring system with email/text message paging alerts monitors over 100 devices in the network. Enterprise-wide RACF security administration and electronic document imaging & workflow management are also provided. MS/Windows Middleware solutions are developed or deployed to enhance security and password synchronization.

The Data Base Administration functions include creation of relational databases on multiple computing platforms (DB2 for the IBM mainframe and MS/SQL for Windows), the logical/physical database designs, data base security, performance & tuning and maintenance. A complex data base replication solution (Data Propagator / Info Integrator) allows the DB2 databases and MS/SQL data bases on the IBM mainframe and MS/SQL servers to synchronize themselves automatically when updates are done to either side, eliminating the data base latency issues.

The Computer Operations unit executes batch jobs and online transactions (CICS) on the IBM Z-Series mainframe, runs daily off-site tape backups, monitor electronic data collections from school districts, and provides a multi level Help Desk service for DOE staff and school district users to call in for problems and assistance.

Provide the I.T. Director with: Preparation of budget requests and purchase orders for all server, mainframe, network, storage, and hardware and software purchases as well as for hardware and software upgrades. Negotiate with software and hardware vendors on software and hardware contracts. Prepare annual software and hardware maintenance contracts for vendor-supplied maintenance. Reconcile software and hardware acquisitions, I.T. services, and maintenance invoices. Prepare Statements-of-Work (SOWs) for vendor contracted I.T. services. Prepare formal Invitations to Bid (ITBs) for millions of dollars in hardware and software purchases. Perform feasibility and cost/benefit studies for new software and hardware designs. Develop long range plans, DOE goals and objectives, and establish priorities in the data center. Review, evaluate, recommend, and approve the selection and purchase of software and hardware for other DOE divisions. Participate in the creation of a departmental disaster/recovery plan. Perform performance appraisals and recommend promotions.

Data Center responsibilities include capacity planning, sizing, and implementing of all DOE hardware, electrical and mechanical installations in the State Shared Data center and to design and enhance the Ethernet and Fibre Channel networks as the number of servers and storage grows.



(b)(6)

Allen.schulenberg@la.gov

# Allen Schulenberg

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## Education

The University of Maryland, College Park, MD. Graduate Certificate in Large-Scale Education Assessment. May 2005.

The University of North Texas, Denton, TX. M.P.A. Public Administration. December 1998.

Southeastern Louisiana University, Hammond, LA. B.S. Industrial Technology. December 1989.

## Experience

### **Louisiana Department of Education - Baton Rouge, LA**

#### **Education Program Consultant 4**

(2007-Present)

- Utilizes data to develop reports for Department policy makers, Board of Elementary and Secondary Education, Legislature, news media, and the general public.
- Conducts IT Planning Committee meetings with LDOE staff to disseminate and discuss IT related issues.
- Responsible for administrative tasks such as grant writing, responding to legislative resolutions, and budget development.
- Coordinates IT staff to meet with LDOE / LEA staff to obtain input on applications systems development projects.
- Supports other LDOE office / division staff with data to assist them in accomplishing their goals.
- Assists other Department staff with the reporting of performance indicators.
- Assists in the writing of the Department's Operational and Strategic Plans.

### **Louisiana Department of Education - Baton Rouge, LA**

#### **Education Research Analyst 3**

(1999-2007)

- Utilizes data to develop reports for Department policy makers, Board of Elementary and Secondary Education, Legislature, news media, and the general public.
- Researches new and proposed state and federal legislations to determine if current reports are adequate or if redesigns are required.



### **Allen Schulenberg**

- Collaborates with ITS Project Leaders to develop edits and cross checks for new and existing education data information systems.
- Assists other Department staff with the reporting of performance indicators.
- Assists in the writing of the Department's Operational and Strategic Plans.
- Trained Department staff and nonpublic school personnel in the use of a web-based data collection system.

#### **Computer Skills**

Proficient in MS Office (Access, Excel, PowerPoint, Word) and SPSS.

# JEFFREY G. SCOTT

## APPLICATION DEVELOPMENT

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- Designed customized macros to interface with Legacy mainframe and its interface (VBA)
- Monitored and analyzed existing processes used in Electronic filing for improvement and enhancement
- Designed custom Outlook and Excel applications (VB6, VBA)
- Designed custom and automated Word application responsible for merging taxpayer data with a letter template and printing the letters to send to taxpayers. (VBA)
- Analyzed the benefits and shortfalls of various Microsoft Programming Tools
- Designed, tested, and published a database driven application system that automated registration and data warehousing for the use of over 250,000 tax preparers across the nation. (VB6, VB.NET, ASP)
- Designed custom applications to query databases for reporting and statistics
- Migrated mainframe Legacy programs to PC-Based VB applications
- Responsible for maintaining, troubleshooting, and updating all electronic and web filing, direct debit, and direct deposit applications
- Developed specifications and designed, coded, and tested custom applications for specialized reporting and file parsing
- Lead project teams in design, coding, and problem resolution to ensure compliance with methodology and system design.
- Responsible for developing strategic plan for integration, simplification, and implementation of a modular design of legacy systems.
- Periodically deliberated with process and system owners and taxpayers to ensure productive and effective user experience.

## DATABASE AND SERVER MANAGEMENT

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- Six years of SQL Server experience: 5 years of database development and 1 year of administration
- Administered SQL Servers at least 8 SQL Servers ensuring performance
- Maintained a total of 27 servers minimizing downtime and ensuring backup and recovery
- Established and implemented Best Practices policies for SQL server environment
- Maintained Fax On Demand Server; Upgraded software and hardware; Performed troubleshooting on hardware and software issues. When necessary, worked with vendor to resolve issues.
- Determined specifications for new hardware purchases and system configurations.
- Created custom queries for reporting, statistics, and research
- Administered two Telephony, two Web, five Application, and three SQL Servers

## WORK HISTORY

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*IT Management Consultant, LA Department of Education, 2007 - Present*

*IT Programmer/ Analyst, LA Department of Revenue, 2002 - 2007*

*IT Applications Programmer, LA Department of Revenue, 2001 - 2002*

## COMPUTER SKILLS

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**Operating Systems:** Windows NT 2000/XP/2003 workstation and server, Mac OS, A+ Certified

**Application Development:** Visual Basic.NET, VBA, HTML, SQL 2000, SQL 2005, MySQL

**Microsoft Official Courses:** 2071B, 2073, 2373B, 2542B, 2543B, 2559B, 2663A, ASP.NET 2.0(10/05), ADO.NET 2.0(10/05)

## EDUCATION

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**Southern University and A & M College**

*Mechanical Engineering*

Baton Rouge, LA.

*Fall 1991 - Spring 1996*

**Instituto Tecnológico de Estudios Superiores de Monterrey**

*Spanish and Engineering*

Monterrey, Nuevo Leon, MX.

*Spring 1995, Fall 1995*

## Elvis Willie

Louisiana Department of Education  
Office of Management and Finance  
1201 N. 3<sup>rd</sup> Street  
Baton Rouge, La. 70804  
225-342-1803  
[Elvis.Willie@la.gov](mailto:Elvis.Willie@la.gov)

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### Education

1977                      Southeastern Louisiana University                      Hammond, La.  
B.S., Mathematics

### Professional Experience

2000-Present   Louisiana Department of Education                      Baton Rouge, La.  
Information Technology Applications Manager 2

- Oversee four Applications Development project teams currently converting the Department's mission-critical, multi-user, secured applications from IBM mainframe-based COBOL/CICS/DB2 to web-based Microsoft .NET/C#/SQL Server
- Led Applications staff in the development of the Department's Student Transcript System (STS) that collects High School transcript data used in determining students' eligibility for Louisiana's TOPS (Taylor Opportunity Program for Students) scholarships
- Developed and led teams in developing web-based applications such as the Department's LEADS Inquiry (LIQ), Title I – Part A (TIA), Title I – Part D (TID), and Scholarships for Educational Excellence (SEE)

1989-2000           Louisiana Department of Education                      Baton Rouge, La.  
Information Systems Applications Manager1

- Directed, supervised, and assisted three teams, each headed by a project leader, in the development, enhancement, and/or maintenance of a variety of custom COBOL/CICS/DB2 applications such as the Student Information System (SIS), Profile of Educational Personnel (PEP), and Curriculum Database (CUR), all of which are key data systems used today by the Department to collect educational data from each of the State's local school districts
- Developed the Numeric Data Collection system (NDC), a generic spreadsheet-type application to collect summary data from the local school districts via the Department's mainframe network; developed the generic Tables Management System (TBL); expanded the concept of the existing Job Request system (JRQ) and created an improved, generic version of JRQ that allowed programmers to create custom report and/or job request screens without writing program code
- Emphasized structured programming, reference table-based and parameter-based programming techniques, automated testing techniques, quality assurance, and adherence to standards



- 1983-1989 Louisiana Department of Education Baton Rouge, La.  
Computer Project Leader
- Provided team leadership in the design, development, and implementation of the Annual School Report (ASR) system, a statewide, IBM mainframe-based data system with online and batch users
  - Was responsible for maintenance and enhancement of several other CICS and batch systems
  - Developed and led my team in developing structured, modular report generation processes for several applications
  - Participated in the development of structured programming standards; mentored and assisted team members in structured and modular design and programming techniques
- 1981-1983 Louisiana Division of Administration Baton Rouge, La.  
Programmer/Analyst 5
- Maintained the state's Uniform Payroll System, which issued bi-weekly paychecks to 65,000 state employees
  - Developed system and program specifications for team members to follow
  - Supervised up to four team members; performed project management duties; reported project status to users and management
- 1980-1981 Louisiana Division of Administration Baton Rouge, La.  
Programmer/Analyst 4
- Designed and implemented the Vendor Terms portion of the Purchasing Contracts system
  - Gathered and analyzed data requirements; designed system changes and enhancements
  - Developed and tested programs; created system documentation; trained users; supervised team members
  - Participated in the development of an online, relational database, personnel action system for the Louisiana Department of Civil Service
- 1979-1980 Louisiana Division of Administration Baton Rouge, La.  
Programmer/Analyst 3
- Developed and tested COBOL application programs
  - Determined users' needs and requirements
  - Supervised, trained, and assisted other programming staff
  - Worked with and was mentored by Arthur Andersen Consulting (Alan Fiorenza) on the Purchasing Contracts system development project
- 1977-1979 Louisiana Division of Administration Baton Rouge, La.  
Computer Programmer/Analyst 2
- Coded COBOL programs for the Division's Honeywell mainframe
  - Tested and documented programs
  - Received training



**Dawson G. Andrews**  
(b)(6)  
**Dawson.Andrews@la.gov**  
**Tel. 225.287.7994**

## **Summary of Qualifications**

- 21 years of experience in information technology, in increasingly responsible positions within Louisiana governmental agencies.
- Supervisory responsibility for an Information Technology Division of a moderate size agency, with 16 offices throughout the state of Louisiana.

## **Skills/Duties**

- Ability to write, test and debug programs.
- Design and code systems in a variety of languages.
- Problem resolution skills.
- Write system documentation.
- Meet with users to determine needs for new systems.
- Teach program and systems to users.
- Design systems layout, appropriate data structures and elements for applications.
- Consult and advise management to determine needs and developing strategies.
- Oversee database management for statewide systems.
- Meet with users, vendors and administration to resolve problems, design strategies of a complex nature.
- Set standards for backup and recovery, network management, database administration and end user support.
- Recommend and supervise selection, acquisition and installation of system software and hardware.
- Prepare requests for proposals and contracts to meet long-term priorities and IT solutions.
- Supervise a staff of programmers and technicians; oversee Helpdesk functions

## **Career Highlights**

- Designed and implemented a statewide Case Management system.
- Supervised selection, acquisition installation and implementation of Local Area Network/Wide Area Network system
- Supervised design, creation and implementation of a proprietary program/system to manage and store all data on agency clients – Juvenile Electronic Tracking System (JETS)



## **Work History**

Information Technology Director 1 – LA Office of Juvenile Justice  
2005 – present

Information Technology Supervisor - Department of Public Safety and Corrections,  
2003 - 2005

Information Systems Software Support Specialist 3 - Department of Public Safety and  
Corrections, 1998 - 2003

Information Systems Applications Program Analyst 2 – Department of Economic  
Development, Office of Financial Institutions, Department of Public Safety and  
Corrections, 1991 - 1998

Information Systems Applications Programmer 2 - LA Department of Public Safety –  
1990 – 1991

Information Systems Applications Program Analyst 1 - LA Department of Corrections –  
1991

Information Systems Applications Programmer 1 - LA Department of Health and  
Hospitals, Department of Public Safety – 1988 -1989

## **Education**

**University of New Orleans - Bachelor of Science, 1987**

Major subjects: Computer Science, Business Administration, Economics



## **Resume'**

Kim Bailey Barnette

(b)(6)

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Office Phone: (225) 342-0579

Office Fax: (225) 342-0603

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**Current Job:** As the Education Director for the Louisiana Department of Public Safety & Corrections, responsibilities include: oversight of state offender education, coordinate with other state agencies with regard to educational opportunities for offenders, direct education grants for the department, and ensure that the priorities of the Secretary are carried-out to reduce the state's offender recidivism rate.

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### **Employment Experience**

- Jan, 2003-present      *Louisiana Department of Public Safety & Corrections*
- State Education Director, Office of Offender Reentry
- Jan, 2001-May, 2003      *Centenary College*
- Adjunct Professor, Advanced Education Research & Statistics
- June, 1991- Jan, 2003      *Louisiana Technical College System*
- Education Director, David Wade Correctional Center Campus: Dean of Workforce Development, Shreveport Region, and: Assistant Dean, Northwest Campus
- January, 1985- June, 1991      *Webster Parish School Board - Minden High School*
- Mathematics Teacher, Biological Sciences Teacher, Softball Coach, Tennis Coach & Track Coach at Minden High School

### **Education & Certification History**

- 2001    Prospectus Defense Panel Approval: "*A Comparison Study of the Certification Requirements for Louisiana Correctional Educators*": Louisiana Education Consortium
- 2000    All but Dissertation of Doctorate Education Administration & Leadership: Psychology. Louisiana Education Consortium, Louisiana Tech University/Grambling State University/University of Louisiana at Monroe
- 2000    Specialist Cognate: Psychology. Louisiana Education Consortium, Louisiana Tech University/Grambling State University/University of Louisiana at Monroe
- 1997    Masters plus 30 hours (M.A.+30) Education with emphasis in qualitative and quantitative research & research statistics. Louisiana Education Consortium, Louisiana Tech University/Grambling State University/University of Louisiana at Monroe
- 1995    Vocational Technical & Industrial Certification, Louisiana State University, Baton Rouge
- 1992    Master of Arts (M.A.); Counseling, Louisiana Tech University, Ruston
- 1985    Bachelor of Sciences (B.S.); Mathematics & Science Education, Louisiana Tech University, Ruston



1978 Homer High School, Homer, Louisiana

### **Written Work, Projects, and Presentations**

2009 Re-Application: Education Title I Federal Grant for the Louisiana DPS&C: Funded \$390,060.00

2009 Re-Application: Adult Education State Grant for the Louisiana DPS&C: Funded \$144,039.00

2009 Re-Application: Adult Education Federal Grant for the Louisiana DPS&C: Funded \$198,115.00

2009 “Coordination Update of Correctional Education” presentation at the Louisiana Association for Public & Community Adult Educators Summer Conference, Baton Rouge

2009 Re-Application Recovery Workforce Training Program-Community Development Block for the Louisiana DPS&C: Funded \$440,000.00

2008 Re-Application: Education Title I Federal Grant for the Louisiana DPS&C: Funded \$332,133.00

2008 Re-Application: Adult Education State Grant for the Louisiana DPS&C: Funded \$144,039.00

2008 Re-Application: Adult Education Federal Grant for the Louisiana DPS&C: Funded \$207,332.00

2008 “Coordination Update of Correctional Education” presentation at the Louisiana Association for Public & Community Adult Educators Summer Conference, Baton Rouge

2007 Re-Application: Education Title I Federal Grant for the Louisiana DPS&C: Funded \$318,088.00

2007 Re-Application: Adult Education State Grant for the Louisiana DPS&C: Funded \$75,491.00

2007 Re-Application: Adult Education Federal Grant for the Louisiana DPS&C: Funded \$113,292.00

2007 “Coordination of Correctional Education” presentation at the Louisiana Association for Public & Community Adult Educators Summer Conference, Baton Rouge

2006 Recovery Workforce Training Program-Community Development Block for the Louisiana DPS&C: Funded \$800,000.00

2006 Re-Application: Education Title I Federal Grant for the Louisiana DPS&C: Funded \$257,321.00

2006 Re-Application: Adult Education State Grant for the Louisiana DPS&C: Funded \$65,116.00

2006 Re-Application: Adult Education Federal Grant for the Louisiana DPS&C: Funded \$65,618.00

2006 “Placing Released Offenders into Louisiana’s Workforce” presentation to the Louisiana Craft Workforce Development Board

2006 “Reporting Offender Education: Consistency & Accountability” presentation at the Louisiana Association for Public & Community Adult Educators Summer Conference, Baton Rouge

2005 New Application: Education Title I Federal Grant for the Louisiana DPS&C: Funded \$156,583.00

2005 New Application: Adult Education State Grant for the Louisiana DPS&C: Funded \$67,488.00

- 2005 New Application: Adult Education Federal Grant for the Louisiana DPS&C: Funded \$84,512.00
- 2005 “Reducing Recidivism by Joining Education and Reentry Transition” presentation at the Louisiana Association for Public & Community Adult Educators Summer Conference, Baton Rouge
- 2004 Developed and implemented the DPS&C Education Reporting Database to accurately and consistently report all offender data to the Secretary’s Office
- 2004 Reentry Preparation Program Curriculum for the Louisiana DPS&C (Adopted and Implemented 2005)
- 2004 Coordinated & implemented the Department of Education Professional Improvement Plan for qualified and certified educators teaching in state prisons
- 2003 Coordinated the integration of Special Education within the Louisiana DPS&C Education Department at all state prisons
- 2003 New Application: Temporary Assistance for Needy Families Part III (TANF3) for the Louisiana DPS&C: Funded \$1,937,963.73
- 2001 “The Structure of a Correctional Education Department in Louisiana: A Qualitative Review” - Work submitted to *The Journal of Correctional Education*
- 2000 “Determining Reliability and Validity of Research in Education” presentation to the North Louisiana Teachers
- 1999 Louisiana Vocational Association Conference presentation, New Orleans. Topic: “High Tech Recruiting”
- 1997 “Louisiana Technical College Sector Scoop” Louisiana Association of Financial Aid Administrators - Financial Aid Observer
- 1997 “Title IV Verification” presentation as an expert panel member at the Louisiana Association of Student Financial Aid Administrators’ Fall Conference, Baton Rouge
- 1996 “Technical Education in a Prison Environment” presentation to the American Technical Educational Association, Hot Springs, Arkansas
- 1994 Scholarships for Me, book published (copyright©1994) to assist high school students in Louisiana, Arkansas, and Texas find college funding sources.

### **Professional Memberships & Activities**

- Adult Education Taskforce Member representing the Louisiana Department of Public Safety & Corrections (DPS&C)
- BESE - Special Education Advisory Council Member
- DPS&C Headquarters Correctional Facilities Program Auditor of American Correctional Accreditation Standards
- Louisiana Workforce Commission Industry-Based Certification Council Member representing the Louisiana DPS&C
- Louisiana Association for Public & Community Adult Educators (LAPCAE) 2009-10 President Elect
- Program Director for DPS&C State Title I Program Grant
- Program Director for DPS&C State Adult Education State & Federal Grants
- Program Director for DPS&C Recovery Workforce Training Program/Community Development Block Grant
- Education Liaison for the Louisiana Board of Ethics



- Louisiana Association for Public & Community Adult Educators Executive Board Member
- American Correctional Association – Board Delegate representing Adult Correctional Education
- Correctional Educators Association
- National Association for Wardens & Superintendents
- Certified Notary for the State of Louisiana
- Claiborne Economic Development Board, Education Task Force Chair
- Claiborne Parish Family First Coalition, Board Member
- Served as Louisiana Technical College Chairperson on the following committees: (1) Educational Programs (2) Student Services (3) Placement & Follow-up (4) Grievance
- Served as Louisiana Technical College Member on the following committees: (1) Steering (2) Organization & Administration (3) Media Services (4) COE standards & measures
- 1997-98 State Legislative Advisory Committee Member to the Louisiana Student Financial Assistance Commission on TOPS Development
- Louisiana Student Services Association: 1997-1999 President; 1993-1997 Reporter
- Louisiana Association of Student Financial Aid Administrators representing the Louisiana Technical College System: 1996-1998 on the Executive Board, 1997-1998 Professional Development Committee, Chair; 1995-1997 Membership Committee; 1995-1997 Publications Committee; 1994-1999 Association Member
- Vocational Industrial Clubs of America: 1995-1997 Assistant Advisor
- Louisiana Tech Outstanding Alumni - 1995
- Governor's Committee for State Postsecondary Review Programs & State Postsecondary Review Entity (SPRE): 1992-93 Committee Member
- Webster Parish Educators Association: 1990 State Voting Delegate, 1987-91 Member
- Career Guidance Consultant for Claiborne Parish School System to serve individuals and area secondary schools regarding students' career interests and college search
- Louisiana Energy Services: Claiborne Economic Development Representative in Germany for the purpose of studying the possibility of local centrifuge uranium enrichment plant

# Sujuan M. Williams Boutté

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## Objective and Major Strengths

To utilize my education and experience in leadership, coordination of resources, development of partnerships, policymaking, research, strategic planning, training and implementation of continuous program improvement strategies related to education, workforce and economic development to assist with the development, implementation, and maintenance of strategies contributing to increased college access in the state of Louisiana.

Broad range of experience spanning K-12, Higher Education, Government and Private Industry. Ability to see the big picture, establishing connections and implementing policy and procedures aimed at achievement of effective linkages and continuous program improvement.

## Experience

July 2007-present                      LA Office of Student Financial Assistance

### **Deputy Executive Director and Chief Operations Officer**

- Provide oversight for LOSFA program divisions and information technology
  - Scholarship and Grants Division
  - Loan Operations Division
  - Information Technology Division
  - START Saving Division
- Serve as Executive lead on Business Continuity Plan
- Serve as lead on College Access Challenge Grant
- Provide oversight for development of College Knowledge web and program initiative
- Serve as liaison with Board of Regents on programmatic issues

April 2005-July 2007                      LA Department of Environmental Quality  
Baton Rouge, LA

### **Workforce Planning Executive Consultant**

- Developed and coordinated comprehensive workforce planning strategy.
- Developed and initiated hiring and selection tools to facilitate increased job fit.
- Developed and initiated behavioral and situational interviewing techniques and tools.
- Initiated job profiling to facilitate improved job match, employee development, and accuracy of job descriptions.
- Initiated job matching strategies for succession planning and knowledge transfer.
- Delivered training on managing the generation mix and implications for best practices in workforce planning.
- Delivered training on job profiling, employee engagement and job fit.
- Initiated PPR standardization with rubric based expectations.

- Initiated telecommuting project.
- Initiated employee engagement surveys.
- Initiated feedback loop strategies between employees and management.
- Initiated alumni recruiting initiative.

May 2004-April 2005      LA Office of Student Financial Assistance

Baton Rouge, LA

**Chief Research and Planning Officer**

- Coordinated and submitted agency strategic plan.
- Developed standardized process for creation of strategic plan source documentation.
- Developed interactive process to integrate strategic plan, operational plan, and LOSFA division plans.
- Performed liaison function with Board of Regents regarding coordination of data release and research inquiries on student financial aid.
- Coordinated and delivered mid-year agency-wide performance standard review sessions.

1997–February 2004      LA Department of Labor      Baton Rouge, LA

**Assistant Secretary, Office of Workforce Development**

- Performed oversight of various federal and statutorily dedicated funded programs with a budget of over \$200 million dollars and a workforce of over 500.
- Implemented Regional Management concept to promote better coordination of labor exchange resources between urban and rural areas.
- Developed Regional Employer Response Team concept to provide increased coordination resulting in collaborative solutions to address the needs of business and industry.
- Developed portfolio concept to promote cross-informing among departments.
- Developed Family Income Growth Strategy to provide strategic method for increasing the earning potential of the working poor.
- Restructured the Office of Workforce Development and civil service positions within the office to provide improved service delivery to internal and external customers.
- Implemented employer focus/advisory group concept to facilitate accurate determination of the needs of businesses.
- Developed research based System Feedback Loop method to facilitate continuous program improvement and increased responsiveness to customers.
- Implemented integrated design teams to promote development of grass roots, user-centered technology solutions.
- Developed pilot concept to implement resolution/training process for handling disputes over Performance Appraisal ratings.
- Developed Worker Transition Center concept designed to deliver on-site services to workers affected by business closures.



- Designed statewide training project for One-Stop frontline and supervisory staff.

1995-1997                      Northwestern State University   Natchitoches, LA

**Director Office of Public Service/Coordinator of Non-Credit Continuing Education**

- Instituted award winning customized training programs for business and industry.
- Developed the Heritage Education Teaching with Historic Places Conference in partnership with Culture, Recreation, and Tourism receiving the Education Award from the Louisiana Preservation Alliance for this effort.
- Developed Leadership Northwest, a 6-parish consortium, in partnership with the Natchitoches Chamber of Commerce and surrounding chambers receiving the President's Award from the Natchitoches Chamber for this endeavor.
- Implemented a model Welfare to Work Program in partnership with area businesses and the Department of Social Services receiving Excellence in Programming Recognition from Learning Resources Network International Competition for this project.
- Redesigned continuing education course offerings catalog to feature cover art designed and donated by local artists.

1994–1995                      Northwestern State University   Natchitoches, LA

**Director/Founder Technology Training Institute**

- Worked with IBM to develop learning laboratory equipped with the latest educational software.
- Coordinated with Methods Instructors to provide demonstrations on effective use of educational software in K-12 instructional settings.
- Partnered with Cable in the Classroom to demonstrate effective use of cable technology in the teaching/learning process.
- Conducted training for pre-service and in-service teachers as a Turner Broadcasting National Faculty Member.
- Conducted conferences/teleconferences on converging technologies and the effective use of those technologies in the teaching/learning process.
- Wrote Microsoft Partnership in Teacher Education Grant to secure latest educational software for learning laboratory.

1993-1994                      IBM    Louisiana

**Education Instruction Specialist**

- Conducted parish-wide training with primary teachers to move from laboratory setting to integrated setting for Caddo Parish School System.
- Worked with School Superintendents and Supervisors to demonstrate integrated technology solutions for K-12.
- Trained K-12 teachers in Louisiana and Oklahoma on effective integration

of technology in the classroom.

1981-1993      Northwestern University Laboratory School Natchitoches, LA

**Supervising Teacher**

- Conducted parish-wide training for in-service teachers.
- Piloted hands on math, science, and whole language curriculums.
- Developed methodology for integrating technology into hands-on teaching/learning process.

**Education**

**1980-2000      Northwestern State University      Natchitoches, LA**

- B.A., Early Childhood Education  
Graduated Magna Cum Laude
- M.Ed., Elementary School Administration
- Ed.S., Education Technology  
Thesis: Terrific Teaching with Technology: Three Steps to Success
- Ed.D., Education Technology and Leadership  
Dissertation: Creating a System Feedback Loop: Three Approaches to Designing a Customer-Focused System For Workforce Development  
Graduated with a 4.0 throughout graduate career

**Committee Work**

- ASCEND 2000 Civil Service Workflow Redesign Workgroup
- National Association of State Workforce Agencies Employment and Training Committee
- National Center on Education and the Economy High Skills State Consortium Member
- Past YWCA Board Member
- Civil Service Human Resources Reform Workgroup
- Health Works Commission
- TANF/STEP Design Committee
- LSU Health Sciences System Academic Advisory Committee
- LSU LA Population Data Center Advisory Committee
- IMPA-HR Fellowship Committee
- DOTD Workforce Planning Committee

**Presentations at National Meetings**

- National Council of Black Mayors Conference
- National Association of State Workforce Agencies Conference
- National Council on the Aging Conference
- National Unemployment Insurance Issues Conference
- National Association of State Student Grant Aid Professionals



**Community Service**

- University Laboratory School
- Marriage Encounter, Diocese of Baton Rouge



## **Michael T. Dailey**

(b)(6)

mdailey@dss.state.la.us

### **Education**

1996-2002

**The University of Texas at Austin, TX**

***College of Education***

*PhD, Higher Education Administration*

Specialization:

Institutional Research and Planning; Technology Transfer and Commercialization

Dissertation:

Intellectual Migration/History of Science and Technology

1995-1996

**Saint Edward's University**

***College of Education***

*M.A., Administration of Human Services*

Specialization:

Organizational Planning and Development; Program Evaluation

1984-1988, 1995

**The University of Texas at Austin, TX**

***College of Liberal Arts***

*B.A., Psychology; Minor, Anthropology*

### **Work Experience**

2008-present

**Louisiana Department of Social Services**

*Chief of Staff / Senior Policy Advisor*

Responsibilities Include:

Serve as a member of the department executive Leadership. Have recently transitioned from full time Chief of Staff to part time Senior Policy Advisor

Advise and participate within the department Leadership Team to provide evaluation consultation, strategy focus and management of cross agency strategic initiatives.

Oversee the department's policy development, research and dissemination including business intelligence operations and legislative affairs.

Communicate with suppliers of technology and project management services at the strategic/executive level.

Identify and secure federal revenue sources for department programs, particularly focused on developing the policies and practices needed to strategically and fully utilize approximately \$60 million ARRA (federal stimulus) funding.

Develop and execute a framework for prospective impact projections in existing and potential new areas of strategic priority for the department.

Contribute a strong evaluation and impact planning perspective to all program strategies while questioning assumptions and assist in the development of compelling theories of change. Lead change management strategies across department.



Serve as a full partner to program teams as they prepare their annual initiative reviews and create evaluation frameworks to measure evaluation progress against the goals and initiatives of department strategies while providing training/education that influence ongoing strategies.

Participate in communicating program and initiative results and impact within the department as well as to a broader community.

Develop high performing relationships with key department partners to develop and implement tools to support efforts in performance measurement, modeling and impact assessment.

Oversee quality management activities, through collaboration with DSS staff to facilitate and evaluate performance

2005-2008

**Louisiana Department of Health and Hospitals**

*Manager, Health Information Services*

*Manager, State Pharmacy Access Program*

Responsibilities Include:

Provide data integration and analysis in support of community health system development and DHH Executive Team.

Secure vendor partners and lead development/award of federal funds for health information exchange.

Federal resource/fund development for statewide and targeted programs (\$125 million post Katrina/Rita).

Develop and communicate environment research for placement of hospital providers and services based on capacity and need.

Conduct executive trainings on federal guidelines, program evaluation and improvement, and resource development.

Conduct healthcare provider/community workshops on state policy implementation, resource development, and program development.

Provide information development and analysis in support of other agencies' fund acquisition.

Conduct needs and capacity assessments for community based health system components.

Develop methods and conduct post-disaster research in support of health care delivery system recovery and redesign.

Develop and implement statewide pharmacy access initiative including managing a community based demonstration project grant program and facilitating Federal health services technical support.

Develop program monitoring and tracking tools for statewide health systems development programs.

Conduct community workshops on resource development (private, public and foundations) for health care administrators and community leaders.

1992-2007

**SRC Communications/KDM Intelligence**

*Director*



Responsibilities Include:

Fund Development

Program Development and Project Management

Program and Organizational Evaluation

Policy Research and Data Analysis

Organizational Technology Integration and Development

Recruit and Manage Research Teams

*Sample of Recent Projects (2000-2007):*

External Evaluator of National Science Foundation IGERT (Integrative Graduate Engineering, Research and Training), Rice University (Department of Electrical and Chemical Engineering-Nanophotonics).

Developing university-based program (CONJUNTO Scholars & Mentor Program) for identifying, supporting, and training students from underrepresented populations as top scientists for industry, gov't and academic careers.

Program development and evaluation of NIH-SEPA program (multi-university collaboration) including developing a new course in Global Health Technologies for middle school students; developing a course in Bioengineering for World Health for high school students; and developing a unique summer school course in Bioengineering Design Projects targeted at middle and high school students who have expressed strong interest in careers in bioengineering.

External Evaluator of National Science Foundation GK-12 Fellows Program (Integrative program linking industry, university, and K-12 schools/classrooms) at UT Austin (joint program between Environmental Science Institute, Institute of Geophysics, and Marine Science Institute).

External evaluator of National Science Foundation IGERT Program, UT Austin (Department of Bio-Optical Engineering).

Planning Coordinator, Title III (U.S. Dept. of Health Resources Services Administration) Early Intervention Services (EIS) Community Network. Assess community needs and prepare/implement model of network of coordinated HIV/AIDS primary medical services in rural Louisiana.

Technical Assistance (including Grant Writing/Administration, Program Development, Public Awareness Campaigns, Fund Raising Events, Disease Surveillance and Analysis, Program Evaluation) for HIV/AIDS Service Organization and State Office of Public Health, HIV/AIDS Program.

Project Management for development of web-based research management system for science and engineering researchers. Currently in beta test phase.

Independent Analysis of State of Texas Telecommunications Infrastructure Fund.

Management Review and Systems Analysis of k-12 Education "Dot-com" Startup

Data Analysis and Preparation of Legislative Report for University Outreach Center, UT Austin-Texas A&M Joint Project with at-risk K-12 students.

2000-2003

**Katapultz, Inc.**

*Policy/Research Director*

Policy Advisor and Research Design for National Technology Coordinator Corps dedicated to helping disadvantaged k-12 schools use technology in the classroom.

Fall 1998-Summer 2001

**Logan-Wilson Fellow, Office of Vice President and Dean of Graduate Studies, The University of Texas at Austin**

Responsibilities Include:

Design and Implement Comprehensive Evaluation of Graduate Education at UT Austin using online data management tools. Developed, tested and implemented technology-based survey system.

Fall 2000-Spring 2001

**The University of Texas System**

*Senior Policy Analyst*

Prepare analysis of funding data in preparation of legislative session (temporary contract for legislative session)

1998-2000

**Crime Prevention Institute / Community Techknowledge  
Researcher/Tech Commercialization**

Responsibilities Include:

Research Design and Implementation

Grant Writing/Grant Evaluation

Assist in developing “spin-off” organization from dbase technology developed in-house

1/'98-6/'98

6/'97-9/'97

**Texas International Education Consortium**

*Technology Consultant*

Responsibilities Include:

Web Site Development

Project Research

Development of Digital Library and Archival Systems/Policies

1995-1996

**Criminal Justice Policy Council**

*Researcher*

Responsibilities Include:

Design and Implement Statewide Evaluation of Juvenile Justice Community Youth Development Program

Compile and Analyze Criminal Justice Statistics

Prepare Data/Analysis for Legislative Hearings/Committee Meetings

**Recent Publications and Training**

*Health System Profile and Analysis.* Presentation for Louisiana Health Care Redesign Collaborative, 2006 (New Orleans)

*Post-Disaster Physician Supply Estimate.* Presentation for Louisiana Recovery Authority, 2006 (Baton Rouge)

*Post-Disaster Population Migration.* Presentation for Regional Health Consortia, 2005/2006 (Louisiana)

*Bridging the Divide: Higher Education and Collaborative Technologies.* Presentation for Society for College and University Planning, 2000 (Denver).



*Introducing Collaborative Technologies.* Presentation for Society for College and University Planning, 1998 (Princeton).

*Graduate Student Workshop Series.* Conduct workshops for graduate students on a variety of topics including publication and conferences, basic and advanced technology integration, and consulting.

*New Methods in Engineering Education: A Review of the NSF-IGERT Program.* With Dr. Rebecca Richards-Kortum. Engineering Education, Summer 2001.

*Higher Education in Russia.* Working Paper-Included in UT Graduate Course Supplement, V.R. Cardozier 1998

*Italian Higher Education.* Working Paper-Included in UT Graduate Course Supplement, V.R. Cardozier 1998

*AIDS and Academe, Legal Foundations of Policy.* Lecture Series for Higher Education Administrators, 1997-1998

*Preparing the Juvenile Justice System for the 21<sup>st</sup> Century.* Criminal Justice Policy Council, 1996.

*Volunteer Research Appointment: The University of Texas System Science Park, 1988-1989.*

Non-human primate subjects and hemispheric specialization/evolutionary linguistics.

### **Awards and Associations**

*Caswell-Ellis Foundation Fellowship, 1997-1998*

*Executive Board Scholarship Recipient, TACUSPA 1997*

*Member-Texas Association of College and University Student Personnel Administration, 1997-1998*

*Founding Officer-Higher Education Administration Student/Professional Association, 1997-1998*

*Outstanding MAHS Student, St. Edward's Univ. 1996*

*Officer-MAHS Association, 1996*

*Member-SCUP, 1998*

*Member-AIR, 1998*

### **Community Activities**

*Board Strategic Planning, Families Helping Families, 2008*

*Development Planning, SWLaHEC, 2006*

*Founding Director, Katapultz,, 2000*

*Founding Director, The Institute for Social Literacy, 2000*

*Steering Committee - Project Transitions, 1997-1999*

*Policy Analysis and Program Evaluation-AIDS Services of Austin, 1995*



# Melanie Gueho

(b)(6)

mgueho@corrections.state.la.us

## Experience

Department of Public Safety and Corrections

I/T Applications Manager, 2004 - Present

Responsibilities:

- Managing and supervising personnel, consisting of eight programmer analyst and two statisticians, and the activities of the applications programming section in the Office of Information Services.
- Applications programming support for the units within the Department of Public Safety and Corrections such as: Office of Adult Services, Division of Adult Probation and Parole, Office of Management and Finance, Inmate Banking, Human Resources, and the Secretary's Office. Information systems such as: CAJUN (Corrections and Justice Unified Network), Centralized Inmate Banking System, Probation and Parole Case Management System, and the Departments Website
- Planning, directing, and coordinating activities of the applications development groups through developing and maintaining a close working relationship with users and project coordinators in order to establish priorities and sequences of development
- Meet with vendors and consultants to discuss applications development needs based on system specification
- Assist in developing new standards, procedures, and guidelines.
- Prepares documents for budget proposals and request for proposals.
- Compiling and reporting of the departments statistical documents as well as completing surveys for the Bureau of Justice statistics and other National reporting agencies
- Identify training needs for the applications programming staff and makes recommendations on training courses dates, and costs to meet those needs.
- Includes responsibilities listed below

I/T Applications Programmer Analyst 1998 - 2004

Responsibilities

- Meet with users and evaluate request for changes to determine task and effects on existing programs and systems. Discuss and explain system modifications and new programs to users and write user guides for program forms and request.
- Analyze changes, enhancements, and system design to ensure data integrity and availability.
- Design, code, compile, test, debug, modify, and document new and existing applications within accepted standards, procedures, and guidelines.

Language

- Mapper
- Lotus Notes (Formula language and Lotus Script)
- Access (Visual Basic)

## Education

Southeastern Louisiana University

Bachelor of Business Management (12/96)

GPA: 3.2



## Raj Jindal

Jindal is a 32-year career employee with the Louisiana Workforce Commission (LWC) – formerly the Louisiana Department of Labor. She now serves as LWC's IT Director. In this capacity, she oversees operations of the Office of Occupational Information Services which includes both the Information Technology Division and the Labor Market Information Division of LWC. She manages and oversees implementation of multi-million dollar projects that greatly affect all four Offices of LWC. The other three Offices are the Unemployment Insurance Administration, Workers' Compensation, and Workforce Development. For seven years (1997-2004), prior to returning to her classified position of IT Director, Jindal was appointed Assistant Secretary of Labor for the Office of Occupational Information Services.

During her service with LWC, Jindal has served on several state and national committees; including the National Association of State Workforce Agencies' (NASWA) IT Committee, Labor Market Information (LMI) Committee, Information Technology Support Center Steering Committee (ITSC), and served for two years as President of the Louisiana Council of Information Services Directors (CISD).

Jindal received a Master of Science degree in Nuclear Engineering and a Master of Science degree in Physics from the Louisiana State University (LSU) in Baton Rouge.



# Lance M. Neal

(b)(6)  
Phone: (225) 342-4253 (b)(6)

## EDUCATION

- Σ Nicholls State University, Thibodaux, LA  
Bachelor of Science in Computer Information Systems  
August 1995 to May 1999
- Σ Louisiana State University, Baton Rouge, LA  
Major: Mechanical Engineering  
January 1994 to May 1995
- Σ Louisiana Tech University, Ruston, LA  
Major: Mechanical Engineering  
August 1992 to November 1993

## HONORS/AWARDS

- |   |               |   |
|---|---------------|---|
| Σ | July 1999     | Honor Graduate, 51B10 MOS Training, Fort McCoy, WI  |
| Σ | May 1999      | Dean's List, Nicholls State University  |
|   |               | also received in May 1998, December 1997, and May 1997  |
| Σ | July 1998     | Gold Castle Award, C Co. 769 <sup>th</sup> ENGR BN, LAARNG  |
| Σ | December 1997 | 1997 Soldier of the Year, C Co. 769 <sup>th</sup> ENGR BN and the 769 <sup>th</sup> ENGR BN, LAARNG |
| Σ | February 1997 | Army Achievement Medal, C Co. 769 <sup>th</sup> ENGR BN, LAARNG                                     |

## COMPUTER SKILLS

Knowledgeable of programming with COBOL, SAS, Java; JavaScript, LotusScript, Lotus Notes/Domino, SQL, HTML, CSS, JSP, XHTML, Visual Basic, Crystal Reports, C++, Ada, Turbo Pascal; knowledgeable with database design and relational database management, and systems analysis; experience with Informatica, DB2, Access, and Lotus Notes databases; efficient with Microsoft Office products, Lotus Office Suite products, FrontPage, Visible Analyst Workbench; experienced with Microsoft Project and Visio, proficient in all Windows operating systems; experience with web design, and (secure) FTP protocol; data warehousing.

## EXPERIENCE

- Σ Louisiana Board of Regents, Baton Rouge, LA  
August 2009 to Present Assistant Commissioner for Information Services & Data Management  
Work directly under the Deputy Commissioner for Finance and Administration; plan, develop, and implement Regents' information and data systems; review, evaluate, and make recommendations to the Regents' administration regarding management information systems, electronic data processing, computer, data management and data analysis systems; oversight of network design, data processing programming and



- support, software support, as well as evaluation and recommendations regarding appropriate data collection and data warehousing strategies and capabilities.
- Σ Undergraduate Admissions and Student Aid, Louisiana State Univ., Baton Rouge, LA  
August 2008 to July 2009  
Computer Manager II  
Managed the technical staff under the Director of Technology; served as technical liaison with Information Technology Services; provided critical support for the enrollment management functions of the University; coordinated functions and responsibilities with other university administrative offices; performed ad-hoc reporting as needed; provided critical information to the Executive Director of Undergraduate Admissions & Student Aid, as well as the Vice Chancellor of Enrollment Management.
  - Σ Information Technology Services, Louisiana State University, Baton Rouge, LA  
July 1999 to August 2008  
Information Technology Analyst II  
Managed the university's legacy system and web-based applications for Undergraduate and Law School Admissions, as well as student records and alumni affairs offices of the Paul M. Hebert Law Center; implemented electronic exchange of high school transcripts for Louisiana high school students, oversaw the project of the re-design to the Degree Audit system; previously instructed on-the-job training in JCL for new employees of University Information Systems, and provide support for users in the areas that are overseen.
    - Presented LSU Mobile at the WebdevShare 2001 conference at Indiana University
    - Co-presented Automating the Freshman Admission Process at the Southeastern Region Educause conference in 2001 in Atlanta, GA
  - Σ Abbeville Theater Corporation, Thibodaux, LA  
August 1995 to June 1999  
General Manager  
Compiled box office reports, prepared petty cash reports, computed payroll, handled minor accounting, compiled raw data into useable analysis formats, initiated employee incentive program, designed and distributed employee handbooks, established standard operations procedures, supervised all employee activities, managed employee scheduling and staffing, maintained inventory, corresponded with public representatives and business partners.
  - Σ C Co. 769 ENGR BN (C)(H), Louisiana Army National Guard, Gonzales, LA  
September 1993 to September 1995  
Corporal

## ORGANIZATIONS

- Σ Louisiana Technology Advisory Group (TAG)  
August 2009 to Present
- Σ The Parks of Dutchtown Homeowners' Association  
Homeowner Representative, July 2006 to May 2007  
President and Board of Directors, January 2008 to December 2008  
Webmaster, January 2008 to Present
- Σ Student Programming Association, Nicholls State University  
August 1995 to May 1999
- Σ Sigma Nu Fraternity, HZ Chapter, Louisiana Tech University  
August 1992 to November 1993

## BIOGRAPHICAL SKETCH

NAME	TITLE
Ronald Young, PhD	Deputy Assistant Secretary

### EDUCATION (Begin with Baccalaureate training and include post-doctoral training.)

INSTITUTION AND LOCATION	DEGREE(S)	YEAR CONFERRED	PROFESSIONAL FIELD
University of Kentucky	Ph.D.	1990	Agricultural/Rural Health Care Economics
University of Kentucky	M.P.A.	1984	Health Administration
Tulane University	M.A.	1976	Economic History
Tulane University	B.A.	1972	History

### RESEARCH AND PROFESSIONAL EXPERIENCE (Starting with present position, list training and experience relevant to the evaluation project.)

1. Deputy Assistant Secretary, Louisiana Department of Health and Hospitals Office of the Secretary (9/2009 – Present)
2. Director, Louisiana Department of Health and Hospitals Division of Health Economics (12/1999-9/2009). Manage the collection, management, and analysis of data from multiple sources. Maintain several databases on Division's server. Direct Division with 6-10 highly skilled research and data management staff. Work closely with Department Information Technology in development and use of multiple data management systems.
3. Assistant Extension Professor, Kansas State University Dept. of Agricultural Economics (7/1990 – 6/1997). Multiple applied research and public education responsibilities. Extensive work with data and information system development. Served as referee for the Review of Agricultural Economics. National Project Director, U.S. Cooperative Extension Health Care Reform Education Development Program, funded by Extension Service-United States Department of Agriculture.
4. Graduate Research Assistant, Agricultural Economics Department, University of Kentucky (8/1985-7/1990).
5. Manager, Data Analysis and Reporting-Group Health Division, CNA Insurance Companies, Chicago, IL (5/1983-8/1985).



# Project Narrative

## Project Narrative - Appendix C Current Status of State's Longitudinal Data System

Attachment 1:

Title: **Appendix C - Current Status** Pages: **3** Uploaded File: **I:\mf\pair\SHARE\SHARE\LDS Grant\P-20\P-20 Grant Application\Application Documents\Documents for Submission\Appendix C - Current Status.doc**

## Appendix C

### Current Status of Louisiana Longitudinal Data System

Tables 1 and 2 below summarize each of the seven required capabilities, as well as the twelve essential elements of the America COMPETES Act. All references to current conditions and activities that are in development as part of the LEDRS Phase One project will begin in the spring of 2010. These tables provide a clear summary of how Louisiana currently meets each of required capabilities and essential elements as well as how funding from this Phase Two P-20 grant will be used to enhance and extend current state resources and conditions.

**Table 1 - Seven Required Data System Capabilities**

System Capabilities	Status	Resources	Comments
1.) The system must enable States to examine student progress and outcomes over time.	Exists	In-house	Louisiana data systems do meet this condition; however, this process is a manual one and is labor intensive. The LEDRS Phase One project will address this issue and enhance present capability.
2.) The system must facilitate and enable the exchange of data among agencies and institutions within and between states so that data may be used to inform policy and practice.	In Development - - Enhanced By P-20	SLDS Grant	While this capability does exist, the process will be much easier after the LEDRS Phase Two improvements allow automated data extraction.
3.) The system must link student data with teachers.	Exists and To Be Enhanced By P-20	In-house	Louisiana presently can make this link, but the system is a manual and labor intensive operation. LEDRS Phase One will make this capability more accurate, efficient, complete, and thorough.
4.) The system must enable the matching of teachers with information about their certification and teacher preparation programs.	Exists, In Development, to Be Enhanced	In-house /SLDS Grant -- 2009	Currently have this ability and will be further developed with funds provided by SLDS grant awarded in 2009 and enhanced in Phase 2 P-20.
5.) The system must enable data to be easily generated for continuous improvement and decision-making, including timely reporting to parents, teachers, and school leaders on student achievement of their students.	In Development - - To Be Enhanced By P-20	In House / SLDS Grant -- 2009	Reporting capabilities do exist; LEDRS Phase One will enable reports to be generated more easily and timelier. This capability will be enhanced by the additional data generated through this multi-agency Phase Two P-20 initiative.



6.) The system must insure the quality and integrity of data contained in the system.	Exists and In Development - - To Be Enhanced With P-20	In-house/ SLDS Grant 2009	This capability is currently being accomplished within Louisiana. Nevertheless, it will be improved with completion of LEDRS Phase One through cross-system checks and the validation processes for the longitudinal data system. LEDRS Phase Two will allow cross-agency system checks.
7.) The system must provide the State with the ability to meet timely reporting requirements of the Department.	In Development - - To Be Enhanced By P-20	SLDS Grant - 2009	Reporting requirements are being met in Louisiana, but with manual methods it is not always timely. Increased reporting speed will be realized when automation is accomplished by LEDRS Phase One. State and federal reporting will be enhanced by data system features funded through this P-20 initiative.

**Table 2 - Twelve Elements Prescribed in the America COMPETES Act**

Element	Status	Resources	Comments
(1) A unique statewide student identifier that does not permit a student to be individually identified by users of the system.	Exists	In-house	A unique statewide student identifier has been developed, will be incorporated into Louisiana's Phase One project, and will be utilized in Phase Two.
(2) Student-level enrollment, demographic, and program participation information.	Exists and In Development	In-house/ SLDS Grant -- 2009	Presently, Louisiana has enrollment and demographic information available via the Student Information System. As for program participation, there is an October 1st class schedule collection and a Student Transcript System that collects data for grades 9-12. The data from these systems will be loaded into the SLDS system on a regular basis as soon as Phase One is completed.
(3) Student-level information about the points at which students exit, transfer in, transfer out, drop out, or complete P-16 education programs.	Exists and In Development; To Be Enhanced With P-20	In-house /SLDS Grant -- 2009	Currently we have a P-12 system, but work closely with the Board of Regents (BOR) and share data under a MOU. Through the P-12 Student Information System we can report transfers in and out, exits and dropouts, but not education program completions outside of grade 12. Through this Phase 2 grant, we will build a P-20 system.
(4) The capacity to communicate with higher education data systems.	Exists and in Development; To Be Enhanced With P-20	In-house /SLDS Grant -- 2009	Funding through this Phase Two will enable Louisiana to build a P-20 system; until such funding is awarded and development is accomplished, Louisiana's current capability for communicating with higher education will be limited to an exchange of data with the BOR.
(5) A State data audit system assessing data quality, validity, and reliability.	Exists and In Development	In-house/ SLDS Grant -- 2009	Louisiana has system reports that provide users with detailed information pertaining to their submissions, current data status, and data content. When the Louisiana SLDS system is implemented, the State will have a set of diagnostics available that run data content against all other connecting data systems and collections, ensuring that data validity also extends across matching data content and connecting data relationships.

(6) Yearly State assessment records of individual students.	Exists and In Development	In-house/SLDS Grant -- 2009	The LDOE contracts with third party testing companies for the official state tests and the companies provide student level assessment records to LDOE, the districts, and the guardians. In the future, the State will be able to produce student assessment records (based on official state tests) via its SLDS system; these assessments will be available to all relevant stakeholders.
(7) Information on students not tested, by grade and subject.	Exists and In Development	In-house/SLDS Grant -- 2009	Testing vendors provide this student information to both the State and the LEAs directly. Information on students not tested will be loaded into LEDRS Phase One and made readily available.
(8) A teacher identifier system with the ability to match teachers to students.	Exists and In Development	In-house/SLDS Grant -- 2009	Currently, Louisiana has matching between teachers, students, and courses. Such data will be imported into the SLDS Phase One for additional reporting that is made easier, timelier, more accessible, and more widely distributed.
(9) Student-level transcript information, including on courses completed and grades earned.	Exists -- To Be Enhanced with Phase Two P-20	In-house /SLDS Grant -- 2009	Louisiana's Student Transcript System currently collects all transcript information, including college and vocational information for grades 9-12; this information will be loaded into the SLDS as part of LEDRS Phase One. In LEDRS Phase Two, automation will allow this information to be accessed more easily and as needed by participating agencies.
(10) Student-level college readiness test scores.	Exists -- To Be Enhanced with Phase Two P-20	In-house	Primarily, Louisiana collects ACT data that includes student demographic information and test results. With Phase Two funding, this test score information will be more accessible to relevant stakeholders.
(11) Data that provide information regarding the extent to which students transition successfully from secondary school to postsecondary education, including whether students enroll in remedial coursework.	Exists and In Development -- To Be Enhanced With Phase Two P-20	In-house/SLDS Grant -- 2009	The LDOE works closely with the Board of Regents (BOR) and regularly shares data under a MOU. With funding through this Phase Two project, Louisiana will be able to build a P-20 system; until then, the LDOE will work with BOR through a manual data exchange.
(12) Data that provide other information determined necessary to address alignment and adequate preparation for success in postsecondary education.	In Development -- To Be Enhanced By Phase Two P-20	SLDS Grant -- 2009	Louisiana will build a P-20 system with funding through this grant. The interagency connections established in the P-20 system will enable participating agencies to make data-driven decision to improve services, add value, and solve problems.



# Project Narrative

## Project Narrative - Appendix D Letters of Support

Attachment 1:

Title: **Appendix D - Letters of Support** Pages: **8** Uploaded File: **I:\mf\pair\SHARE\SHARE\LDS Grant\P-20\P-20 Grant Application\Application Documents\Documents for Submission\Appendix D - Letters of Support.pdf**

Grant For Statewide Longitudinal Data Systems  
Under The American Recovery and Reinvestment Act, 2009

CFDA Number: 84.384

Louisiana Department of Education  
P-20 Longitudinal Data System Proposal

**Appendix D**

**Letters of Support**



# Budget Narrative

## Budget Narrative - Budget Justification

Attachment 1:

Title: **P-20 LDS - Budget Narrative** Pages: **2** Uploaded File: **I:\mf\pair\SHARE\SHARE\LDS Grant\P-20\P-20 Grant Application\Application Documents\Documents for Submission\P-20 LDS - Budget Narrative.doc**

## Budget Narrative (Justification)

On behalf of its partners and stakeholders, the Louisiana Department of Education is requesting a total of \$10,768,225 to be expended over a three-year period. Estimated expenditures by year are:

Year 1:           \$ 996,025

Year 2:           \$4,747,225

Year 3:           \$5,024,975

The majority of the expenses associated with this project are designated for professional services. The project will dedicate \$450,000 per participating agency for contractual services and needs unique to each. Front-in system analysis and the selection of contractual project managers and other professional service providers in Year One will pave the way for more significant investments in professional services in Years Two and Three, for substantial software development, modeling and testing in Year Two, and for training and training related expenses in Year Three.

Any external contractors hired to work specifically for this project will be highly skilled specialists selected through a Request for Proposal (RFP) process, in accordance with all State regulations and guidelines. Professional and contractual services are the major expense of this project and include the professional staffing required to fulfill its needs.

A contractor will provide the necessary system architects, programmers, and developers as needed for the successful completion of the project. A contractual project manager will be provided to oversee the day-to-day operational needs and will serve as the primary contact with the LDOE. A variety of software customized to fit the specific needs of this project will be developed by the contractor. The contractor also will provide technical training to LDOE development staff throughout the three-year period of the project. In Year Three, the contractor, with the assistance of LDOE training staff, will develop training materials and methodologies, as well as conduct training.

In addition to contractual items, the equipment budget includes five items totaling \$368,275. Five equipment items are hardware and related software and licensing that will be needed to make the enhanced P-20 warehouse operational. Those items are server costs, storage costs, hardware related software, network costs, and licensing costs for host connectivity. The combined project budget includes travel and supplies as well as the professional service/contractual and equipment budgets totals \$9,443,275. See **Table 1: P-20 LDS Overall Budget Summary:**



**Table 1: P-20 LDS Overall Budget Summary****P-20 LDS BUDGET SUMMARY**

<b>Job</b>	<b>Cost</b>	<b>Duties/Justification</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Professional Services - Contractual	\$9,000,000	Will cover contractual personal such as project manager, developers, and software architects over the 3-year span of the project.	\$600,000	\$4,050,000	\$4,350,000
Supplies	\$45,000	Office and technical supplies to support project	\$15,000	\$15,000	\$15,000
Travel	\$30,000	For travel in state for set up and training on P-20 interagency data system	\$10,000	\$10,000	\$10,000
Equipment (includes Storage)	\$368,275	For various system development and production purposes. See detailed justification in equipment budget	\$279,775	\$77,275	\$11,225
<b>Total</b>	<b>\$9,443,275</b>		<b>\$904,775</b>	<b>\$4,152,275</b>	<b>\$4,386,225</b>

- End: Budget Narrative –

# Budget Narrative

## Budget Narrative - ED 524 Section C Spreadsheet

Attachment 1:

Title: **P-20 LDS - Budget Spreadsheet** Pages: **2** Uploaded File: **I:\mf\pair\SHARE\SHARE\LDS Grant\P-20\P-20 Grant Application\Application Documents\Documents for Submission\P-20 LDS - Budget Spreadsheet.pdf**



**Budget Narrative - ED 524 Section C**

**BUDGET SUMMARY - CONTRACTUAL**

<b>Job</b>	<b>Cost</b>	<b>Duties</b>
Professional Services	\$8,400,000	Will cover contractual personal such as project manager, developers, and software architects over the 3-year span of the project.
Training	\$150,000	Will cover approximately 8 weeks of training along with the development of materials and method.
Software	\$450,000	Software developed by contractor -data modeling software, data management software, project management software, application testing software, and security systems.
<b>Total</b>	<b>\$9,000,000</b>	